EFFECT OF LEADERSHIP BEHAVIOR AND WORK CLIMATE ON EMPLOYEE PERFORMANCE

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ABSTRACT

Every organization faces challenges to be able to improve the quality of human resources. Increasing this element will have an impact on the development of work results shown in employee performance. Furthermore, this will contribute to organizational performance. Continuous monitoring of employee performance needs to be carried out to ensure the organization is running in accordance with the efforts to achieve organizational goals. This study deals with leadership behavior, work climate and employee performance. The population in this study were all employees in a company in the city of Surabaya. The sampling technique was carried out by means of a census because the total number of employees was not too large, amounting to 76 people. The research findings state that leadership behavior and work climate have a significant partial and simultaneous effect on employee performance. Leadership behavior is proven to have a significant dominant effect on employee performance.

Keywords: work climate, leadership behavior, employee performance, managerial policy.

INTRODUCTION

One form of human resource policy that must be carried out by the organization is to prepare reliable human resources by creating a healthy work climate accompanied by appropriate leadership behavior in accordance with organizational conditions to empower employees to be motivated and perform better. To achieve organizational goals, a leader cannot stand alone or act as if he is the sole actor of an organization (Wahyudi et al., 2006; Jamaludin et al., 2013). A leader acts to bring all components of the organization to move towards a goal. An organization to choose a leader will of course choose an effective leader (Padma et al., 2018). An effective leader is a leader who has the abilities and skills such as professional and managerial abilities, has dedication and motivation, encouragement to work, serve, carry out tasks, also has a mental attitude and work ethic that is orderly, responsive, honest, disciplined, cooperative and productive. Hutomo, 2011; Ishak et al., 2016). Leadership to direct is really needed when there is a complexity of work and achievement targets faced by every organization (Fitriyani et al., 2011; Putra et al., 2017). The tough challenge faced by all leaders is how each element of the leadership can move their subordinates so that they are consciously willing to behave together to achieve the goals that have been set and they remain loyal to the organization (Werdati et al., 2020; Darmawan et al., 2020). In this regard, the leader's task is to create a good work climate based on appropriate leadership behavior (Oetomo, 2004; Rusman et al., 2007). It is also an element of managerial policy.

Leadership behavior is the activity of influencing people to achieve group goals voluntarily. Leaders are always in touch with their subordinates so that subordinates are very concerned about how the leader pays attention to them (Mardikaningsih & Darmawan, 2012). Therefore, every leader must be able to analyze the social situation of a group or organization that can be utilized in realizing the function of leadership behavior with the cooperation and assistance of the people they lead (Ernawati et al., 2020). The behavior of an effective leader in managing human resources in the organization will have an effect on work behavior which is indicated by an increase in organizational performance. A leader must also be able to create organizational commitment to his employees by instilling a good vision, mission, and goals to build loyalty and trust from employees (Darmawan, 2008; 2010). A study from Elenkov (2002) states that effective leadership behavior improves employee and organizational performance. In addition, leadership skills affect group performance (Marta, et al., 2005).

In addition to leadership behavior, the work climate also has an impact on work results (Astakhova & Porter, 2015). Managerial policies must strive to create an appropriate work climate in line with efforts to achieve organizational goals. A good work climate will create a good working atmosphere, which in turn is able to develop employee work results. Work climate can be considered as a unique characteristic in an organization. Work climate is the result of an action that has been taken consciously or unconsciously by a group that affects the behavior of members of the organization. The work climate that appears in an organization is the main factor to determine the development of attitudes and behavior of employees (Meeusen et al, 2011). The work climate is a general collective picture of the work atmosphere of the organization that forms the expectations and feelings of all employees so that employee performance increases. The work climate greatly affects employee performance, namely by creating a healthy work climate in the organization (Jones et al., 2016). Thus, employees will be more enthusiastic and are expected to improve employee performance. The work climate affects employee performance so that it leads to success and continuously improved organizational capabilities (Shanker et al., 2017; Obeng et al., 2020). Successful leadership behavior builds a great work climate, it will lift employee performance.

The interaction process in an organization plays an important role because there will be coordination and cooperation activities in the work climate (Khasanah et al., 2010; Kiley et al., 2015). The interaction will take place conducively if it is supported by a possible situation, especially the interaction between the leadership and employees as well as between employees. Leaders are required to be able to regulate their leadership style and work climate to form human resources from a conducive learning pattern. Working conditions that support the improvement of employee performance, where in this case the relevance is to emphasize that the success of work efficiency and effectiveness as well as work productivity in an organization is highly dependent on the role of humans and the availability of adequate work facilities and infrastructure in accordance with the nature of the tasks that must be completed by an employee. in the organization (Ahmad et al., 2014).

