

PENGARUH GAYA KEPEMIMPINAN DAN IKLIM ORGANISASI TERHADAP KINERJA PEGAWAI DI KANTOR KECAMATAN ILIR TIMUR 1 PALEMBANG

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ABSTRACT

Every organization must have adequate quality human resources in order to achieve organizational goals. Leadership Style and Organizational Climate are important in achieving the goals of an organization.

This study aims to analyze the influence of leadership style and organizational climate on employee performance in the Ilir Timur 1 District Office of Palembang City.

This type of research is an explanatory research with multiple linear regression data analysis techniques. The research method used is quantitative by using a questionnaire distributed to the employees of the Ilir Timur 1 District Office of Palembang City. The results of this study indicate that leadership style and organizational climate have a significant effect on employee performance at the Ilir Timur 1 Kecamatan Office in Palembang City.

Keywords : *Leadership Style, Organizational Climate, Performance*

ABSTRAK

Setiap organisasi harus mempunyai kualitas sumber daya manusia yang memadai agar dapat mencapai tujuan organisasi. Gaya Kepemimpinan dan Iklim Organisasi adalah hal penting dalam mencapai tujuan suatu organisasi.

Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan dan iklim organisasi terhadap kinerja pegawai di Kantor Kecamatan Ilir Timur 1 Kota Palembang.

Jenis Penelitian ini adalah penelitian penjelasan (explanatory research) dengan teknik analisa data regresi linier berganda. Metode penelitian yang digunakan adalah kuantitatif dengan menggunakan kuesioner yang disebar kepada para pegawai Kantor Kecamatan Ilir Timur 1 kota Palembang. Hasil penelitian ini menunjukkan bahwa gaya kepemimpinan dan iklim organisasi berpengaruh signifikan terhadap kinerja pegawai di Kantor Kecamatan Ilir Timur 1 kota Palembang.

Kata Kunci : Gaya Kepemimpinan, Iklim Organisasi, Kinerja

CHAPTER 1 INTRODUCTION

1.1 Background

The leadership style of one or more leaders or superiors in an organization or company and various other types of organizations is very important. A person's leadership style can be a medium for determining which direction an organization's processes are going. According to Irwansyah (Irwansyah, 2017:18) one of the leadership styles is the Directing style, where the directing leadership style is a leadership style by showing one or more employees what must be done to achieve organizational goals. Then Irwansyah (2017:18) explains the Participatory leadership style, namely a leadership style that tends to involve one or many employees in determining the policies of an organization. This theory shows that leadership style will usually increase employee enthusiasm and desire to work in an organization depending on how the boss manages the leadership style he uses. So as a writer, I am interested in using leadership style indicators to measure performance based on related theories. The Ilir Timur 1 Palembang District Agency is an organization that aims to serve the interests of the community, therefore it requires a leader who is able to organize subordinates well.

In an organizational context, every human being, especially people who work in an organization, whether at employee or manager level, of course wants adequate well-being. Prosperity can be achieved if one or more people have worked and obtained adequate results both in terms of compensation and satisfaction with the place where they work. One of the most important things that the author raises in this research is Organizational Climate. Organizational climate is a variable that determines the success of an employee either when they work or after they work and receive the compensation they expect.

As we all know, institutions in Indonesia in general, in Palembang in particular, have mediocre facilities and levels of environmental cleanliness. This is different from developed countries such as Japan or European countries which tend to have better organizational facilities and a cleaner environment. This will affect the working atmosphere of every employee. Employees are assets where this asset requires an atmosphere that is as conducive and comfortable as possible in working to achieve organizational goals.

In this research, these two variables will be analyzed using certain methods to find out whether they influence performance and how much influence they have on employee performance in Ilir Timur 1 Palembang District.

1.2 Problem Identification

The aims of this research include:

1. To find out how much influence leadership style has on employee performance at the Ilir Timur 1 Palembang District Office
2. To find out how much influence Organizational Climate has on Employee Performance in Ilir Timur 1 Palembang District
3. To find out how much influence leadership style and organizational climate have on employee performance in Ilir Timur 1 Palembang District

CHAPTER 2 Theoretical Foundations and Hypotheses

2.1 Leadership Style

According to Hasibuan (2014) in the article Theories, Indicators and Types of Leadership in studipustaka.com, leadership style is a way for leaders to influence their subordinates to cooperate and work productively to achieve organizational goals.

