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THE INFLUENCE OF ORGANIZATIONAL CLIMATE, LEADERSHIP, AND MOTIVATION ON EMPLOYEE PERFORMANCE OF PDAM TIRTA MUSI PALEMBANG

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Abstract

This study aims to determine the effects of organizational climate, leadership, and motivation on employee performance at PDAM Tirta Musi Palembang. The method used in this research is a descriptive quantitative method by multiple linear regression analysis tests. The sample in this study is the employees who are in the PDAM Tirta Musi Palembang. The results showed that the value of the calculated organizational climate variable T (4,540) > T table (1,969) means that there is an influence between the organizational climate of the employee performance, the value of the calculated leadership variable T (8,040) > T table (1,969) means that there is an influence between the leadership of the employee performance, the value of the calculated motivation variable T (9,999) > T table (1, that there is an influence of the organizational climate, leadership, and motivational variables on employee performance.

Keywords: *organizational climate, leadership, motivation, performance*

Introduction

Management has an important role in increasing the efficiency and effectiveness of a company. Companies need quality human resources to achieve their desired goals. Human resources are one of the most important factors and the main driving force for the smooth running of a company or organization's activities; even a company's progress is determined by its human resources. For this reason, every company needs to pay attention to and regulate its employees' whereabouts to improve performance. With the limited human resources available, the company is expected to be able to optimize the potential of existing human resources to realize the company's goals to be achieved. For this reason, companies must be able to provide an organizational climate, leadership,

Zam-zam and Yustini (2020) describe organizational climate as a state, condition, and characteristics of the work environment that characterizes an organization that is formed from all members' attitudes, behaviour, and personalities. Drenth et al. in Zamzam and Yustini (2020) organizational climate is a concept developed and captured by individuals through their perceptions. Organizational climate has an important role in

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managing an organization because it is fundamental to employees' sense of security and comfort at work, generating a willingness to work with employees (Yulianti et al., 2020).

Busro (2017) explains that, essentially, leadership must be able to influence other people's behaviour in their work with their power. Leadership is a process of influencing others so that that person wants to carry out orders as desired to achieve predetermined goals. A leader must be able to combine elements of self-strength, authority possessed, personality traits, and social abilities to be able to influence the behaviour of others.

Motivating the leadership is expected to maintain the employees' stability in their duties. Robbins and Coulter in Sumardjo and Priansa (2018) state that motivation is the willingness to carry out orders to achieve organizational goals that are carried out under certain individual abilities. Sumardjo and Prensa (2018) emphasized that motivation represents psychological processes that encourage action in the form of attitudes and behaviour.

Performance is the result of work that employees have achieved. Milkovich and Boudreau in Sumardjo and Priansa (2018) state that performance is the level at which employees carry out their work according to predetermined conditions.

