

# The Effect Of Leadership And Organizational Climate On Performance Of Employees In West Lombok District

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## ABSTRACT

This study aims to analyze the influence of leadership style task behavior and relationship behavior on employee performance. Then, analyze the influence of the organizational climate, which consists of the physical environment, social environment, and management system on employee performance. This type of research is quantitative associative research. The data collection method is the census method. Respondents in this study were Village Government Employees in West Lombok Regency as many as 61 peoples. The data collection tool used is a questionnaire. The data analysis tool uses PLS analysis. The results of the research showed that Leadership Style of Relationship Behavior and Task Behavior have a positive and significant impact on the Performance of Employees. In addition, organizational climate from aspects of the physical environment, social environment, and management system positively and significantly affect employee performance.

Keywords: Leadership, Organizational Climate, and Organizational Performance

## INTRODUCTION

Employee performance is no longer a mere concept of work but has been in work results or outcomes (problem-solving and increasing value) following the functions carried out. Simamora (2004:339) states performance as "the level of achievement of the tasks (in the form of results) that make up an employee's job. It requires reliable execution of tasks, spontaneous contribution, and innovative behavior.

Performance is the achievement of results, the ultimate goal of which is directed by useful activities (means). Performance is a result of behavior, activities, decisions, all of which form knowledge, skills, and human attitudes (Rothwell and Kazanas (1992) in Sofu, 2003:280). Dobrin, et al. (2012) stated that performance improvement could do through improving or improving behavior. In line with Gibson et al. (1997:124), employee performance is determined by the work environment and individual factors through employee behavior.

Robbins (2003:233) states that the factors that influence performance are ability, motivation, and opportunity. Gibson, et al. (1997:124) identify factors that influence performance in the form of the work environment (job design, organizational structure, policies, and directions, leadership, rewards, and sanctions as well as resources), non-work environment (family, economy, and fun and hobbies), and individual factors (ability and skills, family background, personality, perceptions, attitudes, traits/attribution, learning capacity, age, race, gender, and experience). These factors are direct and indirect through behavior.

Deninson (1996) in Wirawan (2007) states that organizational climate affects performance. Stringer (2002) emphasizes that leadership practices and organizational climate affect individual performance. Luthans (2006), in the model that build to identify the influence of leadership style, environmental support, and characteristics of subordinates, will determine the results (performance). The combination of leadership style and work environment atmosphere (organizational climate) are two factors that can combine to accelerate employee performance improvement.

Organizational climate is "the prevailing atmosphere in the workplace as an experience with employees." Organizational climate shows the conditions that characterize organizational members at work. These conditions are formed following the development of the psychological atmosphere in the workplace (Hartanto, 2009). Organizational climate can be in the physical environment, social environment, and management system (Dennison in Wirawan, 2007).

Another factor that affects employee performance is leadership. Leadership is defined as "an individual's ability to influence, motivate and enable others to contribute to the effectiveness and success of the organization of which they are members" (Dorfman and House in Hartanto, 2009:490). Leadership is not limited to playing discourse but also has abilities related to various resources and technology in the organization so that they can make decisions to support subordinates in innovating, increasing the utility of technology in the organization, and making choices about what can be done together with subordinates (Hartanto, 2009).

The current leadership practice has been developed through in-depth research and has been proven empirically—leadership based on situational leadership theory, namely the Hersey-Blanchard leadership model. Two dimensions of leadership that get attention, namely attention to work (task behavior) and attention to subordinates (relationship behavior), are combined according to the readiness of their subordinates (Robbins and Judge, 2008).

Organizational climate and leadership are two factors that affect employee performance. These two factors have been described previously, and each has a clear theoretical basis. Based on a clear theory, research has been carried out. Research results are in line with the theory, and some are contradictory, giving rise to the research results gap to be investigated further.

Zhang (2010) found that there is a significant influence of organizational climate on employee performance. The results of this study are relevant to the findings of Setiawan, et al. (2015) that organizational climate has a significant effect on performance. However, in contrast to the results of research by Irwansyah, et al. (2019), it turns out that organizational climate does not significantly affect employee performance.

Hamdiyah, et al. (2016) found that leader behavior has a significant effect on employee performance. Irwansyah, et al. (2019) found that situational leadership had a significant effect on employee performance. Research by Daniel and Rousel (2017) found that not all leadership styles significantly affect employee performance. The affiliation leadership style, which is characterized by the leadership relationship with subordinates, has a significant influence on the performance of subordinates. The leadership style that prioritizes the leader's authority (authoritative leadership) has no significant effect on employee performance.