Performance is a combination of several important factors, namely, the ability and interest of workers, the ability and acceptance of the explanation of the delegation of tasks and roles, and the level of motivation of a worker. Performance is the end product of employee work and this determines the sustainability of the organization (Baskoro et al., 2002; Andayani, 2011;

Fatimah et al., 2018). Leadership behavior and work climate are important variables that contribute to the formation of good employee performance. Based on this, research related to leadership behavior, work climate and employee performance was carried out.

RESEARCH METHODS

This quantitative causality study will look for the influence of leadership behavior and work climate variables on employee performance. The population in this study were all employees in a company in the city of Surabaya. The sampling technique was carried out by means of a census because the total number of employees was not too large, amounting to 76 people. Methods that use the entire population as respondents are known as census research methods.

In this study there are two independent variables, namely leadership behavior (X.1) and work climate (X.2), while the dependent variable is performance (Y). The leadership behavior variable (X.1) is defined as the activity of influencing employees or their subordinates as a reaction from their subordinates to the leadership process they feel and the overall effect on the work unit they lead. The indicators are as follows: (a) achievement-oriented; (b) good communication skills; (c) intellectually encouraging. The work climate variable (X.2) is defined as a unique characteristic in an organization which is the result of an action that has been taken consciously or unconsciously by a group that affects the behavior of members of the organization. There are indicators forming the work climate, namely autonomy, cohesion, trust, pressure, support, recognition, impartiality, and innovation. Employee performance variable (Y) is defined as actions or the implementation of tasks that have been completed by an employee within a certain period of time and is related to the amount of quality and quantity of work being done. The indicators for measuring performance lead to (a) perfection in carrying out the task; (b) quality of work; (c) do the task without the help of others.

Data collection techniques were carried out by distributing a list of questions and direct interviews to respondents. The list of questions is arranged on a Likert scale. To obtain reliable data, valid and reliable data collection tools are needed. Multiple linear regression analysis was used to determine the intensity of each independent variable on the dependent variable.

RESULTS AND DISCUSSION

Validity test using the corrected item total correlation value guideline is greater than 0.3. From data analysis using SPSS, all questions related to leadership behavior variables (X.1), work climate (X.2) and employee performance (Y) were stated to be above the 0.3 threshold. Thus, no question items were dropped. The conclusion is that each question item on the independent variable of leadership behavior (X.1) and work climate (X.2) and the dependent variable of employee performance (Y) can be declared valid.

In reliability testing, it is done by comparing the alpha value with a limit value of 0.6. If the alpha value is above the value of 0.6 then the questionnaire is declared reliable. For the first independent variable, namely leadership behavior, the alpha value is 0.677. For the second independent variable, namely the work climate, an alpha value of 0.693 was obtained. Like the independent variable, the dependent variable in this study, namely employee performance,

shows an alpha value of 0.732. Thus, the question items related to the variables of leadership behavior, work climate, and employee performance were declared reliable. A list of questions about variables that can be trusted or can be relied upon for further data analysis. Thus, the data analysis process can be continued to the next stage, namely the classical assumption test.

Multiple linear regression model will be more appropriate to use and produce more accurate calculations, if some classical assumptions have been met. The following is each test conducted based on the collected data.

The normality test aims to test whether in the regression model, the dependent variable and the independent variable both have a normal distribution or not. If the data distribution is normal, then the line that represents the actual data follows the diagonal line. Based on this explanation, it can be compared in the following figure.

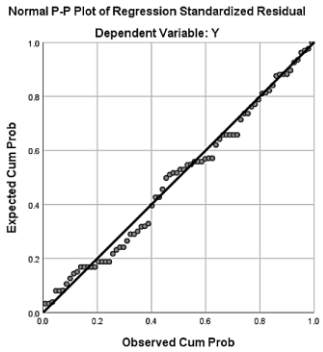

Figure 1. Normality Test

The figure shows that the dots follow a diagonal line. The normal distribution will form a straight diagonal line and plotting data will be compared with the normal line. Thus, it can be said that the data distribution is normal.

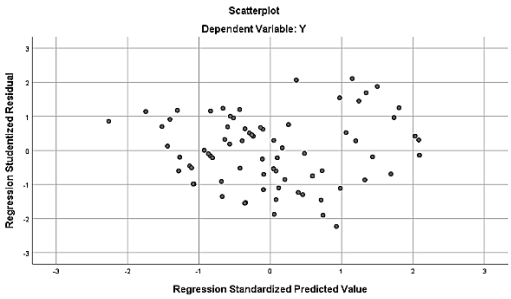

Figure 2. Heteroscedasticity test

Heteroscedasticity test shows that the points are scattered and located in each part on the Y axis. Thus, it can be concluded that there is no heteroscedasticity. Autocorrelation test obtained a value of 1.212. This means there is no autocorrelation problem. Values are in the range of 2 and -2. Thus there is no autocorrelation problem. The multicollinearity test as shown in table 1 shows that the tolerance value obtained is less than 1 and the VIF is between 1 and 2, so it can be said that the equation of a research model does not show symptoms of multicollinearity.

