

Influence of Leadership Style, Organizational Climate, Motivation and Organizational Culture on Employee Performance in the Education Office of Sawahlunto City

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ABSTRACT: This study aims to look at the influence (1) of Leadership Style on the performance of employees of the Sawahlunto City Education Office. (2) Organizational Climate on performance (3) Motivation to employee performance (4) Organizational Culture to employee performance (5) Organizational culture, organizational climate, work motivation and organizational culture affect together on the performance of employees of sawahlunto City Education Office. The population in this study was all employees of the Sawahlunto City Education Office as many as 40 people. Data processing uses multiple Linear Regression with SPSS processes. The results of this study show that (1) Leadership style has a positive influence on employee performance (2) Organizational climate has a positive influence on employee performance (3) Work motivation has a positive influence on employee performance (4) Organizational culture has a positive influence on employee performance (5) Leadership style, organizational climate, work motivation, and organizational culture together have a positive influence on employee performance Sawahlunto City Education Office.

Keywords: Performance, Leadership Style, Organizational Climate, Work Motivation, Organizational Culture

1. INTRODUCTION

In advancing the organization that focuses on improving employee performance, it is necessary for a leader figure who has influence over the one he leads, where a leader must have authority over employees / employees, so that in carrying out their duties, employees / employees voluntarily want to be directed to goals that are in accordance with the vision and mission of the organization. While the desired organizational culture needs to have specificity in order to provide color, values, norms and trust in the implementation of daily employee work.

In addition, the motivation of the work of the apparatus itself which includes the Organizational Climate, motivation, ability, skills, spirit, work ethic and knowledge of the order, as well as factors arising from outside including the provision of motivation, training, leadership, organizational climate, work equipment, compensation, supervision, systems and procedures and beautiful and natural motivation must be a support for improving performance and providing good public services. From the various backgrounds that have been stated above, it is necessary to conduct research again on "The Influence of Leadership Style, Organizational Climate, Organizational Culture, and Work Motivation on Employee Performance in the Sawahlunto City Education Office". To see how the influence of each variable on the performance variable can be described as follow:

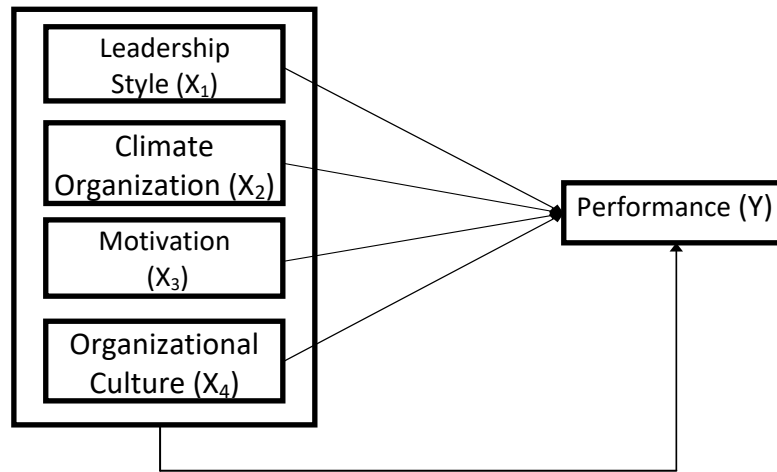


Figure 1 Conceptual Framework of Research

Research Hypothesis

Based on the conceptual framework, the research hypothesis is as follows:

- H1: Leadership Style affects the performance of employees in the Sawahlunto City Education Office. H2: The organizational climate affects the performance of employees in the Sawahlunto City Education Office. H3: Work motivation affects the performance of employees in the Sawahlunto City Education Office. H4: Organizational culture affects the performance of employees in the Sawahlunto City Education Office. H5: Leadership Style, Organizational Climate, Motivation, and Organizational Culture together towards the performance of employees in the Sawahlunto City Education Office.