Based on the description of the influence of organizational climate and leadership on performance, further studies will be carried out at the village office in the West Lombok Regency government. The village's existence as a public organization that provides direct services to the community is very much needed in West Lombok Regency. The role of the village chief is empirically confirmed as a leader in certain areas, not only government administration work and public services to the community. It can be ascertained that, although carrying out the duties of the sub-district, his role in finding problems and potentials in his working area is crucial. Employees (sub-district heads) must be motivated by their behavior to be innovative and improve organizational performance through their individual performance. The three sub-districts in Gerung District are more dominant in carrying out administrative and routine tasks sourced from the sub-district program. This has resulted in very minimal empowerment policies resulting from innovation

and creativity of the overall employee work. This condition is also the basis for researchers to conduct a study of the factors that affect the performance of employees. This has resulted in very minimal empowerment policies resulting from innovation and creativity of the overall employee work. This condition is also the basis for researchers to conduct a study of the factors that affect the performance of employees. This has resulted in very minimal empowerment policies resulting from innovation and creativity of the overall employee work. This condition is also the basis for researchers to conduct a study of the factors that affect the performance of employees.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee performance in the organization is in the realm of results, both in the short and long term (Gibson, et al., 1997). Elger (2005) defines performance as “activities that produce valuable or valuable results.” Suharto, et al. (2008) concluded several expert opinions on performance as “the work (output) includes the quality and quantity achieved by employees per period of time following the duties and responsibilities they receive.”

Robbins (2003) states that performance is a combination of ability, motivation, and opportunity. Performance is a realization or result of all employee competencies, including efforts to move themselves to provide the best for the organization and support from organizational policies. The organization is certain that there is always a leader, and in practice, it carries out leadership. According to the level of his position, the leadership is in various structures, where leadership is applied to each subordinate. Leadership is “the ability to influence a group to achieve a vision or set of goals” (Robbins and Judge, 2008).

Gibson, et al. (1997) define leadership as “an effort to use an influencing and non-coercive style to motivate individuals to achieve goals.” The non-coercive context indicates that efforts, efforts, and behaviors directed at employees are voluntary. It is further stated that the leader must be a change agent, influencing the behavior and performance of his followers. Leadership indicators are highly dependent on the model used. The more complex the model used the more indicators that appear. This study uses the HS model, which means that there are two dimensions: relationship behavior and task behavior.

Muis, et al. (2018) found that relationship behavior had a significant effect on the effectiveness of organizational change. Judge (2004) proves the dimension consideration (relationship behavior) has a significant effect on performance. Marini, et al. (2017) and Fahmi (2018) prove that leadership with one component in it in task behavior has a significant effect on employee performance. Therefore, the leader's proper management of task behavior will strengthen leadership effectiveness (Simanjuntak and Sagala, 2015). Furthermore, it is known that effective leadership will improve employee performance. Based on this description, the hypothesis is formulated as follows:

H1: there is a significant influence of leadership behavior on employee performance.

H2: there is a significant influence of task behavior leadership on employee performance.

Organizational climate is “the quality of the organization's internal environment that is relatively ongoing, experienced by members of the organization, influences behavior and can be described in terms of a set of characteristics or characteristics of the organization” (Tagiuri and Litwin in Wirawan, 2009). The set of characteristics will vary, depending on the expert's attention to the dimensions of organizational climate.

Owen (1991) in Wirawan (2009) defines organizational climate with a different meaning, namely “perceptions of employees on organizational aspects.” This understanding is more in evaluating what employees feel at work or as part of the sub-system forming the organization. Stringer (2002) states organizational climate as “the collection and pattern of environments that

determine the emergence of motivation." In motivation, there are motives, efforts, and actions in realizing organizational goals.

The organizational climate indicators described are only those that relate to the concepts used. This study using the organizational climate model from Deninson (1996) in Wirawan (2009), consisting of The physical environment in the form of workspace, production equipment, production processes, and products; The social environment in the form of superior and subordinate relationships, co-workers relationships and relationships with customers; and Management system in the form of organizational structure and bureaucracy, allocation of resources, work standards, and procedures and leadership.

Hamdiyah, et al. (2016) found that the work environment significantly affected employee performance. The work environment includes the physical environment. Yahezkiel, et al. (2014) identified that one measurement of organizational climate in the physical environment has a significant influence on performance.

Tantowi, et al. (2016) identified the measurement of organizational climate in the social environment and was proven to influence employee performance significantly. Setiawan (2015) also found the same thing, that the organizational climate with one of the dimensions in it in the form of the social environment has a significant influence on employee performance. The same concept in measuring organizational climate was also carried out by Suleman (2018) and significantly affected employee performance.

