

INFLUENCE OF LEADERSHIP, AND WORK CULTURE ORGANIZATIONAL CLIMATE ON EMPLOYEE PERFORMANCE REGIONAL PERSONNEL AGENCY AND HUMAN RESOURCE DEVELOPMENT BOVEN DIGOEL DISTRICT

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Abstract

This study aims to determine the effect of leadership, work culture and organizational climate on the performance of employees of the Regional Personnel Agency and Human Resource Development Boven Digoel Regency. This research is a quantitative research, the data used is primary data, namely data obtained from distributing questionnaires to the research object. The population of this study were all employees of the Regional Personnel Agency and Human Resources Development Boven Digoel Regency. The sampling technique used purposive sampling with a total sample of 35 respondents. In analyzing the research data using the SPSS version 26 application. The results showed that (1) leadership has a positive and significant effect on work culture; (2) Leadership has a positive and significant effect on organizational climate; (3) Leadership has a positive and significant effect on employee performance; (4) Work culture has a positive and significant effect on employee performance; (5) Organizational climate has a positive and significant effect on employee performance; (6) Leadership has a positive and significant effect on employee performance through work culture; and (7) Leadership has a positive and significant effect on employee performance through organizational climate at the Regional Personnel Agency and Human Resource Development Boven Digoel Regency. (5) Organizational climate has a positive and significant effect on employee performance; (6) Leadership has a positive and significant effect on employee performance through work culture; and (7) Leadership has a positive and significant effect on employee performance through organizational climate at the Regional Personnel Agency and Human Resource Development Boven Digoel Regency. (5) Organizational climate has a positive and significant effect on employee performance; (6) Leadership has a positive and significant effect on employee performance through work culture; and (7) Leadership has a positive and significant effect on employee performance through organizational climate at the Regional Personnel Agency and Human Resource Development Boven Digoel Regency.

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

A. PRELIMINARY

The performance of government organizations is largely determined by the performance of the State Civil Apparatus (ASN). Therefore the Regional Personnel and Human Resources Development Agency of Boven Digoel Regency as a public organization, especially in personnel administration services, is required to improve the performance of its employees in the organization so that in view of the duties and

functions attached to each individual in the organization it is necessary to improve optimal performance in achieving goals that have been set.

Based on the survey, it is known that the performance of employees at the Boven Digoel Regency Regional Personnel and Human Resource Development Agency is still low. This can be seen from the personnel administration service which is still slow, not timely and convoluted for no apparent reason.

Employee performance is also influenced by organizational climate. This is in line with the opinion expressed by (Chrisandi et al., 2014; Woznyj et al., 2019), stating that with a good organizational climate, it will automatically affect employee performance for the better. In addition, Frimansah and Santy (2011) state that organizational climate can create a comfortable and dignified work environment for employees to carry out and complete their work.

This has also been researched by Endang Supardi and Asri Wahyuni Shafarila in 2016, the results of the study show that organizational climate and work motivation have a positive and significant influence on employee performance both partially and simultaneously. Thus employee performance can be improved through improving the organizational climate and work motivation.

Many definitions have emerged from experts on organizational climate such as Fakhry Zamzam and Tien Yustini (2021), who state that organizational climate moves with the development of an organization. The bigger the organization, the climate will be more complex, even the number of organizational climates can be more than the organization itself.

Based on the survey, it appears that the organizational climate developed within the Boven Digoel Regency Regional Personnel and Human Resources Development Agency is still not able to fulfill good working psychology for employees. This can be seen from the inadequate work facilities and infrastructure, the limited work space and the unclear division of tasks so that in work there is still shifting of responsibility to one another. In addition, other obstacles are the not yet normal internet network and the lack of available human resources.

Another thing that affects employee performance is the form of leadership of a leader. This is in line with the transactional theory. This theory describes leadership based on agreements made and mutually agreed upon. In this case the executors are the leaders and staff as their followers. This agreement is made with the aim of obtaining a commensurate or mutually beneficial exchange (transaction) between leaders and staff. A staff who can carry out the duties of a leader well is a plus for the staff and also for the leader who gives the task. When the task can be completed properly, a leader will give appreciation in the form of allowances, bonuses, salary increases, position increases and so on. Giving appreciation in the form of money or other tokens, is a form of appreciation for someone's performance, which makes someone feel that their hard work is appreciated. This award is also a form of things that have been mutually agreed upon previously which have indirectly increased and influenced the performance of both the performance of leaders and staff or employees.

