



**EFFECT OF LEADERSHIP, ORGANIZATIONAL CLIMATE AND WORK
MOTIVATION ON EMPLOYEE PERFORMANCE
(CASE STUDY IN THE HOUSEHOLD SUBDIVISION OF THE SECRETARIAT
OF THE DIRECTORATE GENERAL OF DEFENSE FORCES OF THE
INDONESIAN MINISTRY OF DEFENSE)**

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Abstrak

This study aims to determine and analyze the influence of leadership on employee performance, to determine and analyze the influence of organizational climate on employee performance, to identify and analyze employee work motivation on employee performance, to identify and analyze the influence of leadership, organizational climate, and work motivation simultaneously. on the performance of employees in the Household Subdivision of the Secretariat General of Defense Forces of the Ministry of Defense of the Republic of Indonesia. The research method used is a quantitative method with a descriptive approach. As for the population in this study are all employees in the Household Subdivision, amounting to 43 people. The data needed is primary data for the basis of analysis, while the data collection technique is a questionnaire. The results showed that leadership, organizational climate and work motivation have an effect on employee performance in the Household Subdivision of the Secretariat General of Defense Forces of the Ministry of Defense of the Republic of Indonesia.

Kata Kunci: Leadership, Organizational Climate, Work Motivation and Performance Employees

INTRODUCTION

The success of an organization in achieving its vision and mission is related to various elements of human resources. Performance improvement is the most important problem in a company. Performance as work done by a person or group of people in an organization in accordance with their respective strengths and responsibilities to legally achieve organizational goals without violating the law and in accordance with ethics and morals. Performance improvement is the most important problem in a company. This is because performance is the result of work over a period of time compared to various work indicators, such as standards, goals or mutually agreed criteria, while performance indicators are based on the success of a person meeting work targets, number of jobs and contributions in the organization. A worker must have a certain willingness and ability to perform a task or job.

Government organizations in the public sector need to improve the performance of their employees so that the services provided by employees to the community are maximized, this needs to pay attention to aspects related to the potential that exists in an organization, so that increasing employee performance will have an impact on increasing organizational performance. Arrangements in public administration management relate to problems that exist in the organization, several factors including leadership, organizational climate and motivation that can increase employee performance to the maximum.

Good performance can realize the vision and mission of an organization. One of the components that play role in improving employee performance is leadership. As it is known that in an organization can not be separated from the element of human resources, both as leaders and as subordinates. The role and

position of these human resources are influenced by other human resources who are the controllers, drivers, empowerers and movers, namely leaders. Many experts argue that leadership is one of the important factors in achieving organizational goals. Achieving high employee performance organizational leaders need to build a good organizational climate, of course, followed by good leadership as well. The work atmosphere and relationships between employees will be synergistic and maximal in carrying out the work. A conducive and supportive organizational climate will make the work atmosphere comfortable. This comfort becomes a motivation and enthusiasm to show maximum performance. Good motivation will be able to support employee performance. Work motivation is an important part that is needed by the performance of employees in the agency, because motivation is expected to be able to provide enthusiasm for every employee to be enthusiastic about working hard to achieve high productivity, enthusiastic and responsible so that they can achieve organizational goals effectively and support employee performance.

Previous research that examines performance that is influenced by leadership, organizational climate and work motivation, as done by Ahwazi & Cholifihani (2016) which reveals that leadership has an impact on employee performance. Kurniawati (2018) revealed that a good organizational climate will improve employee performance. Another researcher Pratama (2020) revealed that the motivation provided by the organization was able to improve performance. In the Regulation of the Minister of Defense of the Republic of Indonesia Number 14 of 2019 concerning the Organization and Work Procedure of the Ministry of Defense, the Directorate General of Defense Forces. The Household

Subdivision, hereinafter referred to as the Household Subsection, is one of the three Subdivisions under Bag Um, which has the task of carrying out internal affairs and public services, as well as the maintenance and care of office equipment and the management of State Property.

Researchers suspect that currently the lack of employee performance in the Household Subdivision is caused by the slow completion of work and other tasks that must be completed immediately, which is closely related to leadership conditions such as lack of supervision, checking work results and evaluating in terms of carrying out their duties, limitations in communicating and consulting with superiors or fellow workers. employee. Lack of employee performance in the organizational climate such as a less conducive work atmosphere, lack of synergy between employees and lack of totality in carrying out work. Employees are less serious in their work or lack of quality of work as indicated by the delay of employees entering the office, especially after the lunch break, usually the office hours for the lunch break start at 13.00, but many employees come to the office at around 13.30, leaving the workplace for personal interests without permission or knowledge of superiors, not coming to work for various reasons, and leaving prematurely, Lack of awareness of each individual in carrying out their duties and lack of sense of responsibility for the work they are responsible for.