Ahmad (2010) found that the management system has a significant effect on performance. Zhan and Liu (2010) asserted that the management of organizational climate has a positive impact on organizational effectiveness. Tantowi, et al. (2016) identified organizational climate and organizational policies and regulations, which have meaning relevant to the management system within the organization. The finding in his research is that organizational climate has a significant effect on employee performance. Fahmi (2018) also does the same thing; one of the measurement items for the organizational climate is the management system. The finding is that organizational climate has a significant effect on performance.

H3: there is a significant influence of the physical environment on employee performance.

H4: there is a significant influence of the social environment on employee performance.

H5: there is a significant influence of Management System on employee performance.

## METHODS

The type of research used is causality research. Causality research analyzes the influence of one or more variables on other variables (Umar, 2008:35). This research was carried out in the village government in West Lombok Regency, consisting of Dasan Geres Village, South Gerung Village, and North Gerung Village. With a total of 61 respondents. Data collection tools in the form of a questionnaire. This research uses Partial Least Squares (PLS) analysis. PLS analysis is used following the problems studied. The condition of the number of samples is not large and does not require normality requirements and other conditions that are strict following various parameters of statistical approaches. PLS analysis can work, both on formative indicators and reflective indicators, which in this study are reflective. It means that the indicator is as if the latent variable influences the variable. This results in a change from one indicator that will result in other indicators in the same direction (Ghozali, 2011: 18). Performance appraisal Based on Government Regulation Number 46 of 2011,

## RESULT

### Significance Test (Hypothesis Testing)

Determine the significance level of the path coefficient, the t value (t-value) generated by running the Bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted or not. For example, at a significance level of 0.05, the hypothesis will support if the p-value is less than the critical value, which is 0.05 (5%). The results of the significance level test can be seen in table 1. summarizes the results of hypothesis testing with the PLS approach. The path coefficient value is obtained from the SmartPLS output, which can be seen below.

Table 1. Model Structural Test Results

| Effect Between Variables                      | Coefficient | T-Statistics | P-value | Information |
|---|-------------|--------------|---------|-------------|
| Relationship Behavior -> Employee Performance | 0.309       | 6.794        | 0.000   | Significant |
| Task Behavior -> Employee Performance         | 0.117       | 3.231        | 0.002   | Significant |
| Physical Environment -> Employee Performance  | 0.282       | 6.620        | 0.000   | Significant |
| Social Environment -> Employee Performance    | 0.160       | 4.353        | 0.000   | Significant |
| Management System -> Employee Performance     | 0.197       | 3.691        | 0.000   | Significant |

Leadership Behavioral Style Relationships have a positive and significant influence on the Performance of Village Employees in West Lombok Regency, indicated by the path coefficient value of 0.309 with a p-value of 0.000 (lower than an error tolerance of 5%/0.05), which means positive and significant. So it can state that the first hypothesis is accepted.

Leadership Task Behavioral Style has a positive and significant influence on the Performance of Village Employees in West Lombok Regency, as indicated by the path coefficient value of 0.117 with a p-value of 0.002 (lower than an error tolerance of 5% (0.05), meaning positive and significant, so it can state that the second hypothesis can be accepted.

Organizational Climate from the aspect Physical Environment has a positive and significant influence on the Performance of Kelurahan Employees in West Lombok Regency, indicated by the path coefficient value of 0.282 with a p-value of 0.000 (greater than the error tolerance of 5% (0.05), which means positive and significant, so it can state that the third hypothesis is accepted.

Organizational Climate from the aspect Social environment has a positive and significant effect on the Performance of Kelurahan Employees in West Lombok Regency, indicated by the path coefficient value of 0.160 with a p-value of 0.000 (lower than the error tolerance of 5% (0.05), which means positive and significant, so it can state that the fourth hypothesis is accepted.

Organizational Climate from the aspect The physical environment has a positive and significant influence on the performance of sub-district employees in West Lombok Regency, indicated by the path coefficient value of 0.197 with a p-value of 0.000 (lower than an error tolerance of 5% (0.05) which means positive and significant, so it can state that the fifth hypothesis can be accepted.

## DISCUSSION

### **The Effect of Relationship Behavior on Employee Performance**

The study results show that Leadership Behavioral Style Relationship has a positive and significant effect on the Performance of Village Employees in West Lombok Regency. Suppose the leadership style of relationship behavior is more effective, the leadership elements in the village government in West Lombok Regency. Then, the performance of village employees will be higher. On the other hand, if the leadership style of relationship behavior is not effectively applied, the performance of the sub-district employee will be lower.