According to Istijanto (2006), a person's leadership style is generally based on two considerations, namely the first is leadership based on structure, namely leadership that emphasizes the structure of tasks and responsibilities that must be carried out which includes main tasks, functions and responsibilities as well as work performance and ideas. or ideas. Then the second is leadership based on consideration, namely leadership that emphasizes a leadership style that pays attention to support for subordinates which includes regulations, work relationships and ethics.

According to Hasibuan (2002:169) leadership determined by a manager in an organization can create harmonious relationships. Then Cohen (2011) in The New Art of the Leader stated that there are several facts that must be known before starting to lead, including:

- λ One person can make the difference between success and failure in any organization.
- λ One of the most amazing facts is that most people become successful only through the help of others. You can get this help through leadership practices.
- λ You don't have to be a manager to be a leader.

- λ If you learn the basic elements of the combat leadership model, you will be able to lead in almost any situation
- λ The essence of leadership is very simple, namely motivating other people to display their maximum potential in order to achieve the goals you have set.
- λ Leaders are made, not just born.
- λ Good leadership does not depend on good circumstances or favorable working conditions.

2.2. Organizational Climate

According to Davis and Newstrom (2000) in the article Understanding and Measuring Organizational Climate, Organizational Climate is a concept that describes the internal atmosphere of the organizational environment that its members feel during their activities in order to achieve organizational goals.

Wirawan (2007) in the article Understanding and Measuring Organizational Climate, states that organizational climate is the perception of organizational members and those who are in regular contact with the organization regarding what exists or happens in the organization's internal environment on a regular basis which influences the attitudes and behavior of the organization and the performance of organizational members. which then determines organizational performance.

Steve Kelneer (1990) mentions six dimensions of Organizational Climate, including:

1. Flexibility Conformity

It is an organizational condition that provides freedom of action for employees and makes adjustments to the tasks given

2. Responsibility

This is related to employees' feelings regarding the implementation of organizational tasks carried out with a sense of responsibility and the results achieved.

3. Standards

Employees' feelings about the condition of the organization where management pays attention to the proper implementation of tasks, predetermined goals and tolerance for mistakes or things that are not appropriate or not good.

4. Rewards

This relates to employees' feelings of appreciation and recognition for good work.

5. Clarity

Related to employees' feelings that they know what is expected of them regarding their work, role and organizational goals.

6. Commitment theme

Relates to employees' feelings regarding their sense of pride in having an organization and willingness to try more when needed.

According to Asmar (2004) there are 5 (five) factors that influence organizational climate, including the following:

1. Personnel Placement

This factor is very important because if an error occurs in placement it can disrupt employee behavior and ultimately damage the organizational climate. In placement, a leader should look at various aspects such as their specialization, hobbies, skills and character experience.

2. Building Communication Relationships

In an organizational environment, the communication process cannot be separated from it. In everyday life, communication plays a very important role and an organizational climate is created because of communication.

3. Management and Conflict Resolution

Every organization will experience changes in every aspect along with changes in the environment. This change process is very important to anticipate so that stagnation or organizational decline does not occur. The role of leaders in this case is to make employees more dynamic and able to support the progress of the organization.

4. Collection and Utilization of Information

Information plays a very important role in an organization as a link between various parts of the organization so as to create organizational integrity.

5. Environmental Conditions

Work environment conditions are often referred to as the atmosphere or conditions at work. What is meant by this is that it includes the condition of existing facilities or facilities, for example rooms for leadership, meeting rooms, lobbies, living rooms, and others.

2.3 Performance

The term performance is quoted from English, performance, or job performance, as stated by experts in various human resource management literature.

Performance has an important position in management and organizations because success in doing work is largely determined by performance (Robbins, 1998). This means that if someone works in an organization or company, their performance is a series of individual behaviors and activities in accordance with the organization's goals (Arnold and Daniel, 24). In fact, Hodgetts and Kuratko emphasized that performance is related to how well someone does their job.

According to Hamzah (Hamzah, 2015:118) performance can be seen directly in everyday life as a professional activity. In this case, based on a comparison of performance and qualifications, a person can be grouped into the following categories.

a) Drive (dynamo)

A person acts as if they are still in a position in the middle when pursuing a career and always has a personal strategic plan that is continuously carried out and fulfilled. This person is always working to learn something new and hone his abilities and skills.

b) Explorer (Cruiser)

Work according to your abilities and skills, so that as a consequence you are far from stress and really enjoy your work life. Sometimes explorers can also do something well even though it is actually unrelated to the skills they use in their daily work.

c) Losers (Loosers)

According to Withmore, performance is the implementation of the functions required of a person. Furthermore, Withmore also explains performance and groups it into two activities, namely setting the person's own highest standards that go beyond what is achieved requested or expected, an achievement and a general exhibition of one's skills expressed in full potential (Withmore, 1997: 104).

