



## **INFLUENCE OF ORGANIZATIONAL CLIMATE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE WITH LEADERSHIP AS A MODERATING VARIABLE**

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### **ABSTRACT**

The aim from this research analyzes work ethic and job satisfaction influence towards official job performance with leadership as moderating variable. Population that canvassed entire official at Biro Umum Sekretariat Daerah Provinsi Jawa Tengah with total as much as 342 person. In this research total sample taken 103 person with Slovin formula. Analyzer that used in this research moderated regression analysis

Hypothesis testing 1 known that value t count = 2.832 > t table = 1.658 with number significance = 0.009 <  $\alpha$  = 0.05 (significant). Thereby so hypothesis (H1) that work ethic excelsior so also official job performance proved. Hypothesis testing 2 be known that value t count = 2.854 > t table = 1.658 with number significance = 0.005 <  $\alpha$  = 0.05 (significant). Thereby so hypothesis (H2) that job satisfaction excelsior so also official job performance proved.

Hypothesis testing 3 known that value t count 2.527 > t table = 1.658 with number significance = 0.017 <  $\alpha$  = 0.05 (significant). Thereby so hypothesis (H3) that existence better leadership will brace influence work ethic towards official job performance proved. Hypothesis testing 4 known that value t count 2,784 > t table = 1.658 with number significance = 0.012 <  $\alpha$  = 0.05 (significant). Thereby so hypothesis (H4) that existence better leadership will brace influence job satisfaction towards official job performance proved.

**Keyword: Work ethic, job satisfaction, leadership, official job performance**

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## 1. INTRODUCTION

Performance is an achievement or level of success achieved by a person (individual) or an organization in carrying out work in a certain period (Robbins, 2007). Meanwhile Simamora (2002) defines performance as the achievement of certain job requirements which ultimately can be directly reflected in the resulting output. The resulting output is related to the results of the implementation of a work that is physical/material and non-physical/non-material. Several factors can affect the level of employee performance including organizational climate, job satisfaction and leadership.

Organizational climate is a description of the beliefs and perceptions held by individuals about the organization (Rousseau, 2002). A conducive climate can encourage employees to improve their performance. Thus the organizational climate must be created in such a way that employees feel comfortable in carrying out their duties and work. Employee performance is a problem that many organizations face.

In connection with the above conditions, it is necessary to conduct research on employee performance and the factors that influence it, including organizational climate, job satisfaction and leadership.

## 2. LITERATUR REVIEW

### a. organizational climate

The organizational climate in this study is the characteristic of the agency as an organization that is perceived by employees and at the same time influences their behavior. The organizational climate indicators refer to (Davis and Newstrom, 2005): Organizational structure; Giving responsibility; Supportive management policies and practices; Involvement/participation in the organization; and Commitment in carrying out the task.

### b. Job satisfaction

Job satisfaction is a topic that is often discussed in human resource management because it has a strong impact on increasing employee commitment and overall organizational performance. An organization that has employees with low levels of job satisfaction will be difficult to develop because of the inhibiting factor in the form of reluctance from employees to advance the organization.

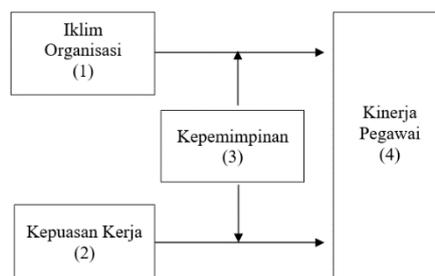
### c. Leadership

A person in carrying out the leadership function is influenced by the style or style that is attached to him. This style can act as a driver for the success of leaders in influencing others. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others (Miftah Thoha, 2004).

Study entitled "The Effect of Organizational Climate and Maturity on Employee Performance at PT. Graha Tungki Arsitektika Jakarta", shows that the organizational climate has a positive and significant effect on employee performance (Vivi & Rorlen, 2007). And that Leadership positively moderates the effect of performance on communication is proven (Febryantahanuji, 2017).

## 3. RESEARCH METHODOLOGY

Based on the results of the literature review above, the research model that will be developed in this study can be described as follows:



Sumber : Imam Ghozali, 2011

Image 1 Research Model

Based on the picture above, it can be explained as follows:

- There are two independent variables, namely 1 and 2, one dependent variable is 4 and one moderating variable is 3.
- The direction of the arrow is in one direction, namely 1 to 4 and 2 to 4.
- The direction of the arrow towards the top shows that variable 3 moderates the effect of variable 1 on 4.
- The direction of the arrow towards the bottom shows that variable 3 moderates the effect of variable 2 on 4.