This has also been researched by Adi Purwanto in 2018, the research title, "The Influence of Leadership, Work Motivation and Organizational Culture on Employee Performance at the Belawan Customs and Excise Supervision and Service Office". The results of the study show that leadership has a positive and significant influence on improving employee performance at the Belawan Customs and Excise Service Office, meaning that if leadership is increased, employee performance will also increase.

Sutrisno (2014: 213), explains that leadership is a process of one's activities to move others by leading, guiding, influencing others, to do something in order to achieve the expected results. Meanwhile, according to Sondang P. Siagian, "Leadership can be interpreted as the ability of a person in holding a position as the head of a particular organization or company in influencing other people, especially subordinates or other work teams in order to achieve goals easily".

Based on the survey, it is known that leadership at the top level of the Regional Personnel Agency and Human Resources Development Agency for Boven Digoel Regency is still not as expected, this can be seen from its ability to motivate employees that has not been maximized, several decisions and policies taken have not had a positive impact on employees and agencies and communication between superiors and subordinates still looks closed, especially with regard to the budget. This is where it is alleged that there is a problem with the leadership model that occurred during the current leadership at the Regional Personnel and Human Resource Development Agency for Boven Digoel Regency.

Apart from leadership, another thing that affects performance is work culture, this is in line with Kasmir's opinion (2016), which states that the factors that affect performance, both results and work behavior, are work culture. Work culture is the norms or habits that apply and are owned by an institution. These habits or norms regulate matters that are valid and generally accepted and must be obeyed by all employees at the Regional Personnel and Human Resource Development Agency of Boven Digoel Regency. Compliance is what will improve a person's performance, and vice versa will reduce performance if habits or norms in the institution are violated. Thus the work culture affects employee performance.

This is also in line with research conducted by Kurniawan (2019), with the research title, "The Influence of Work Culture and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable". The results of the study state that work culture has a positive and significant effect on employee performance.

Hendri Nawawi (2016: 126), explains that work culture is a habit that is carried out repeatedly by employees in an agency, violations in this habit do not have strict sanctions, but morally it has been agreed that these habits are habits that must be obeyed in the context of implementing work to achieve goals.

B. RESEARCH METHOD

1. Research design

In this study researchers used a quantitative approach. This approach was chosen because the aim is to find out the effect of a treatment which is then tested for its hypothesis. In addition, quantitative data can be interpreted with statistical analysis based on mathematical principles, so that the quantitative approach is seen as an object scientifically and rationally.

2. Population and Sample

The population in this study were all employees of the Regional Personnel and Human Resources Development Agency of Boven Digoel Regency, with a total of 43 employees including contract workers. Sampling in this study using a purposive sampling technique. *Purposive samplingis* a sampling technique with certain considerations, Sugiono (2016: 85). The reason for using this purposive sampling

technique is because it is suitable for use in quantitative research or studies that do not generalize, Sugiono (2016: 85). Another reason for using this purposive sampling technique is because the sampling was done on purpose, only selecting employees with ASN status other than the Head of the Regional Personnel Agency and Human Resource Development because it was included in the research assessment. Based on the above calculations, a sample of 35 respondents was determined.

3. Method of collecting data

In this study, data collection was carried out by distributing questionnaires to 35 respondents where respondents were asked to answer questions by selecting answer items that had been provided using a Likert scale which contained five levels of answer choices regarding respondents' agreement with statements from each research variable indicator.

4. Data Analysis Techniques

For researchers analyzed data using SPSS software version 26. IBM SPSS is a program that functions as a data manager and analyzer using statistical data. The Statistical Package for the Social Science, or SPSS, has been popularly used in various educational and professional fields.

C. ANALYSIS AND DISCUSSION

a. Path Analysis Test Results

The following are the results of processing the regression data carried out in this study which are summarized in the path coefficients as in the following table:

Table 3.1
Path Coefficient Summary

Regression	Koef Regression	standard Error	T Count	P.Value	Information
X1→Z1	0.871	0.093	10.182	0.000	Significance
Z1→Y	0.552	0.126	4,093	0.000	Significance
X1→Z2	0.841	0.097	8,937	0.000	Significance
Z2→Y	0.331	0.138	4,093	0.024	Significance
X1→Z1→Y	0.406	0.137	3,012	0.005	Significance
X1→Z2→Y	0.608	0.142	4,361	0.000	Significance

Source: Data processed, 2022

From table 3.1 above it provides information that:

