

The Influence of Leadership, Organizational Culture and Work Climate on Employee Performance in the Department of Public Works and Spatial Planning of Padang City

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Abstract

This study aimed to analyze the effect of Leadership, Organizational Culture and Work Climate on Employee Performance in the Department of Public Works and Spatial Planning of Padang City. This type of research is causative, the respondents are Employee of Department of Public Works and Spatial Planning of Padang City. Sample was taken with Proporsional Random Sampling. This study used sample of 104 people are taken as respondent. Path analysis is used as analysis technique in this research in addition to show the strength influence of Leadership, Organizational Culture and Work Climate on Employee Performance in the Department of Public Works and Spatial Planning of Padang City. The research shows that Leadership, Organizational Culture and Work Climate have significant effect on Employee Performance at Department of Public Works and Spatial Planning of Padang City.

Keywords: Leadership, Organizational Culture, Work Climate, Employee Performance

Introduction

The rapid development of science and technology, today leads to development and growth in all aspects of life related to the existence of very complex employee problems. This can be seen from the emergence of employee work procedures, more modern work tools, new work requirements that require organizations to be responsive and alert that allows them to adjust. Office of Public Works and Padang City Spatial Planning an organization that has a large role in efforts to improve services to the community in infrastructure facilities and infrastructure that directly affect the planning, implementation and evaluation of work. If previously government management was the authority of the center with the Top-Down or Centralistic paradigm, then with the enactment of the law the authority shifted to the city and district governments with the Bottom-up or Decentralized paradigm. In developing itself, the Office of Public Works and Padang City Spatial Planning will try to develop its organizational culture, because organizational culture is a set of basic assumptions and beliefs held by members of the organization, then developed and passed on to overcome adaptation problems, external and internal integration problems.

The term performance comes from the word job performance or actual performance (the actual performance or achievement achieved by someone). (Mangkunegara, 2004). Performance according to Mangkunegara (2001) from the word job performance or actual performance is the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Performance Assessment is basically one of the key factors for developing a company effectively and efficiently. By conducting a performance appraisal means that a company has utilized the resources in the company properly. It should be noted that in making an assessment there must be an element of likes and dislikes so objectivity can be achieved. One of the definitions of employee performance by Nawawi (2008) says employee performance is the quantity and quality of achievement of tasks, both by individuals, groups and organizations. According to Hasibuan (2007) performance is a result of work achieved by a person in carrying out tasks that are charged to him based on skills, experience and sincerity and time. Thus the performance can be interpreted as the work results in quality and quantity achieved by a worker in carrying out their duties in accordance with the responsibilities assigned to him. According to Rusman (2011) performance or performance is an activity that includes planning,

implementing and evaluating work results. Then performance can be said about how someone works and how the results are obtained.

Leadership from a number of experts shows that in an organization there are people who have the ability to influence, direct, guide and also some people who have activities to influence the behavior of others in order to follow what they want from their superiors or leaders. Therefore, leadership can be understood as the ability to influence subordinates to form collaboration within the group to achieve organizational goals. Luthans (2006), based on observational studies he did directly divided three types of leader functions, (1) Interpersonal Functions, (2) Informational Functions, (3) Decision Making Functions. In essence, each development refers to efforts to improve organizational life for the better, including by improving the quality of its performance. If we pay attention to the various factors that influence organizational development, the human resource factor remains the most important factor. However, if the qualified workforce is not bound by a regulation or existing cultures, the performance is not maximized. Based on the phenomena and observations of the authors in the field, the quality and quantity of the existing employee work is still low, as seen from the number of plans that have been resolved and those that have not been resolved. comfort of work for subordinates by superiors with the provision of facilities and infrastructure and the creation of a family atmosphere by the leaders by holding various activities, whether in the form of outbound and team building or sports activities every week which is useful to build a situation of formal relations between leaders and harmonious staff.

Drucker (2004) Organizational culture is the body of solutions to external and internal problems that have consistently worked for a group and that is why tough members are the correct way to perceive thinking and relationships in those problems. Organizational culture is the principal solution to external and internal problems whose implementation is carried out consistently by a group that then bequeaths to new members as an appropriate way to understand, think about and feel the related problems as above. Then Denison (2008) said that organizational culture is a pattern of basic assumptions found or developed by a group of people while they learn to solve problems, adjust to the external environment and integrate with the internal environment.