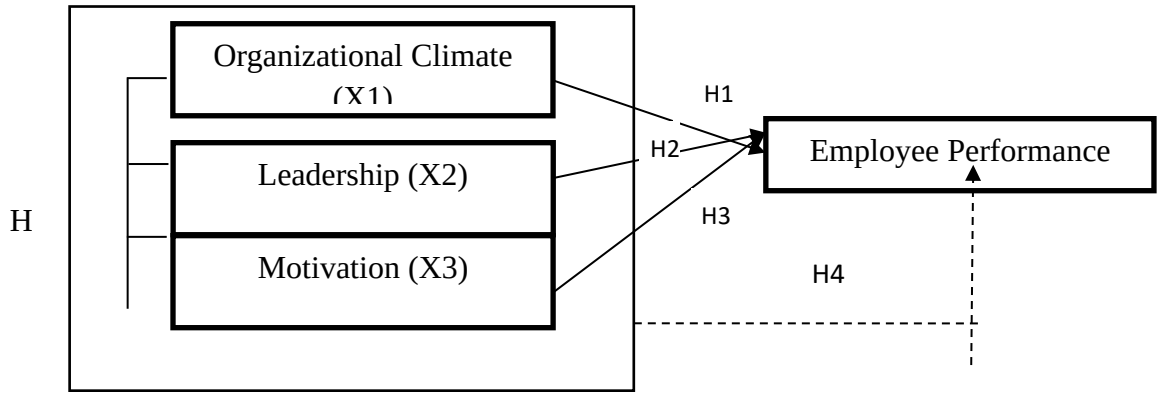
The change in leadership also resulted in the formation of new rules and procedures in the implementation of work processes, and the new leadership made rules regarding duties, additions and reductions in main tasks for each section which made it difficult for employees to carry out their duties due to the need to readjust to these changes. Currently, the provision of motivation given to employees tends to decrease, marked by reduced incentives and no longer holding outbound or family gatherings yearly. This makes employees not optimal in achieving the company's desired work results. The new leadership made rules regarding duties addition and reduction of main tasks for each section, making it difficult for employees to carry out their duties due to the need to readjust to these changes. Currently, the provision of motivation given to employees tends to decrease, marked by reduced incentives and no longer holding outbound or family gatherings yearly. This makes employees not optimal in achieving the company's desired work results.

Research methods

This research method uses quantitative analysis methods. The research was conducted at PDAM Tirta Musi Palembang Palembang.

Framework

The design of this study consists of a framework of thinking, namely organizational climate, leadership, and motivation influencing employee performance. The following research framework is presented as shown below:



Moving on from the formulation of the research problem and the research framework and flow of thought, a research hypothesis can be formulated that will be tested for its validity as follows:

H1: It is suspected that there is a significant influence between organizational climate on the performance of PDAM Tirta Musi Palembang employees.

H2: It is suspected that there is a significant influence between leadership on the performance of PDAM Tirta Musi Palembang employees.

H3: It is suspected that there is a significant influence between motivation on the performance of PDAM Tirta Musi Palembang employees.

H4: It is suspected that there is a significant influence between organizational climate, leadership, and motivation on the performance of PDAM Tirta Musi Palembang employees.

Population and Sample

According to Sugiyono (2017), a population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population that will be used as the object of this research is as many as 601 employees at PDAM Tirta Musi Palembang. Sugiyono (2017) is part of the number and characteristics possessed by this population. Suppose the population is large, and the researcher cannot study everything in it, for example, due to limited funds, manpower, and time. In that case, this study can use samples from that population. The authors use the probability sampling technique to take samples using the slovin formula. The slovin formula is as follows:

$$\boldsymbol{n} = \frac{N}{1 + Ne^2}$$

Information :

N : total population

n : number of samples

e : error (5%)

$$\boldsymbol{n} = \frac{601}{1 + 601(0{,}05)^2} = \boldsymbol{240, 4\ atau\ 240}$$

Based on the slovin formula above, the minimum sample size for this study is 240 respondents.

Method of collecting data

The data obtained in this study came from primary data and secondary data. Primary data is obtained from the main source by distributing questionnaires in Google forms given directly to respondents. The questionnaire used in this study used a Likert scale with intervals of 1. Strongly disagree 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly agree.

Data analysis

This study uses a research instrument test using validity and reliability tests. Classical assumption tests include normality tests, multicollinearity tests, heteroscedasticity tests, hypothesis tests such as t-tests, f tests, multiple linear regression analysis and R2 determination tests.

Results and Discussion

Normality test

The normality test used in this study is the Kolomogrov-Smirnov which is carried out by looking at the Asym value. Sig (2-tailed). The normality test uses residual values

tested by the Kolmogorov-Smirnov Test through a significant level of 5%. Data is said to be normally distributed if Asym. Sig (2-tailed) > of 5% or 0.05.