2. RESEARCH METHODS

The population in this study is all employees in the Sawahlunto City Education Office which amounts to 75 people. Hypothesis testing in this study used multiple linear regression analysis. Multiple linear regression analysis aims to determine the causal relationship between the affecting variable and the affected variable. With the multiple regression equation models as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where:

- Y = Performance
- a = Intercept Constant
- X₁ = Leadership Style
- X₂ = Climate Organization
- X₃ = Motivation
- X₄ = Organizational Culture
- b₁, b₂ = Regression Coefficient
- e = Error Term

3. RESULTS OF RESEARCH AND DISCUSSION

Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the influence of free variables on dependent variables. The magnitude of the influence of free variables with bound variables can be calculated through a Double Linear Regression equation.

Here is a recap table for the results of the regression coefficient values, thitung, signification values, Fhicalc values, and R Square (R²) values. The results can be seen in the following table:

Table 1. Recap of Multiple Linear Regression Analysis Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.213	10.147		2.879	.005
	X ₁	.575	.184	.119	3.121	.002
	X ₂	.644	.141	.482	4.560	.000
	X ₃	.302	.110	.078	2.728	.004
	X ₄	.482	.137	.054	3.514	.001
a. Dependent Variable: Y						

Sumber: Data Primer, Diolah dengan IBM SPSS 24.0 2022.

From table 1 above, the form of regression equation model for the influence of leadership style, organizational climate, work motivation and organizational culture on employee performance in the Sawahlunto City Education Office is as follows:

$$Y = 29.213 + 0.575 (X_1) + 0.644 (X_2) + 0.302 (X_3) + 0.482 (X_4)$$

Description of the equation above:

$\alpha = 29.213$; THIS means that without the influence of leadership style, organizational climate, work motivation, and organizational culture, employee performance already exists at 29,213 one-unit.

$b_1 = 0.575$; this means that there is a positive influence between the leadership style variable (X_1) on employee performance (Y). This shows that the more up (good) or the increase in leadership style, it will improve employee performance. The coefficient of regression of leadership style is 0.575 meaning that every one-unit increase in leadership style, employee performance increases by 0.575 one-unit.

$b_2 = 0.644$; this means that there is a positive influence between the organizational climate variable (X_2) on employee performance (Y). This shows that the increasing or increasing climate of the organization, it will improve employee performance. The value of the organizational climate regression coefficient is 0.644 meaning that every increase in one-unit organizational climate, employee performance increases by 0.644 one-unit.

$b_3 = 0.302$; this means that there is a positive influence between the work motivation variable (X_3) on the performance of ASN (Y). This shows that the increase or increase in work motivation, it will improve employee performance. The value of the work motivation regression coefficient is 0.302 meaning that every increase in one-unit work motivation then employee performance increases by 0.302 one-unit.

$b_4 = 0.482$; this means that there is a positive influence between organizational culture variables (X_4) on employee performance (Y). This shows that the increasing or increasing organizational culture, it will improve employee performance. The coefficient of organizational cultural regression is 0.482 meaning that every one-unit increase in organizational culture, employee performance increases by 0.482 one-unit.

Test Statistics Test

Hypothesis 1

The first hypothesis proposed, that the leadership style partially affects employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the leadership style variable is $0.002 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between leadership styles on the performance of employees of the Sawahlunto City Education Office.

Hypothesis 2

Hipotesis kedua yang diajukan, bahwa iklim organisasi secara parsial berpengaruh positif terhadap kinerja pegawai. Berdasarkan hasil analisis dari uji t, diketahui bahwa tingkat signifikansi variabel iklim organisasi sebesar $0,000 < \text{dari nilai signifikansi } (0.05)$. Dengan demikian H_0 ditolak dan H_a diterima. Sehingga hipotesis alternatif yang diajukan dalam penelitian ini diterima, artinya terdapat pengaruh yang signifikan positif antara iklim organisasi terhadap kinerja pegawai Dinas Pendidikan Kota Sawahlunto.

Hypothesis 3

The third hypothesis proposed that work motivation partially affects performance. Based on the results of the analysis of the t test, it is known that the significance level of the work motivation variable is $0.004 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between work motivation on the performance of employees of the Sawahlunto City Education Office.

Hypothesis 4

The third hypothesis proposed, that organizational culture partially affects performance. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable of $0.001 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between organizational culture on the performance of employees of the Sawahlunto City Education Office.