Thus it can be stated that the equation of this research model does not show symptoms of multicollinearity.

In multiple linear regression analysis, t-test will be carried out to prove the role of the independent variable partially on the dependent variable. Results in table 1.

Table 1. Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	33.268	4.170		7.979	.000		
	X.1	2.407	.495	.442	4.865	.000	.968	1.033
	X.2	2.286	.521	.398	4.387	.000	.968	1.033

Source: SPSS output

Based on Table 1, it is known that the regression model formed is Y = 33,268 + 2.407X.1 + 2.286X.2. From this model, the employee performance variable continued to increase by 33,268 along with the fulfillment of the independent variable of leadership behavior (X.1) of 2,407 and work climate (X.2) of 2,286. The independent variable that has the dominant influence on the dependent variable is leadership behavior (X.1) which is seen from the highest regression coefficient value among the independent variables, which is 2.407 or greater than the regression coefficient of the work climate variable (X.2) which is 2.286.

From the comparison results obtained a significant value in table 1 obtained a value of 0.000 for the independent variable leadership behavior (X.1), and work climate (X.2) which means it is below the 0.05 limit. Thus it can be stated that at the significant level = 0.05, the independent variables of leadership behavior and work climate have a partially significant influence on the dependent variable of employee performance.

The F test is used to test the simultaneous effect of the independent variables on the dependent variable. The results of calculations using SPSS software as shown in table 2.

Table 2. Summary Results for F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	782.067	2	391.034	26.106	.000[b]
	Residual	1093.459	73	14.979		
	Total	1875.526	75			

Source: SPSS output

Based on the results of the F test obtained a significant value of 0.000 which means it is below the 0.05 limit. Thus it can be stated that at the significant level = 0.05, the independent variables of leadership behavior and work climate have a significant simultaneous effect on the dependent variable of employee performance.

Table 3. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.646[a]	.417	.401	3.870	1.212

Source: SPSS output

The coefficient of R square of 0.417 shows that this multiple regression model whose independent variables consist of leadership behavior (X.1) and work climate (X.2) has contributed 41.7% to the formation of the dependent variable. While the remaining 58.3% is determined by other factors.

This finding shows that leadership behavior has a significant effect on employee performance. These results are in accordance with the studies of Elenkov (2002) Santosa and Darmawan (2002); Marta et al. (2005); Razali (2006); Hariani et al. (2016) which states that effective leadership behavior improves employee and organizational performance. In leadership behavior, there should be a show of managerial ability and effective methods to influence others so that work is coordinated appropriately and quickly, including decision making, and prioritization. If this happens, the work obtained will also be like the expectations of the organization (Mardikaningsih, 2020). Good work results have an effective impact on the future career of employees (Freddy et al., 2015) but leadership behavior also determines the future direction of the organization (Mahyanalia et al., 2017). Good leadership can prevent employees' intention to leave the organization (Ramadhan et al., 2013) and remain loyal to the organization (Ernawati et al., 2020).

Another finding states that the work climate contributes to the formation of employee performance. This finding is in line with the study of Jones et al. (2016); Shanker et al. (2017); and Screwdriver et al. (2020). A work climate that has been properly formed will facilitate organizational policies, practices and procedures that have been known and accepted by members of the organization in the workplace. The work climate will strengthen each other and form a conducive work environment (Novrianda et al., 2012; Ningwulan et al., 2012; Lestari et al., 2020). The right work climate will affect someone who does a task or job correctly.

CONCLUSION

Based on the results of data analysis, this study establishes that leadership behavior and work climate have a significant partial and simultaneous effect on employee performance. Leadership behavior is proven to have a significant dominant effect on employee performance.

Based on the results of the discussion and conclusions that have been described, the authors propose the desired suggestions that will provide benefits to employees. To develop the quality of human resources, managerial policies must be directed at selecting the right and authoritative leadership figures and trying to create the right work climate. Comfortable working conditions must be accompanied by the availability of facilities that can increase work productivity. This is expected to increase the effectiveness and efficiency of work, as well as in order to accelerate the consolidation of the realization of the desired behavior of the organization towards its employees. This effort is very important because it supports the tasks assigned to each employee so that the results of these efforts will support the achievement of organizational goals such as adding work facilities to support work processes and effective leadership as variables that have a dominant influence on performance. In addition, human resources to be able to run with high

quality and require interpretation, understanding, translating and implementing organizational policies that are shown through effective leadership and the right work climate that all employees must know. The rules in work discipline are designed by the organization with the aim of helping employees to improve their abilities, knowledge and improve attitudes. A good work climate will affect employee performance. This becomes the basis for establishing policies that lead to the development of the work climate. Leaders must observe and pay attention to how to create a conducive and comfortable work climate for employees.

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