Table 1
Kolmogorov Smirnov Test Normality Test
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		240
Normal Parameters, b	Means	0E-7
	Std. Deviation	1.69496544
Most Extreme Differences	absolute	,071
	Positive	.043
	Negative	-.071
Kolmogorov-Smirnov Z		1,094
asymp. Sig. (2-tailed)		, 182

a. Test distribution is Normal.

b. Calculated from data.

Source: SPSS output processed by researchers (2022)

Multicollinearity Test.

The multicollinearity test aims to test whether the regression model found a correlation between independent variables. To test multicollinearity by looking at the VIF and tolerance values of each independent variable, if the VIF value is < 10.00 and the tolerance value is > 0.100, it can be concluded that the data is free from symptoms of multicollinearity (Yustini and Zamzam, 2021).

Table 2
Multicollinearity Test Results.
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	11,437	1,756		6,513	,000		
	Organizational Climate	,180	.040	, 197	4,540	,000	,856	1.168
	Leadership	,314	.039	,362	8,040	,000	,797	1.255
	Motivation	,353	.035	,456	9,999	,000	,774	1,292

a. Dependent Variable: Employee Performance

Source: SPSS Output Processed by Researchers (2022)

Heteroscedasticity Test

The heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from the residuals of one observation to another. Heteroscedasticity does not occur if there is no clear pattern (wavy, widened, then

narrowed) in the scatterplots and the dots spread above and below the number 0 on the Y axis (Ghozali in Yustini and Zamzam, 2021).

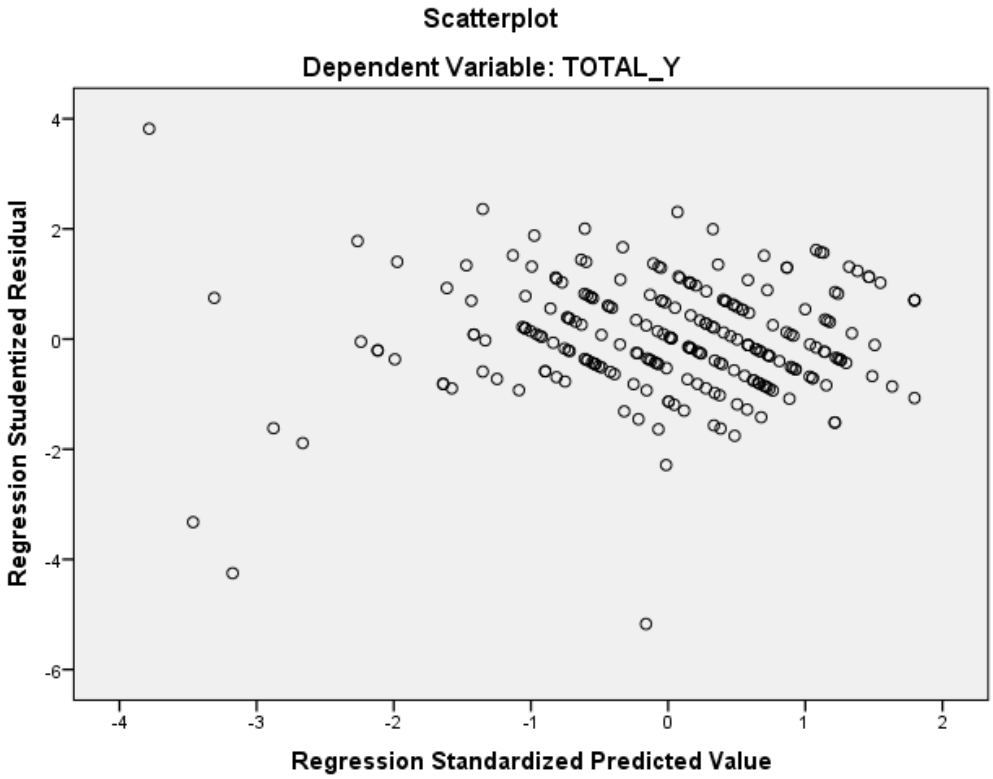


Figure 1. Heteroscedasticity Scatterplot

Source: SPSS Output Obtained by Researchers (2022)

Hypothesis testing

T-test

The t-statistical test shows how far the influence of one independent variable individually explains the dependent variable. This partial test is carried out by comparing the value of α (alpha) with the p-value. If the p-value < α (0.05), then H0 is rejected. So it can be said that there is a partial influence between the independent and dependent variables and vice versa. The following are the results of the t-statistical test, which can be seen in table 3.