Based on the description and background of the problem described above, this research will focus on "The Influence of Leadership, Organizational Climate and Work Motivation on Employee Performance (Case Study in the Household Subsection of the Secretariat of the Directorate General of Defense Forces, Ministry of Defense RI)".

LITERATURE REVIEW and HYPOTHESES DEVELOPMENT

Relationship between leadership and employee performance

Leadership is a mutually influencing relationship between leaders and followers who want real changes that reflect their shared goals (Priyono & Marmis, 2010). Leadership involves a deep influence relationship, which occurs between people who want change, a change in leadership is a goal desired by the organization so that the ultimate goal of the organization can be realized by good leadership and will have an impact on organizational performance. Thus, leadership itself is a process of mutual influence. Leadership has a positive effect on employee performance, namely the higher the leadership value score, the higher the employee performance, if employees have good role models and leaders who can set an example for subordinates it will have an impact on performance (Muhammad et al., 2019), so that the hypotheses in this study are:

H1: Leadership has an influence on employee performance.

Relationship between organizational climate and employee performance

Organizational climate can be said to be a supportive environment for employees to work and employee work that takes place continuously without any disturbance from organizational members that can interfere with the attitudes and actions of members of the organization (Kusumaputri, 2020).. A good organizational climate will improve employee performance as well. A good organizational climate will trigger better performance in organizational members (Kurniawati, 2018). Other research also says that there is a good organizational climate, which is characterized by the presence of hospitality to organizational

members and the lack of prolonged conflict and the existence of solutions to conflicts that make employee performance to increase (A. Yulianto & Martina, 2018), So the research hypothesis is:

H2: Organizational climate has an influence on employee performance.

The relationship between work motivation and employee performance

Motivation is often interpreted by the term encouragement, which means the energy that moves the soul and body to act, everyone has a self-motivation which of course can be different from one person to another (Thahir, 2014). Motivation has the principle that humans will take actions they like, this will not close the action that humans will be encouraged to take actions that have an impact on improving performance. Likewise, educators who need motivation to improve their performance (Priyono, 2010). Work motivation has a positive effect on employee performance, where the higher the motivation, the higher the employee performance, which means that there is an influence of work motivation on employee performance. act to improve their performance (Shahzadi et al., 2014), so the hypothesis in this study is:

H3 : Work motivation has an influence on employee performance.

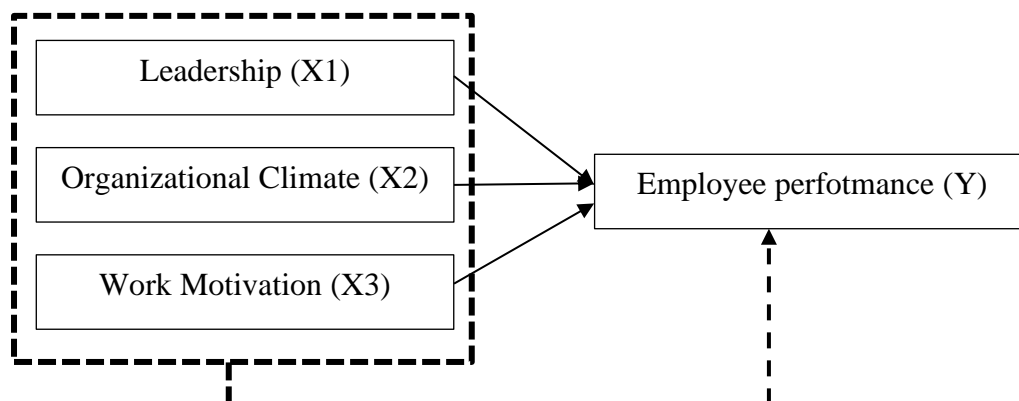
Relationship of leadership, organizational climate, and work motivation with employee performance

Good work motivation supported by good leadership will make employees to improve their performance, because leadership can affect performance. Leadership is the process of leaders influencing their subordinates which is described as a process but most of the leadership is focused on a leader figure who will be followed by his subordinates, a good leadership style will have an impact on good performance for employees. Good leadership will create an organizational climate to improve employee performance. Organizational climate enhances high performance, skill and personality, so as to be able to develop achievements and develop a sense of solidarity and hard work as well as being oriented towards the future and will ultimately improve performance. The fourth hypothesis is:

H4: Leadership, organizational climate, and work motivation together have an influence on employee performance

Research Design and Methodology

The research design can be described as follows



Data collection

The data used in this research is data tabulation of numbers. In this case the data used is data from the results of respondents' answers through questionnaires distributed to respondents. The type of data is in the form of subject data, subject data is research data in the form of experiences, attitudes and opinions as well as the characteristics of someone who is the subject of research (Arikunto, 2012). The types of data include (1) Primary Data in this study includes a questionnaire, namely a list of questions used in digging up data related to research variables. Questionnaires were distributed to research respondents. (2) Secondary data includes literature, in the form of book references that are used as references in supporting research theories. Journals, obtained from previous research sources that are in accordance with the research problem. Company data, obtained to support research such as the number of employees