The results of the summary of the first, second, third and fourth hypothesis tests can be shown in table 2 below:

Table 2. Partial Hypothesis Test Result Summary

Hypothesis	Statement	Test Results
H ₁	Leadership style has a significant effect on employee performance in the Sawahlunto City Education Office.	Accepted
H ₂	The organizational climate has a significant effect on employee performance in the Sawahlunto City Education Office.	Accepted
H ₃	Work motivation has a significant effect on employee performance in the Sawahlunto City Education Office.	Accepted
H ₄	Organizational culture has a significant influence on employee performance in the Sawahlunto City Education Office.	Accepted

Source: Primary Data, Author Processed 2022.

Test F (Simultaneous)

Hypothesis 5

The F test (feasibility of the model) is intended to determine the effect of free variables simultaneously (together) on bound variables. The fifth hypothesis proposed, that leadership style, organizational climate, motivation and organizational culture together have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the variable significance level of leadership style, organizational climate, work motivation and organizational culture is $0.000 < 0.05$

Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence together between leadership style, organizational climate, work motivation and organizational culture on the performance of employees of the Sawahlunto City Education Office. As can be seen in table 3 below:

Table 3. Test Results F

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	826.032	4	206.508	6.823	.000 ^a
	Residual	2027.746	67	30.265		
	Total	2853.778	71			
a. Predictors: (Constant), X ₄ , X ₂ , X ₁ , X ₃						
b. Dependent Variable: Y						

Source: SPSS Output Results (2022)

Determination Coefficient Testing (R²)

Analysis of the coefficient of determination for leadership style, organizational climate, work motivation and organizational culture on employee performance as stated below:

Table 4. R Square Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 ^a	.545	.447	5.50135

Source: SPSS Output Results (2022)

Based on the results of the calculation of regression estimates, obtained the value of the adjusted determination coefficient or R Square which is 0.545 means 54.5% variation of all free variables (leadership style, organizational climate, work motivation and organizational culture) can explain non-free variables (employee performance), while the remaining 46.5% is explained by other variables not studied in this study. Because the value of R^2 is away from 0 (zero), the contribution (influence) of independent variables (leadership style, organizational climate, work motivation and organizational culture) simultaneously to dependent (ASN performance) is large (strong).

4. Discussion

The Influence of Leadership Style on the Performance of Employees of the Sawahlunto City Education Office.

The results of this study showed that leadership style has a significant influence on the performance of employees of the Sawahlunto City Education Office. This indicates that the leadership style determines the performance of employees of the Sawahlunto City Education Office. This means that the better the leadership style of a leader, it will improve employee performance. Because the leader is the leader of an agency that determines the progress of the agency so it is prioritized that the leader leads well.

From the results of this study, it can be seen that the leadership style variable has a coefficient of 0.575 which means that the leadership style has a great influence. This indicates that leadership style can play a role in improving employee performance. If the Sawahlunto City Education Office wants to improve employee performance, it must improve and create a good leadership style also in every leader.

According to Wirawan, (2017), leadership theories are most widely discussed by theorists and leadership research is the theory of leadership style. Leadership style is very important because the leadership style reflects what the leader does in influencing his followers to realize his mission. The results of this study are in line with Abdul Razak's research (2018) which shows that leadership style has a positive and significant effect on employee performance. Noppy (2015) the results of his research also showed that leadership style has a significant effect on employee performance.

The Influence of Organizational Climate on the Performance of Employees of the Sawahlunto City Education Office.

The results of this study showed that the organizational climate has a significant positive influence on the performance of employees of the Sawahlunto City Education Office. This indicates that the climate of the employee organization determines the performance of employees of the Sawahlunto City Education Office. This means that the better the organizational climate of the agency, it will improve employee performance.

From the results of this study, it can be seen that the organizational climate variable has a coefficient of 0.644 which means that the climate of the work organization has the most influence than other variables. This indicates that a good organizational climate can play a role in improving employee performance. If the Sawahlunto City Education Office wants to improve employee performance, it must improve the climate of existing employee organizations.

This is in line with the opinion of Patterson, et al., (2005) saying the organizational climate is more about climate-oriented employee behavior for creativity, innovation, safety, or service, which can be found in the workplace. This climate represents employees' perceptions of the organization's policy practices and procedures, interaction patterns and subsequent behaviors that can support creativity, innovation, safety, or

service within the organization.

The results of this study are in line with Kiki's research (2015) which shows that the organizational climate affects employee performance. Cristine (2016) the results of her research also showed that the organizational climate has a significant effect on employee performance.