Then according to Apulijah (2010) that organizational culture strongly influences management practices, there are certain limitations regarding what managers can do and what cannot. Cultural systems that affect management include the values of beliefs / beliefs, assumptions, relationships, motivation, habits, social institutions and so on. Appreciation of subordinate ideas is given well, in the form of the best employee awards in the form of awards or objects. In addition, leaders also provide guidance to staff in policy planning in the execution of work, From the work climate can be seen that is the relationship between superiors and subordinates and the relationship between fellow members of the organization or the field has been harmonious that is after the implementation of the morning apples often seen fellow employees chat with each other light about work or exchange ideas. And if each field or service exists, there are activities that are related to the Public Works and often optimize the involvement of its staff. This is supported by employee involvement and employee participation for maximum work results, organizational culture or values embraced in the organization that is with the morning apple activities every morning except on Friday which after the activity is either the leaders or the staff exchange ideas in the world of work.

Work climate is identified as an attribute device that gives color or character, spirit, ethos, inner atmosphere, from every worker operationally, as well as climate understanding on weather, work climate is measured by using the average of workers' perceptions of aspects that determine the environment work. According to Wirawan (2007), the work climate is a set of measurable properties of the work environment, based on the collective perception of the people who live and work in the environment and are proven to influence their behavior. This means that a conducive work climate will have an impact on employee performance. This reflects that a conducive office atmosphere strongly supports the improvement of employee performance. According to Davis (2001), the work climate is as a relationship between personnel, social and cultural factors that affect individuals and groups in the work environment. Work climate means relating to the traits or traits that are felt in a

work environment and arise due to activities that are carried out consciously or not, and are considered to influence behavior then in other words the climate can be viewed as an organizational personality as seen by its members.

The leaders in the Public Works and Spatial Planning Agency deliberately took the time to share whether there were problems in each field that had to be resolved together or only to speak to create a familiar and harmonious atmosphere. According to Arikunto (1993) and Wibowo (2012) factors that affect a person's performance include internal and external factors. Internal factors include attitudes, abilities, commitment, interests, discipline, intelligence, motivation and personality. Meanwhile, external factors include facilities and infrastructure, job satisfaction, organizational culture, work atmosphere, work climate and leadership leadership. Organizational culture that is not so conducive to the work environment makes employees less passionate about work. The work done tends not to be due to the responsibility for the job but rather to the work as fulfilling the needs of life and completing the task of the employer.

Methods

This type of research including quantitative research specifically this research would like to see the influence of leadership, organizational culture and work climate on performance. In other words, this study includes causative research that looks at the effect of independent variables on the dependent variable. The sampling method used for this research is Proportional Random Sampling with a total sample of 104 respondents, namely Civil Servants at the Public Works Office and Padang City Spatial Planning. Analysis Determination of the number of samples in this study is by using the Slovin formula. Respondents were asked to fill in or give a response to the questionnaire given by giving a check list on one of the alternative answers. The answers to each question item use a 5 – point Likert scale (1=strongly disagree, 5=strongly agree).

Results

All statements used in this study are valid. As well as the Cronbach Alpha value for each variable is also high all are above 0.6. The data in this study also passed the classical assumption test. In this study the author will examine the effect of leadership, organizational culture and work climate on performance. The following will explain the results of data analysis for each sub-structure.

1. First Sub-Structure

Path diagram is a complete structure of causal relationships between variables, which consists of the relationship of sub-structures that resemble regression structures, the results can be seen in table 1 below:

Table 1 Leadership Path Coefficient, Organizational Culture on Work Climate

Variable	Path Coefficient (β)	T	Sig.
Leadership	0.613	8.014	0.000
Organizational Culture	0.219	2.860	0.005
R Square = 0.558			

Source: Primary Data Processing, 2018

Based on the table above, the results of the study are as follows:

The path coefficients of each independent variable along with the results of the t test:

P_{X3X1} amounting to 0.613 and t counts at 8,014 in sig. 0.000 means significant path coefficient.

P_{X3X2} at 0.219 and t counts at 2,860 in sig. 0.005 means significant path coefficient.

Based on the results of the path analysis shown in the table above, it can be seen that the Leadership variable (X1), Organizational Culture (X2), has a significant effect on the Work Climate (X3).

2. Second Sub-Structure

Path diagram is a complete structure of causal relationships between variables, which consists of the relationship of sub-structures that resemble regression structures, the results can be seen in table 2 below:

Table 2 Leadership Path Coefficient, Organizational Culture, Work Climate on Performance

Variable	Path Coefficient (β)	T	Sig.
Leadership	0.262	2.054	0.043
Organizational Culture	0.244	2.357	0.020
Work Climate	0.186	1.995	0.048
R Square = 0.255			

Source: Primary Data Processing, 2018

Based on the table above, the results of the study are as follows:

The path coefficients of each independent variable along with the results of the t test:

P_{YX1} amounting to 0.262 and t count of 2,054 on sig. 0.043 means significant path coefficient.