Meanwhile, Ivancevich, Donnelly, and Gibson in Hamzah (2015: 121) stated that performance is the main measure of the success of an organization and its responsibilities. This opinion emphasizes that performance is the organization's standard for achieving success for which it is responsible.

Bowdich and Buono in Hamzah (2015: 122) performance is related to behavior directed towards the mission or goals of the organization. This definition explains that performance measures are not only limited to quantity and quality standards, but more importantly there is responsibility in working to carry out the mission and goals of the organization (Hamzah, 2015: 122).

Hamzah (2015: 140) states that based on the analysis of the description of the theories above, it can be synthesized that performance is a series of behavior or work activities of a person in carrying out their duties on the basis of understanding, competence, skills, full of dedication, passion and high motivation to achieve achievement. and achieving success in organizational goals, which include work position, workplace rules, responsibilities, and cooperation with other people.

CHAPTER III. RESEARCH METHODS

3.1. Types of research

Methods are techniques or procedures used to collect and analyze data related to research problems or hypotheses (Leedy and Omrot, 2005; Patton, 2001).

The type of research used is explanatory research which aims to test the relationship between hypothesized variables. This research is descriptive research because it explains or describes the variables that are occurring and is called quantitative because it uses a lot of numbers, starting from data collection, data interpretation and appearance and results. (Arikunto, 2002:9).

3.2 Population and Sample

According to Sugiono (2007:800) Population is a generational area consisting of objects and subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population was employees in Ilir Timur 1

Subdistrict, Palembang, while part of the population whose characteristics and characteristics met the criteria for distributing and administering questionnaires constituted the sample. According to Arikunto (1993:107) if the number of subjects used is less than 100 then it is better to take all of them.

3.3 Data Collection

According to Arikunto (1998:114) there are two data sources used, namely primary and secondary. Data collection in this research used a questionnaire distributed to both civil servants and non-PNS employees at the Ilir Timur 1 Palembang District office.

Variables measured include Leadership Style, Organizational Climate and Performance using a Likert scale, where the questions in the questionnaire have five alternative answers. The answer with the lowest weight is in the STS category (Strongly Disagree), then it increases to the TS category (Disagree), the KS category (Slightly Agree), then the S category (Agree), and finally the SS category (Strongly Agree).

The types of data used are qualitative and quantitative. Meanwhile, data collection uses documentation and questionnaires.

3.4 Data Analysis

3.4.1. Multiple Linear Regression Analysis

Data analysis in this research uses Multiple Linear Regression Analysis.

$$Y = a + b_1X_1 + b_2X_2 + \varepsilon$$

Where

Y = employee performance

X1 = leadership style

X2 = organizational climate

a = constant

b_{1,2,3} = regression direction coefficient

ε = standard error estimate

3.4.2. Hypothesis Testing

a. F test

Used to test the significance of the influence of the independent variable on the dependent variable simultaneously.

- i. If $F_{Sig} < 0.05$ then H_0 is rejected and H_a is accepted.
- ii. If $F_{Sig} > 0.05$ then H_0 is accepted and H_a is rejected.

b. T test

Used to test the significance effect of each independent variable on the dependent variable.

- i. If $t_{Sig} < 0.05$ then H_0 is rejected and H_a is accepted.
- ii. If $t_{Sig} > 0.05$ then H_0 is accepted and H_a is rejected.

CHAPTER IV RESULTS

4.1. Profile of Ilir Timur 1 Palembang District

The Ilir Timur 1 District Office, Palembang City is located on Jalan Mayor Santoso No.01, 20 Ilir D. III, Kec. Ilir Timur I, Palembang City, South Sumatra 30129. In accordance with Perwali No. 54/2015, there are several licensing authorities given by the Mayor to the District Head. Such as SIUP, Company Registration Certificate (TDP) under IDR 500 million, burial permit, 2-seat salon permit, incidental advertising permit, and PPUT. Apart from serving permits, the Ilir Timur 1 Palembang District Office also serves the interests of the non-licensing community, namely KTP and KK.

Ilir Timur I is one of the sub-districts in Palembang City, South Sumatra Province. Through this sub-district office, residents can process various forms of permits. Some of the permits that are often made are related to the issuance of micro and small business permits (IUMK), recommendations for SKCK cover letters, domicile certificates, permits to close roads for construction or events, ratification of poverty certificates, marriage dispensations, recommendations and legalization of divorce applications, unmarried, and get married. Other

documents that can be processed are related to certain permits, such as letters for groundwater exploration, spring excavation, letters for changes in land use, inheritance, and waqf.