When leaders involve employees in making organizational plans even when making decisions; then the leadership provides meaningful direction to employees in dealing with and overcoming work difficulties; elements of leadership are willing to spend time in their busy lives to build an atmosphere of friendship, intimacy, friendliness both in communication within the organization and outside it; as well as giving praise to subordinates will be able to encourage the enthusiasm of employees to work very well.

The theory put forward by Robbins and Judge (2008), Gibson et al. (1997), Suroso (2003), Wexley and Yukl (2000), and Hartanto (2008), that situational leadership gets a lot of attention was developed by researchers as a model -model and proven effective in influencing the performance of organizational members.

Previous research that provides evidence that leadership affects performance was carried out by Irwansyah, et al. (2019); Setiawan, et al. (2015), Hamdiyah et al. (2016), Cristian and Silvia (2003). Situational leadership focuses on efforts to analyze the readiness of subordinates first (willingness and workability), then the application of situational leadership will be expected to have more influence on performance.

### **The Influence of Task Behavioral Style Leadership on Employee Performance**

The results showed that Leadership Task Behavioral Style has a positive and significant effect on the Performance of Village Employees in West Lombok Regency. If the Task Behavioral Leadership Style is more effective by the leading elements in the output government in West Lombok Regency, the Village Employee Performance will be higher. On the other hand, if the leadership of the task behavior style is less effective, the performance of the village employees will be lower.

When the leadership elements can apply their leadership with the Task Behavior style, which is implemented by providing new guidelines or ways of working while still providing training to prepare employees for the new job, setting job standards as guidelines in work that are acceptable to employees, able to provide criticism and suggestions For employees who are slow at work, can take advantage of time, criticize employees who are late or do not come to work politely, the employee will certainly have quality work results, commit to working, and be disciplined in his work activities.

Leadership, in general, directs the behavior of subordinates following organizational goals. Thus, the more effective leadership is applied, the individual and organizational performance will increase. This concept applies to all leadership theories, including trait theory, process theory, situational theory, and various leadership models [Robbins (2003), Robbins and Judge (2008), Gibson et al., 2008 and Hartanto (2009)].

In particular, the dimensions of task behavior (initiating structure) or leadership attention to tasks with the assumption that it is following the readiness of subordinates will have a significant effect on the performance of subordinates (Judge, et al., 2004). Mustikawati and Handayani (2013) proved in their research that task behavior has a significant effect on performance. Aslam, et al. (2013) prove that work behavior has a significant effect on work motivation. Robbins (2003) asserts that one of the determinants of performance is motivation, in addition to ability and opportunity.

Muis, et al. (2018) found that task behavior had a significant effect on the effectiveness of organizational change.

Marini, et al. (2017) and Fahmi (2018) prove that leadership with one component in it in task behavior has a significant effect on employee performance. Proper management of task behavior by the leader will strengthen leadership effectiveness (Simanjuntak and Sagala, 2015). Furthermore, it is known that effective leadership will improve employee performance.

### **The Influence of Organizational Climate From Aspects of the Physical Environment on Employee Performance**

The results showed that menunjukkan Organizational climate from the aspect of the physical work environment has a positive and significant impact on the performance of Kelurahan Employees. If the more supportive the Organizational Climate conditions from the aspect of the physical work environment felt by employees in the output government in West Lombok Regency, the higher the employee performance. On the other hand, if the conditions of the Organizational Climate are less supportive from the aspect of the physical work environment felt by employees, the employee's performance will be lower.

The existence of a comfortable workspace and cleanliness of the workplace, the availability of work equipment and supplies, the availability of work facilities that can help facilitate employees in working make them work comfortably so that they can achieve the performance expected by the organization.

Organizational, physical environment as one dimension of organizational climate. Referring to the model from Daninson (1996) and Stringer (2002) in Wirawan (2009), that the management of the physical environment as part of the organizational climate will be better in realizing higher individual and organizational performance.

Fuadi (2019), in his research, proves that the physical environment has a significant effect on performance through its dimensions, namely employee work units, and employee work behavior. Aslam, et al. (2013) stated that the work environment significantly affects job satisfaction and motivation. These two variables are believed to have implications for performance, so it is necessary to study further their influence on employee performance. Zhang and Liu (2010) found that organizational climate has a significant effect on individual employee performance, then on team performance and organizational performance, so it needs to be managed properly.

Rosmita and Kaman (2015) identify organizational climate as comfort in the work environment, including the physical aspects of the organization's internal environment. Organizational climate variables have a significant effect on employee performance. Hamdiyah, et al. (2016) found that the work environment significantly affected employee performance. The work environment includes the physical environment. Yahezkiel, et al. (2014) identified that one measurement of organizational climate in the physical environment has a significant influence on performance.