Influence of Work Motivation on The Performance of Employees of sawahlunto City Education Office.

The results of this study showed that work motivation has a significant influence on the performance of employees of the Sawahlunto City Education Office. This indicates that work motivation determines the performance of employees of the Sawahlunto City Education Office. This means that the higher the motivation for the work of employees of an agency, it will improve employee performance.

From the results of this study, it can be seen that the work motivation variable has a coefficient of 0.302 which means that work motivation has a big influence. This indicates that work motivation can play a role in improving employee performance. If the Sawahlunto City Education Office wants to improve employee performance, it must increase work motivation in employees in agencies. The results of this study are in line with Sorjususen's research (2015) which shows that there is a positive significant influence between work motivation on employee performance.

The Influence of Organizational Culture on the Performance of Employees of the Sawahlunto City Education Office.

The results of this study showed that organizational culture has a significant influence on the performance of employees of the Sawahlunto City Education Office. This indicates that the organizational culture determines the performance of employees of the Sawahlunto City Education Office. This means that the better the organizational culture of an agency, it will improve employee performance.

From the results of this study, it can be seen that the work motivation variable has a coefficient of 0.482 which means that organizational culture has a great influence. This indicates that organizational culture can play a role in improving employee performance. If the Sawahlunto City Education Office wants to improve employee performance, it must create a good organizational culture in the agency. The results of this study are in line with Noppy's research (2015) which shows that there is a positive significant influence between organizational culture on employee performance.

The Influence of Leadership Style, Organizational Climate, Work Motivation and Organizational Culture on the Performance of Employees of the Sawahlunto City Education Office.

The results of this study showed that the leadership style, organizational climate, motivation and organizational culture together have a significant influence on the performance of employees of the Sawahlunto City Education Office. This indicates that the leadership style, organizational climate, motivation and organizational culture determine the performance of employees of the Sawahlunto City Education Office.

This means that the leadership style, organizational climate, motivation and organizational culture will improve employee performance. This is in line with research. Noppy (2015), Sorjususen (2015), Abdul Raazak (2018), who showed that there is a positive and significant influence between the organizational climate, work motivation and organizational culture on employee performance.

5. Conclusion

Based on the results of testing and discussion of hypotheses that have been described in the previous chapter, some conclusions can be drawn as follows:

1. Leadership style has a positive influence on the performance of employees of the Sawahlunto City Education Office. This means that if the leadership style in the agency is good, it is able to give encouragement to employees in improving their performance.
2. The organizational climate has a positive influence on the performance of employees of the Sawahlunto City Education Office. This means that if the organizational climate is good, it is able to provide morale to employees in carrying out their work. The better the organizational climate of an employee in an agency

will improve his performance in doing his work in the agency.

3. Work motivation has a positive influence on the performance of employees of the Sawahlunto City Education Office. This means that if the motivation of employee work is high for the agency, so as to make employees become enthusiastic and can do a good job. This good work motivation will encourage high performance.
4. Organizational culture has a positive influence on the performance of employees of the Sawahlunto City Education Office. This means that if the organizational culture in the agency is good, so that it makes employees become enthusiastic and can do a good job. A good organizational culture will drive high performance.
5. Leadership style, organizational climate, work motivation and organizational culture together have a positive effect on the performance of employees of the Sawahlunto City Education Office. With the ANOVA F Test number of 0.000 thus the performance of employees is influenced by independent variables of leadership style, organizational climate, work motivation, and organizational culture.

6. Suggestion

Based on the results of the discussion analysis and some conclusions in this study, the suggestions that can be given through the results of this study in order to get better results, namely:

1. For the management of agencies, it is expected to improve leadership style, organizational climate, work motivation and a good and good organizational culture in the agency. Because to achieve productivity and achievement of better agency goals requires leadership style, organizational climate, work motivation and organizational culture. Leadership style, organizational climate, work motivation and organizational culture are given in a balanced manner, so performance in employees also increases.
2. Further researchers are expected to research with other variables beyond these variables in order to obtain more varied results that can describe what things can affect performance and it is recommended to expand the scope of research on the influence of leadership style, organizational climate, motivation and organizational culture on employee performance used in this study.

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