Measurement

Research uses quantitative, Creswell (2011) reveals quantitative

research, namely research will explain the relationship between variables that influence each other. The survey method is data collection carried out on objects in the field by taking a partial number of the population by collecting data with a questionnaire instrument (Arikunto, 2013). The population in question is employees in the Subdivision of Runga Secretariat General of the Ministry of Defense, totaling 43 employees. Because the population is only 43 people, it was decided that all of them were used as samples in conducting research. Thus, this study is also called population research, where the entire population is sampled. The data analysis technique uses multiple linear regression data analysis which consists of classical assumption test, t test, F test and coefficient of determination test.

RESULTS

Regression test was conducted to determine the effect and magnitude of the influence of the independent variable on the dependent variable, the independent variable on the dependent variable. (Ghozali, 2013). Based on the SPSS calculation results as follows:

Table 1 Regresion Equation Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	16,480	3,198		5,153	,000		
kepemimpinan	,198	,073	,328	2,716	,010	,768	1,302
iklim organisasi	,189	,060	,338	3,118	,003	,955	1,048
motivasi kerja	,206	,067	,374	3,093	,004	,767	1,304

a. Dependent Variable: kinerja

The regression equation in this study is as follows.

$$Y = 0.198 X1 + 0.189X2 + 0.206 X3$$

The results of the regression equation The above equation can be explained that leadership (X1), organizational climate (X2) and work

motivation (X3) have a positive effect on performance (Y) with the following explanation:

1. The value of the leadership regression coefficient on employee performance is positive at 0.198, it can be interpreted that the better the

leadership and considers other variables constant, it will make an increase in employee performance by 0.198 points

2. The value of the organizational climate regression coefficient on employee performance is positive at 0.189, which means that the better the organizational climate and holding other variables constant, the higher the employee performance will be 0.189 points.
3. The value of the regression coefficient of work motivation on employee performance is positive at 0.206, which means that the better the work motivation and holding other variables constant, the higher the employee performance will be 0.206 points.

The t-test in table 1 can describe the partial hypothesis testing in the study, the results of the t-test can be described

1. The influence of leadership on employee performance. The results of testing the influence of leadership on employee performance showed that the t-count value was 2.716 and the significance value was 0.010 <0.05. At the significance level of 5% with the value of degrees of freedom ($dk = 43 - 3 - 1 = 39$) then the t table is 1.983. If t count is compared with t table, that is t count (2,716) > t table (1,983). This shows that leadership has a positive and significant effect on employee performance so that the hypothesis is proven or accepted

2. The influence of organizational climate on employee performance. The results of testing the influence of organizational climate on employee performance showed that the t-count value was 3.118 and the significance value was 0.003 <0.05. At the significance level of 5% with the value of degrees of freedom ($dk = 43 - 3 - 1 = 39$) then the t table is 1.983. If t count is compared with t table, that is t count (3,118) > t table (1,983). This shows that the organizational climate has a positive and significant effect on employee performance so that the hypothesis is proven or accepted
3. The effect of work motivation on employee performance. The results of testing the effect of work motivation on employee performance showed that the t-count value was 3.093 and the significance value was 0.0041 <0.05. At the significance level of 5% with the value of degrees of freedom ($dk = 43 - 3 - 1 = 39$) then the t table is 1.983. If t count is compared with t table, that is t count (3,093) > t table (1,983). This shows that work motivation has a positive and significant effect on employee performance so that the hypothesis is proven or accepted

The test of determination describes the percentage of the influence of the independent variable on the dependent as follows:

Table 2 Determination Coefficient

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,751 ^a	,564	,530	1,449	2,133

a. Predictors: (Constant), motivasi kerja, iklim organisasi, kepemimpinan

b. Dependent Variable: kinerja

Based on table 2 the value of R Square determines the coefficient of determination which is one of the criteria in determining that the selected independent variable can accurately explain the dependent variable. The value of the coefficient of determination for the influence of leadership, organizational climate and work motivation on employee performance shows an adjusted R Square value of 0.530, where variations in employee performance variables can be explained

by leadership variables, organizational climate, and work motivation by 53%, while the remaining 47% explained by other factors and other variables outside this equation.

Testing of the model is carried out using a joint test between the independent variables on the dependent variable, where the significance results must be below the alpha significance level that has been set, which is 5%. The following are the results of the F test.