P_{YX2} for 0.244 and t count for 2.357 for sig. 0.020 means significant path coefficients.

P_{YX3} for 0.186 and t count for 1.995 in sig. 0.048 means significant path coefficient.

Based on the results of the path analysis shown in the table above, it can be seen that the variables of Leadership (X1), Organizational Culture (X2), and Work Climate (X3) have a significant effect on Performance (Y).

1. Influence of Leadership (X1) on Performance (Y)

Testing the first hypothesis in this study was to determine the effect of leadership (X1) on performance (Y). From the results of the analysis shows the path coefficient of 0.262 with the tcount for the leadership variable (X1) is 2.054 > t table 1.984 and the significance value of the significant level used (0.043 < 0.05) then H_0 is rejected and H_a is accepted. The test results can be concluded that leadership has a significant effect on performance. Based on the results of the study it can be seen that the leadership variable has a positive and significant effect on the performance of employees of the Public Works and Spatial Planning of Padang City. The test results can be concluded that leadership has a significant effect on performance. From the results of testing the hypothesis it is known that there is a significant influence of leadership on the performance of employees of the General Public Works and Spatial Planning Office of Padang City. Leadership has a total effect on performance 9.9% where direct influence is 6.9% and the influence of leadership on performance through the work climate is 3.0%. The sign of a positive path coefficient from the leadership variable shows that there is a unidirectional relationship from the leadership variable with the performance variable, where the higher the leadership, the higher the performance of employees at the Public Works and Spatial Planning of Padang City.

The results of the descriptive analysis show that it shows that the leadership of the superior is directly to the Office of Public Works and Spatial Planning of Padang City. This can be seen from the average score of 3.80. This means that overall employees feel that the leadership process is running well in the Public Works and Spatial Planning Office of Padang City. This leadership is felt by the running of leadership functions such as the instruction function, consultation function, participation function, delegation function, control function in the employees of the Public Works Office and Padang City Spatial Planning.

Employees feel that they often get the leadership process by their direct supervisors, which can be seen by the average respondent's answer of 3.80, this is because between leaders and subordinates in the Office of Public Works and Padang City Spatial Planning in carrying out their duties clearly and detailing them in the form of activity agendas. In addition, in carrying out the work, leaders in the Public Works and Spatial Planning Office of Padang provide guidance and supervision to employees or subordinates in completing activities or work. Good leadership will create good performance in

line with Nawawi (2010), performance is the result of work achieved by a person or group of people in one organization / company, in accordance with the authority and responsibility of each, in order to achieve organizational goals legally does not violate the law, and according to regulations and does not violate morals and ethics.

According to Handoko (2001) performance appraisal is a process through which organizations evaluate or assess employee performance. According to Robbins (2006), argues that leadership is different from management. Management deals with things to overcome complexity. Good management can produce rules and consistency by formulating formal plans, designing a rigorous organizational structure and monitoring results through benchmarking plans that have been set beforehand. Leadership, in contrast, relates to things to deal with change. The leader sets the direction by developing a vision for the future, then communicating it to everyone and inspiring these people in the face of all obstacles. Both strong leadership and strong management are important factors for optimizing organizational effectiveness.

2. Influence of Organizational Culture (X2) on the Performance (Y)

Organizational Culture influences Performance, which can be seen in the second hypothesis there is the influence of Organizational Culture (X2) on Performance (Y) with the tcount for Organizational Culture (X2) variable is $2.357 > t \text{ table } 1.984$ and sig value $0.020 < 0.05$ then H_0 is rejected and H_a is accepted. From the results of the analysis showed that the path coefficient value between the variables of Organizational Culture to Performance is 0.244. The test results can be concluded that organizational culture has a significant effect on performance. Based on the results of the study it can be seen that organizational culture variables have a significant effect on the performance of employees in the Department of Public Works and Padang City Spatial Planning. From the results of the analysis showed that the path coefficient value between the variables of Organizational Culture to Performance is 0.244. The test results can be concluded that organizational culture has a significant effect on performance.