### **Influence Organizational Climate From the Aspect of the Social Environment to Employee Performance**

The results showed that Organizational Climate from the aspect of Social environment significant effect on employee performance. The more supportive the Organizational Climate conditions from the aspect of the Social environment are felt by employees in working within the scope of the output government in West Lombok Regency, the higher the employee's performance. On the other hand, the less supportive the Organizational Climate from the social environment aspect felt by the employees, the lower their performance will be.

The feeling of employees as members of the organization who have been treated well by the leadership, the attention is given by co-workers, with the leadership. With outside parties, both concerning organizations with higher hierarchies and institutions or the community individually

have given birth to convenience for employees. To work. Then this becomes their impetus to produce work that matches the expectations of the organization.

The social climate is a general condition of relations between employees and all organizational components as perceived by members of the organization. Therefore, harmonization of relationships will strengthen other potentials in realizing the performance of organizational members. Deninson (1996) states that this dimension of organizational climate influences performance. Hartanto (2008) uses the concept of social climate, also confirms its unidirectional effect on performance.

Fuadi (2019), in his research, proves that there is a significant influence from the social environment on employee performance, both in aspects of employee work units or employee behavior. Ahmad (2010) also proved that the social environment on employee performance. Furthermore, the social environment, which is interpreted as social interaction between employees, significantly affects work motivation (Aslam, et al., 2013). Therefore, the influence of the dimensions of organizational climate on the factors that mediate the formation of employee performance can be used as the basis for realizing employee performance.

Tantowi, et al. (2016) identified the measurement of organizational climate in the social environment and was proven to influence employee performance significantly. Setiawan (2015) also found the same thing, that the organizational climate with one of the dimensions in it in the form of the social environment has a significant influence on employee performance. The same concept in measuring organizational climate was also carried out by Suleman (2018) and significantly affected employee performance.

### **Influence Organizational Climate From Management System Aspect to Employee Performance**

The study results show that the Organizational Climate from the Management System aspect has a positive and significant effect on employee performance. The more supportive the Organizational Climate condition from the Management System aspect applied in the West Lombok Regency government output, the higher the employee performance. On the other hand, if the Organizational Climate is less supportive of the aspects of the Management System applied, then the employee's performance will be lower.

The placement of existing resources in the Kelurahan has facilitated the completion of the work even though it is a lot, the work regulations that are not too monotonous and so restrictive for employees, and the clarity of the main tasks and functions that employees must carry out have made it easy to achieve the best performance for these employees.

Daninson (1996) asserts that the management system that is managed better affects employee performance. It is strengthened in Fuaadi's research (2019) that the management system has a significant effect on employee performance (employee work unit dimensions/SKP and employee work behavior/PKP).

Ahmad (2010) found that the management system has a significant effect on performance. Zhan and Liu (2010) asserted that the management of organizational climate has a positive impact on organizational effectiveness. Tantowi, et al. (2016) identified organizational climate and organizational policies and regulations, which have meaning relevant to the management system within the organization. The finding in his research is that organizational climate has a significant effect on employee performance. Fahmi (2018) also does the same thing; one of the measurement items for the organizational climate is the management system. The finding is that organizational climate has a significant effect on performance.

### **CONCLUSIONS**

Leadership Style of Relationship Behavior and Style of Task Behavior have a positive and significant impact on the Performance of Village Employees in West Lombok Regency. In addition,



organizational climate from aspects of the physical environment, social environment, and management system positively and significantly affect employee performance.

### **MANAGERIAL IMPLICATIONS**

The results of this study can be input and considerations for organizations in implementing effective Leadership Behavior through Relationship Behavior, and Task Behavior also supported by a good Physical Environment, Social Environment and Management System so that the Performance of Village Employees in West Lombok Regency will increase. In addition, practically, the results of this study can also be used as an evaluation material and development material in assessing the performance of Kelurahan Employees in West Lombok Regency.

### **LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

Research respondents were limited to a sample of sub-district employees in the West Lombok Regency. Therefore, this study will show different results if applied to other employees in other work areas with a wider scope of work because there are still many other Kelurahan employees in West Lombok Regency.

The variables of Relationship Behavior and Task Behavior studied as predictor variables in this study have been proven to have a huge role and influence, namely 97%. This predictor variable is closely related to the Employee Performance variable. For future researchers, this predictor variable does not need to be replaced. Still, it can vary the model by placing the work environment as mediation or moderation to add novelty to the research.

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