Table 3.
Test Results t
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	11,437	1,756		6,513	,000
	Organizational Climate	,180	.040	, 197	4,540	,000
	Leadership	,314	.039	,362	8,040	,000
	Motivation	,353	.035	,456	9,999	,000

a. Dependent Variable: Employee Performance

Source: SPSS Output Obtained by Researchers (2022)

Test f

This simultaneous test was carried out by comparing the value of α (alpha) with the p-value. If the p-value < α (0.05), then H0 is rejected. So it can be said that there is a simultaneous influence between the independent and dependent variables and vice versa. If the p-value > α (0.05), then H0 is accepted, which means that there is no influence between the independent variables on the dependent variable simultaneously.

Table 4.
Test Results f
ANOVAa

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	1118,025	3	372,675	128,092	,000b
	residual	686,625	236	2,909		
	Total	1804,650	239			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Organizational Climate, Leadership, Motivation
Source: SPSS Output Obtained by Researchers (2022)

Multiple Linear Regression Test

According to Sujarweni (2018), multiple linear regression analysis is a linear relationship between two or more independent variables with the dependent variable. This analysis is to determine the direction of the relationship between the independent variable and the dependent variable, which is positively or negatively related and to predict the value of the dependent variable if the independent variable increases or decreases. Multiple linear regression analysis is done by setting the equation,

Y= a + b1 IO + b2 KP +b3MO + e

Table 5
Multiple Linear Regression Test
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	11,437	1,756		6,513	,000
	Organizational Climate	,180	.040	, 197	4,540	,000
	Leadership	,314	.039	,362	8,040	,000
	Motivation	,353	.035	,456	9,999	,000

a. Dependent Variable: Employee Performance
Source: SPSS Output Obtained by Researchers (2022)

Determination Test (R2)

The regression results' coefficient of determination (Adj. R2) shows how much the independent variables can explain the dependent variable.

Table 6
Determination Test
Summary modelb

Model	R	R Square	Adjusted R Square	std. An error in the Estimate
1	, 787a	,620	,615	1,706

a. Predictors: (Constant), Organizational Climate, Leadership, Motivation
b. Dependent Variable: Employee Performance

Source: SPSS Output Obtained by Researchers (2022)

In conclusion, based on table 6, the coefficient value of R square (R2) is 0.620 or 62%. So it can be concluded that the magnitude of variable X to variable Y is 62%.

Analysis and Discussion

1. **The Influence of Organizational Climate on Employee Performance of PDAM Tirta Musi Palembang.**

This study states that organizational climate positively and significantly influences employee performance. Shown by the results of multiple linear regression analysis with a coefficient value of 0.180 and a significant value of 0.000, which is less than 0.05, and the calculated T value is greater than the T table (4.540 > 1.969). The first hypothesis statement was accepted because the respondent's data used succeeded in proving that there was an influence of organizational climate on employee performance. A better organizational climate will improve employee performance.

The results of this study are similar to Dedy Irvan Caniago (2021) concerning the Effects of Organizational Climate, Leadership, and Job Satisfaction on Samsat Employee Performance in North Sumatra Province, proving that organizational climate has a positive and significant effect on employee performance with a significant value of 0.000 <0.05. So, a good organizational climate is the initial capital of a company to influence employee behaviour in forming the characteristic values of the organization or company.