The results of testing hypotheses show that there is a significant influence of organizational culture on the performance of employees in the Department of Public Works and Padang City Spatial Planning which gives meaning or contribution to the model. When viewed from the average value of the respondents, shows that the values and behaviors formed by leaders in the Office of Public Works and Padang City Spatial Planning and the rules, norms, and behavior that exist for the achievement of organizational goals. This can be seen from the average value of the respondent's answer of 3.95 with a good category. This means that overall employees feel that the organizational culture formed in the Department of Public Works and Spatial Planning of Padang City is very supportive in carrying out daily work. Organizational Culture shows the existing rules, norms, behavior for the achievement of the goals set by the leader in the Department of Public Works and Padang City Spatial Planning.

Employees feel that the organizational culture of the Office of Public Works and Spatial Planning of Padang City has provided space for the creation of Innovation, Integration, Communication, Tolerance of Professionalism to conflict with employees of the Public Works and Spatial Planning of Padang City with the average score of respondents being 3.95 employees feel in accordance with employee expectations. The findings of this study support the opinion of Apulijah (2010) that organizational culture strongly influences management practices, there are certain limitations regarding what managers can do and what cannot be done. Cultural systems that affect management include values of beliefs / beliefs, assumptions, relationships, motivations, habits, social institutions and so on. Denison (2008) said that organizational culture is a pattern of basic assumptions found or developed by a group of people when they learn to solve problems, adjust to the external environment and integrate with the internal environment. Wirawan (2007) defines organizational culture as a pattern of trust and expectations held by members of an organization. These beliefs and expectations produce strong values by shaping the behavior of individuals and group members of the organization. Organizational culture as norms, values, assumptions, beliefs, philosophies, organizational habits and so on is developed in a long time by the founder, leaders and members of the organization which are socialized and taught to new members and applied in

organizational activities so as to influence the mindset, attitudes and behavior of members organization in producing products, serving customers, and achieving organizational goals.

3. Influence of Work Climate (X3) on the Performance (Y)

From the results of testing the third hypothesis to determine the effect of Work Climate (X3) on Performance (Y) shows the tcount for the Working Climate (X3) variable is $1.995 > t \text{ table } 1.984$ and the sig value is $0.048 < 0.05$ which means that H_0 is rejected and H_a is accepted. From the results of the analysis can be seen the value of the path coefficient of 0.186. The test results can be concluded that the working climate has a positive and significant effect on performance. Based on the results of the analysis shows that the work climate has a significant effect on the performance of employees of the Public Works and Spatial Planning of Padang City. From the results of the analysis can be seen the value of the path coefficient of 0.186. The test results can be concluded that the working climate has a positive and significant effect on performance. Work climate has a significant influence on performance having an influence of 3.5%, meaning that the findings indicate that employees contribute to the model.

This is in line with Wirawan (2007), work climate is a set of measurable properties of the work environment, based on the collective perception of the people who live and work in the environment and proven to influence their behavior. This means that a conducive work climate will have an impact on employee performance. This reflects that a conducive office atmosphere strongly supports the improvement of employee performance. According to Davis (2001), the work climate is as a relationship between personnel, social and cultural factors that affect individuals and groups in the work environment. According to Siagian (2002), the work climate is an environment and a quiet and comfortable atmosphere that is suitable and conducive to work that can improve performance. According to Stringer (2014), the work climate is the atmosphere contained in a workplace. The work climate describes the condition of the worker in a cheerful and happy state or concern between each other. A good relationship to the work climate occurs because there is a good relationship between the leadership and the workers.

4. Influence of Leadership (X1) on the Work Climate (X3)

The results of the fourth hypothesis testing shows that there is a significant influence on the leadership variable (X1) on the work climate (X3), this is shown from the tcount for the leadership variable (X1) is $8.014 > t \text{ table } 1.984$ and sig value $0.000 > 0.05$ then H_0 is rejected and H_a be accepted. From the analysis results can be seen the path coefficient value of 0.613. The test results can be concluded that leadership has a significant effect on the working climate. Based on the results of the analysis shows that leadership has a significant effect on the work climate of employees in the Department of Public Works and Padang City Spatial Planning. From the analysis results can be seen the path coefficient value of 0.613. The test results can be concluded that leadership has a significant effect on the working climate. From the results of testing the first hypothesis it is known that there is a significant influence of leadership on the work climate of employees in Dnas Public Works and Spatial Planning of Padang City. The total effect of Leadership on Performance was 9.9% with a direct influence of 6.9% while the indirect effect was 3.0%. This shows that there is a unidirectional relationship from the leadership variable with the work climate variable, if the higher the leadership, the higher the work climate of the employees in Dnas Public Works and Padang City Spatial Planning.