4.2. Respondent Description

The respondents in this study were employees of the Ilir Timur 1 District Office, Palembang City, both civil servants and non-PNS, which consisted of the entire population who were given questionnaires. Respondents' ages ranged from 17 years to 60 years with varying levels of education, from high school graduate to Bachelor's Degree (S2).

4.3. Multiple Linear Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643 ^a	.413	.362	2.166

a. Predictors: (Constant), V23 (Iklim Organisasi), V12 (Gaya Kepemimpinan)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.996	2	37.998	8.100	.002 ^b
	Residual	107.889	23	4.691		
	Total	183.885	25			

a. Dependent Variable: V34

b. Predictors: (Constant), V12, V23

The SPSS output above shows the F sig value of V12 (Leadership Style variable) and V23 (Organizational Climate) of 8,100 with a significance value of 0.002. So the leadership style variable and organizational climate variable have a significant effect on V34 (performance variable).

4.4 Hypothesis Testing

Researchers suspect that there is a possibility that leadership style variables and organizational climate variables each have a significant influence on performance. This was caused by observing the conditions and situation as well as observing the results of the

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.996	2	37.998	8.100	.002 ^b
	Residual	107.889	23	4.691		
	Total	183.885	25			

a. Dependent Variable: V34

b. Predictors: (Constant), V23, V12

questionnaire that had been distributed at the Ilir Timur 1 Subdistrict Office, Palembang City. However, it will be tested first like testing the hypothesis below.

i. Uji F

The F test is intended to determine the influence of the independent variable on the dependent variable together (simultaneously). The SPSS output results above show that V12 (Leadership Style) and V23 (Organizational Climate) have a significant effect on performance with an F count of 37,998 with a significance level of 0.002. This means that H_a is accepted, which means that together (simultaneously) the variables of leadership style and organizational climate have a significant effect on performance.

ii. Uji T

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.362	8.461		2.997	.006
	V12	.431	.179	.440	2.402	.024

a. Dependent Variable: V34

To find out whether the independent variables individually (partially) have an effect on the dependent variable. The SPSS output above shows that V12 (leadership style) has a significant effect on V34 (performance) where Standardized Beta Earn is 0.440 with a significance value of 0.024.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.805	4.890		5.277	.000
	V23	.424	.104	.639	4.074	.000

a. Dependent Variable: V34

The SPSS output above shows that V23 (organizational climate) has a significant effect on V34 (performance) where Standardized Beta Earn is 0.104 with a significance value of 0.000. Thus, based on this T Test, H_a is accepted.

CHAPTER V CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSION

As the author of this research, I draw several conclusions based on the data collection methods and research results discussed in the previous chapters, including:

1. The measuring tool in this research uses a questionnaire that is submitted to the entire population (mentioned in the discussion chapter), namely 60 people, where if it is less than 100 then the sample should be taken from the entire population.
2. The hypothesis of the F test results shows significant results. The SPSS output in the F test section shows that Leadership Style and Organizational Climate together have a significant effect on performance.
3. The results of the T test show significant results. The regression output in the T test section shows that Leadership Style (V12) has a significant effect on employee performance (V34) at the Ilir Timur 1 Palembang District Office. Then, from the results of the T test, the next variable, namely Organizational Climate (V23), also has a significant effect on employee performance (V34) at the Ilir Timur 1 Palembang District Office.

5.2 SUGGESTIONS

Based on the results of this research, I as the researcher and writer of this study formulated several suggestions, including:

1. There must be an increase in the leadership style variable if we want to continue to maintain and improve achievements in serving the community in Ilir Timur 1 Palembang District. In theory, leadership style can increase employee enthusiasm and motivation. So in the employee environment at the relevant sub-district office, even though there is a significant influence between leadership style and performance, this does not mean that the leadership implemented in the relevant office is perfect. This means that this influence must be utilized to increase work enthusiasm in Ilir Timur 1 Palembang District.
2. Given the significant influence between Organizational Climate and Performance, a good organizational climate must be maintained. This is because there is a significant influence between these two variables. This significance requires regular updates and improvements regarding matters relating to the organizational climate so that employees have a comfortable working atmosphere.
3. Good performance in an organization needs to be maintained through programs that motivate staff or employees to work more enthusiastically and help the agency in serving and achieving goals. Making breakthroughs in advances in technology and information as well as leadership

patterns that are trained regularly will hopefully be able to improve services to the community.

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