Table 3 F Test (Anova Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105,762	3	35,254	16,785	,000 ^b
	Residual	81,913	39	2,100		
	Total	187,674	42			

a. Dependent Variable: kinerja

b. Predictors: (Constant), motivasi kerja, iklim organisasi, kepemimpinan

Based on table 3, the calculated F is 16.785 with a significance level of 0.000, far below 0.05. This means that the hypothesis that leadership, organizational climate, and work motivation have a simultaneous effect on employee performance is accepted

Based on the results of research on leadership, organizational climate and performance, the discussion can be described as follows:

1. The influence of leadership on employee performance.

Leadership is a leader's behavior in influencing subordinates with the aim of wanting to work productively in order to achieve organizational goals or the way a leader achieves organizational goals by paying attention to the elements of philosophy, skills, traits, and attitudes of employees (Krisyanto, 2017). So that

the most effective leadership is leadership that can create an organizational climate that supports its subordinates to work in accordance with the company's vision and mission and will ultimately have an impact on the performance of its employees (Lor, 2017). The results of the study prove that leadership has a positive and significant influence on performance, where if leadership is carried out by good leaders it will improve employee performance. These results are in line with the research of Muhammad et al. (2019) which revealed that leadership carried out by leaders in good condition and leaders who are willing to guide and provide direction to their subordinates can affect performance improvement. The same thing was also expressed by Muizu et al (2019) which revealed that

leadership has a positive effect on improving performance.

2. The influence of organizational climate on employee performance.

Organizational climate is the internal environment of the organization that influences HR practices and policies accepted by members of the organization (Yulianto & Martina, 2018). The problem is to build a good organizational climate, of course, followed by good leadership as well. The work atmosphere and relationships between employees will be synergistic and maximal in carrying out the work. A conducive and supportive organizational climate will make the work atmosphere comfortable. This comfort becomes a motivation and enthusiasm to show maximum performance (Obeng et al., 2020). A good organizational climate will determine employee performance, namely workers will produce results compared to possible indicators that have been determined by the business organization and mutually agreed upon, while the performance indicators consist of the quality of employee work, the quantity of employee work and contributions to the organization (Abas, 2018). The results show that the organizational climate has a positive and significant effect on employee performance where if the organizational climate in the office environment is good, it will improve employee performance. Similar results were also found by Kurniawati (2018) which revealed that the organizational climate created in public service institutions or companies will have a positive effect on improving performance. Raja. S, Madhavi, and Sankar (2019) also revealed that the organizational climate will have a positive impact on improving performance where the better the organizational climate, the better performance.

3. The effect of work motivation on employee performance.

Work motivation is an important part that is needed by employee performance in agencies, because motivation can have an impact on employee performance (Gachengo & Wekesa, 2017). Motivation is expected to be able to provide enthusiasm for every employee to be enthusiastic about working hard to achieve high productivity performance, passionate and responsible so that they can achieve effective organizational goals and support employee performance (Ma`ruf, 2020). So that it will be able to affect performance where performance is the ability to achieve the expected work results together towards achieving the goals of the institution or company (Nofriansah, 2018). The results show that work motivation has a positive and significant effect on employee performance where the better work motivation will increase employee performance as well as if work motivation decreases it will reduce employee performance. Similar results were also found in the study of Shahzadi et al. (2014) which revealed that the increased motivation of workers at work will affect the performance of workers who are increasing. The same thing was also expressed by Ma`ruf (2020) who revealed that employees with the need for security, the need for a sense of self-actualization, appreciation and fulfilled physiology will improve employee performance.

4. The influence of leadership, organizational climate, and work motivation on employee performance.

The results of the study show that there is a joint or simultaneous influence between leadership, organizational climate, and work motivation on employee performance where leadership is accompanied by

work motivation and a supportive organizational climate for employees will be able to improve employee performance. Leadership is the process of leaders influencing their subordinates which is described as a process but most of the leadership is focused on a leader figure who will be followed by his subordinates, a good leadership style will have an impact on good performance for employees. Good leadership will create an organizational climate to improve employee performance

CONCLUSION

The results of the research and discussion that have been stated in the previous chapter, it can be concluded that leadership partially has a positive and significant effect on employee performance, organizational climate partially has a positive and significant effect on employee performance, work motivation partially has a positive and significant effect on employee performance. Leadership, organizational climate and work motivation together have a positive and significant effect on employee performance. Suggestions that can be given as an alternative to this research in the future are as follows: the results of research on leadership obtained a statement that the least score is that the leader determines the work standards for each employee in carrying out their duties, it is recommended that leaders in determining task standards need to provide instructions and steps clear on task completion. The results of research on organizational climate, obtained a minimum score on the question of harmonious relations between employees, so it is recommended that employees maintain togetherness and be able to build a conducive, fun and dynamic office atmosphere, so that employees feel comfortable carrying out their duties. The results of research on work motivation showed that the question that

got the least score was to work diligently because the organization provides a sense of security. and improvement of a safe and comfortable work environment. Further research should add other variables that can affect performance, such as employee loyalty and employee trust

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