The results of the description of the leadership variables indicate that the leadership of direct supervisors at the Office of Public Works and Spatial Planning of Padang City has gone well. This can be seen from the average score of 3.80. This means that overall employees feel that the leadership process is running well in the Public Works and Spatial Planning Office of Padang City. This leadership is felt by the running of leadership functions such as the instruction function, consultation function, participation function, delegation function, control function in the employees of the Public Works Office and Padang City Spatial Planning.

Employees feel that they often get the leadership process by their direct supervisors, which can be seen by the average respondent's answer of 3.80, this is because between leaders and subordinates in the Office of Public Works and Padang City Spatial Planning in carrying out their duties clearly and

detailing them in the form of activity agendas. In addition, in carrying out the work, leaders in the Public Works and Spatial Planning Office of Padang provide guidance and supervision to employees or subordinates in completing activities or work. The results of this study are in line with Siagian's (2009) opinion of formulating leadership as an activity to influence the behavior of people to work together towards a specific goal they want together. In other words, leadership is the ability to influence groups to achieve the group's goals. The leader sets the direction by developing a vision for the future, then communicating it to everyone and inspiring these people in the face of all obstacles. The leader of the Padang Public Works and Spatial Planning Office has been able to create a direct superior leadership for his subordinates. Employees work in accordance with what has been determined by superiors in order to achieve organizational goals.

5. Influence of Organizational Culture (X2) on the Work Climate (X3)

The fifth hypothesis testing in this study aims to determine the significance of the influence of Organizational Culture (X2) on the Work Climate (X3). From the results of the analysis can be seen the value of t_{count} for Organizational Culture variable (X2) is $2.860 > t_{table} 1.984$ and sig value $0.005 < 0.05$ then H_0 is rejected and H_a is accepted. The test results can be concluded that organizational culture has a significant effect on the working climate with a path coefficient value of 0.219. Organizational Culture has a significant influence on the working climate of the employees of the Public Works and Spatial Planning of Padang City. The test results can be concluded that organizational culture has a significant effect on the working climate with a path coefficient value of 0.219.

The results of testing hypotheses show that there is a significant influence of organizational culture on the work climate of employees of the Public Works Office and Padang City Spatial Planning which means that organizational culture has meaning or contribution to the work climate. This is because the organizational culture has a total effect on performance of 7.0% and a direct influence of 6.0% and the influence of organizational culture on performance through a work climate of 1.0%. The results of the descriptive analysis show that the values and behavior formed by the leaders in the Department of Public Works and Padang City Spatial Planning as well as the rules, norms, and behavior that exist for the achievement of organizational goals. This can be seen from the average value of the respondent's answer of 3.95 with a good category. This means that overall employees feel that the organizational culture formed in the Department of Public Works and Spatial Planning of Padang City is very supportive in carrying out daily work. Organizational Culture shows the existing rules, norms, behavior for the achievement of the goals set by the leader in the Department of Public Works and Padang City Spatial Planning.

Organizational culture in the Department of Public Works and Spatial Planning of Padang City has provided space for the creation of Innovation, Integration, Communication, Professionalism Tolerance to conflicts in the employees of the Public Works and Spatial Planning Office of Padang City with an average score of 3.95 respondents who feel has been in line with employee expectations. The results of this study in line with Denison (2008) say that organizational culture is a pattern of basic assumptions found or developed by a group of people while they learn to solve problems, adjust to the external environment and integrate with the internal environment. Organizational culture is a system of values obtained and developed by the organization and the founding habits and basic philosophies, which form into rules that are used as guidelines in thinking and acting in achieving organizational goals. The culture that grows into a strong can drive the organization towards better development. Organizational culture is the subject of resolving external and internal problems whose implementation is carried out consistently by a group that then bequeaths to new members as the right way to understand, think and feel the problems.

Conclusions

Based on the results of data analysis and discussion shows that the proposed model is accepted, the results of the study recommend that there are three things that affect performance: leadership, organizational culture and work climate. The results of testing the first hypothesis can be seen that

leadership has a significant and positive effect on the performance of employees of the Public Works and Spatial Planning of Padang City. This means that leadership is produced by direct superiors at the Public Works Office and Padang City Spatial Planning. Furthermore, organizational culture has a significant effect on the performance of employees of the Public Works and City Spatial Planning of Padang, which shows that permanent employees will maintain the values and behavior formed by leaders in the Department of Public Works and Padang City Spatial Planning as well as existing rules, norms, and attitudes for achieving goals. defined organization. The work climate also has a significant and positive effect on the performance of the employees of the Public Works and Spatial Planning of Padang City. Ambience and circumstances that describe the condition of the worker or concern between each other in the Public Works and Spatial Planning Office of Padang City.

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