## 4. RESULTS AND DISCUSSION

### 4.1 Population and Sample

The population in this study were all 342 employees. In this study, the number of samples to be taken was 103 people (30% of the total population).

### 4.2 Validity and Reliability Test

#### 1. Validity Test

Shows that all questionnaire variables are valid, because each item meets the requirements, namely the corrected item total correlation or  $r_{\text{count}} > r_{\text{table}} = 0.195$  ( $N = 103, \alpha = 0.05$ ) in appendix - 5.

Tabel 1 Validity Test

Variabel	Indikator	r hitung (Corrected Item Total Correlation)	> / <	r tabel ( $\alpha=0,05$ )
Organizational Climate (X1)	X1.1	0,441	>	0,195
	X1.2	0,441	>	0,195
	X1.3	0,538	>	0,195
	X1.4	0,377	>	0,195
	X1.5	0,421	>	0,195
Satisfaction (X2)	X2.1	0,515	>	0,195
	X2.2	0,582	>	0,195
	X2.3	0,541	>	0,195
	X2.4	0,655	>	0,195
	X2.5	0,535	>	0,195
Satisfaction (Z)	Z.1	0,406	>	0,195
	Z.2	0,632	>	0,195
	Z.3	0,461	>	0,195
	Z.4	0,538	>	0,195
	Z.5	0,591	>	0,195
Employee Performance (Y)	Y1	0,302	>	0,195
	Y2	0,592	>	0,195
	Y3	0,457	>	0,195
	Y4	0,378	>	0,195
	Y5	0,326	>	0,195

#### 2. Reliability Test

Reliability test is used to measure the reliability of the answer to a question or in other words to determine the degree of stability of the measuring instrument. bahwa nilai cronbach alpha atau r hitung untuk keempat variabel yaitu iklim organisasi (X1), kepuasan kerja (X2), kepemimpinan (Z) dan kinerja pegawai (Y) semuanya lebih besar dari 0,70 (r standar) maka dapat disimpulkan bahwa hasil pengujian kuesioner reliabel.

Tabel 2 Reliability Test

Variabel	r hitung (Cronbach Alpha)	> / <	r standar
Organizational Climate (X <sub>1</sub> )	0,712	>	0,70
Satisfaction (X <sub>2</sub> )	0,769	>	0,70
Satisfaction (Z)	0,726	>	0,70
Employee Performance (Y)	0,716	>	0,70

### 3. Model Feasibility Test

#### a. Coefficient of Determination

shows that the Adjusted R Square value is 0.572. This means that the independent variables, namely organizational climate, job satisfaction and moderating variables (leadership) can explain the variation of the dependent variable on employee performance by 57.2%, while the 42.8% is explained by other variables/factors outside the model, such as ability work, work discipline and so on.

#### b. F Test

Shows that the calculated F value = 35.127 > F table = 2.45 (df1 = k = 4 and df2 = n – k – 1 = 103 – 4 – 1 = 98, = 0.05) , with a significance value = 0.000 < = 0.05 (significant).

Based on the adjusted R2 and F tests above, it can be concluded that the regression equation model is feasible to use.

### 4. Hypothesis Test

In the hypothesis test, it can be seen that the calculated t value of the influence of the moderating variable (Mod-2) is 2.784 > t table = 1.658 with a significance number = 0.012 < = 0.05 (significant). Thus, the hypothesis that the better leadership will strengthen the effect of job satisfaction on employee performance is proven. Shows that the organizational climate has a positive (1 = 0.285) and significant (sig. = 0.009) effect on employee performance so that the hypothesis is proven and can be interpreted that the more conducive the organizational climate, the higher the performance.

## 5. CONCLUSIONS AND SUGGESTIONS

Based on the results of data analysis, several conclusions can be drawn as follows:

1. Testing hypothesis 1, it is known that the value of t count = 2.832 > t table = 1.658 with a significance number = 0.009 < = 0.05 (significant). Thus, the hypothesis (H1) which states that the more conducive the organizational climate, the higher the performance is proven.

2. Testing hypothesis 2, it is known that the value of t count with a significance number =  $0.005 < 0.05$  (significant). Thus, the hypothesis (H2) which states that the higher the job satisfaction the higher the employee's performance is proven.

3. Testing hypothesis 3, it is known that the value of t count with a significance number =  $0.017 < 0.05$  (significant). Thus, the hypothesis (H3) which states that better leadership will strengthen the influence of organizational climate on employee performance is proven.

4. Testing hypothesis 4 (H4), it is known that the calculated t value of the influence of the moderating variable with a significance number =  $0.012 < 0.05$  (significant). Thus, the hypothesis (H4) which states that the better leadership will strengthen the effect of job satisfaction on employee performance is proven.

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