2. **The Influence of Leadership on Employee Performance at PDAM Tirta Musi Palembang.**

The study results show that leadership positively and significantly influences employee performance. This is indicated by the results of multiple linear regression analysis with a coefficient value of 0.314 and a significant value of 0.000 which is less than 0.05 and the calculated T value is greater than T table (8.040 > 1.969).The second hypothesis statement was accepted because the respondent's data used succeeded in proving that there is an influence of leadership on employee performance. So the better the existing leadership in a company, the better it will improve employee performance.

Leadership is an ability or strength within a person to influence other people in terms of work, where the goal is to achieve predetermined organizational targets (Permana and Hermanto, 2020).

This study's results follow Rizki Bayu Permana and Ahmad Hermanto (2020) concerning the Influence of Leadership and Motivation on Employee Performance at PT.

Cipta Niaga Semesta which proves that partially leadership has a positive and significant effect on employee performance with a significant value of 0.000 <0.05. Good and appropriate leadership will improve the performance of employees in a company.

3. **The Effect of Motivation on Employee Performance at PDAM Tirta Musi Palembang.**

The results obtained in the study stated that motivation has a positive and significant influence on employee performance. The results of multiple regression analysis indicate this with a coefficient of 0.353 and a significant value of 0.000 greater than 0.05 and the calculated T value is smaller than the T table (9.999 > 1.969). The third hypothesis statement was accepted because the respondent's data used succeeded in proving that there is an influence of motivation on employee performance. So it can be interpreted that the better the company's motivation, the better employee performance. The results of this study are similar to Desi Prasetiyani (2019) concerning the Influence of Leadership and Motivation on Employee Performance at PT. Surya Barutama in Balaraja proves that partially motivation has a significant effect on employee performance with a significant value of 0.000 <0.05. Thus, the better the motivation given by the company to employees, the better the performance of employees in carrying out their duties in a company.

4. **The Effect of Organizational Climate, Leadership, and Motivation on Employee Performance at PDAM Tirta Musi Palembang.**

The results of the analysis obtained show the effect of organizational climate, leadership, and motivation on employee performance together seen in the calculated F value is greater than F table (128.092> 2.642) and a significant value of 0.000 is less than 0.05. This shows that organizational climate, leadership, and motivation together positively and significantly influence employee performance.

This has the same results as Ramelia Nikmatul Husna (2019) research, which shows that leadership, organizational climate and work motivation together have a positive and significant effect on employee performance. Judging from the calculations that have been done, it is obtained that the calculated F value is greater than Ftable or with a significantly smaller level than alpha (0.000 <0.05).

Conclusion

Based on the results of the research and discussion above:

1. The organizational climate variable has a positive and significant influence on employee performance with a calculated T value of 3.060 greater than T table of 1.969 (3.060 > 1.969) and a significance value of 0.002 less than 0.05 (0.002 <0.05), which means that the influence given by the organizational climate is quite large. This proves that organizational climate has a fairly strong positive influence on employee performance.
2. The leadership variable has a positive and significant influence on employee performance with a calculated T value of 3.816 greater than a T table of 1.969 (3.816 > 1.969) and a significance value of 0.000 less than 0.05 (0.000 <0.05), which means

a significant influence given by the greatest leadership. This proves that leadership has a strong positive influence on employee performance

3. The variable of motivation has a positive but not significant effect on employee performance with a calculated T value of 1.743 which is less than the T table of 1.969 (1.743 <1.969) and a significance value of 0.083 more than 0.05 (0.083 > 0.05). This proves that motivation has a positive but not significant effect on employee performance.
4. Organizational climate, leadership, and motivation variables simultaneously or together have a positive and significant influence on employee performance with an calculated F value of 15.457 greater than F table of 2.642 (15.457 > 2.642) and a significance value of 0.000 less than 0.05 (0.000 <0.05), which means that there is a joint influence between organizational climate, leadership, and motivation on employee performance at PDAM Tirta Musi Palembang.

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