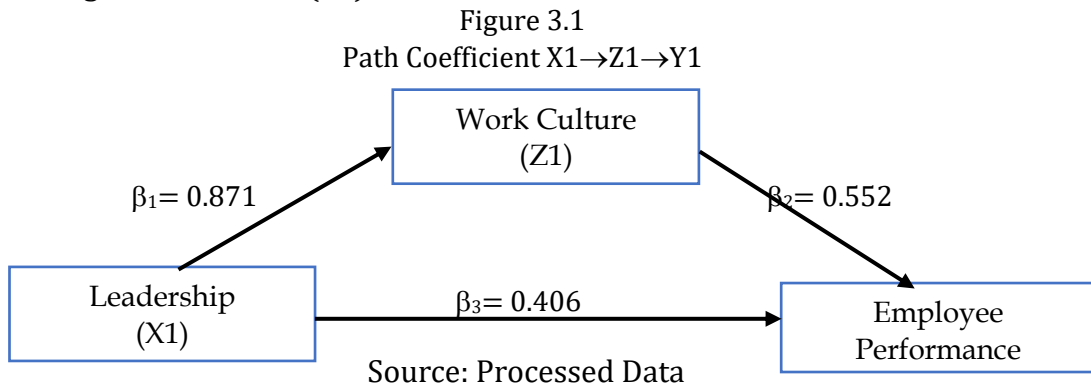
- Leadership variable (X1) has a direct, positive and significant effect on work culture (Z1).
- Work culture variable (Z1) has a direct, positive and significant effect on employee performance (Y).
- Leadership variable (X1) has a direct, positive and significant effect on organizational climate (Z2).
- Organizational climate variable (Z2) has a direct, positive and significant effect on employee performance (Y).
- Leadership variable (X1) through work culture (Z1) has a positive and significant effect on employee performance (Y).

f. Leadership variable (X1) through organizational climate (Z2) has a positive and significant effect on employee performance (Y).

From table 3.1 above it can be described for two equations, namely:

b. First Equation (X1→Z1→Y1)

On the leadership regression coefficient path (X1) on employee performance (Y1) through work culture (Z1) can be described as follows:



$$Z1 = 0.871 X1 + \varepsilon \dots \dots \dots (1)$$

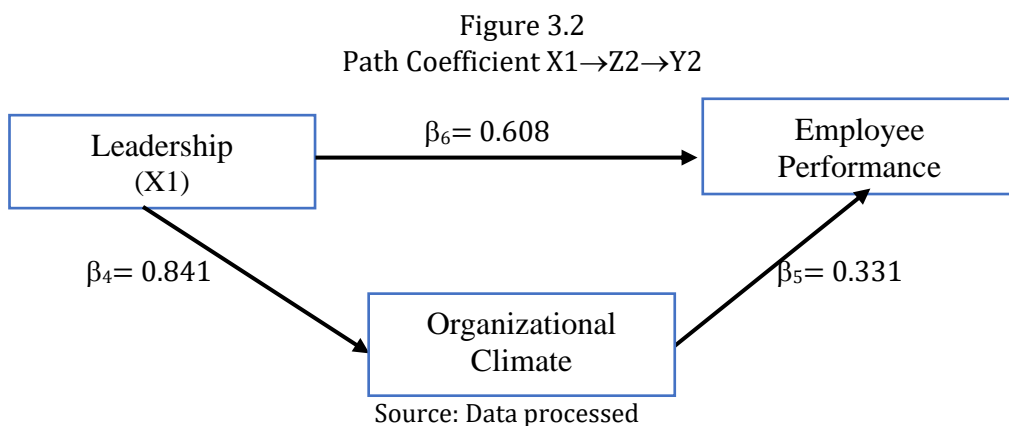
$$Y1 = 0.406 X1 + 0.552 Z1 \dots \dots (2)$$

In the diagram (first equation) above, you can see the form of the coefficient of direct and indirect relationship between variables. From the influence of these variables, it can be described as follows:

1. The influence of leadership (X1) on work culture (Z1) is positive and significant with a value of 0.871.
2. The effect of work culture (Z1) on employee performance (Y1) is positive and significant with a value of 0.552.
3. The influence of leadership (X1) on employee performance (Y1) through work culture (Z1) is positive and significant with a value of 0.406.

c. Second Equation (X1→Z2→Y2)

On the path of the leadership regression coefficient (X1) on employee performance (Y) through organizational climate (Z2) can be described as follows:



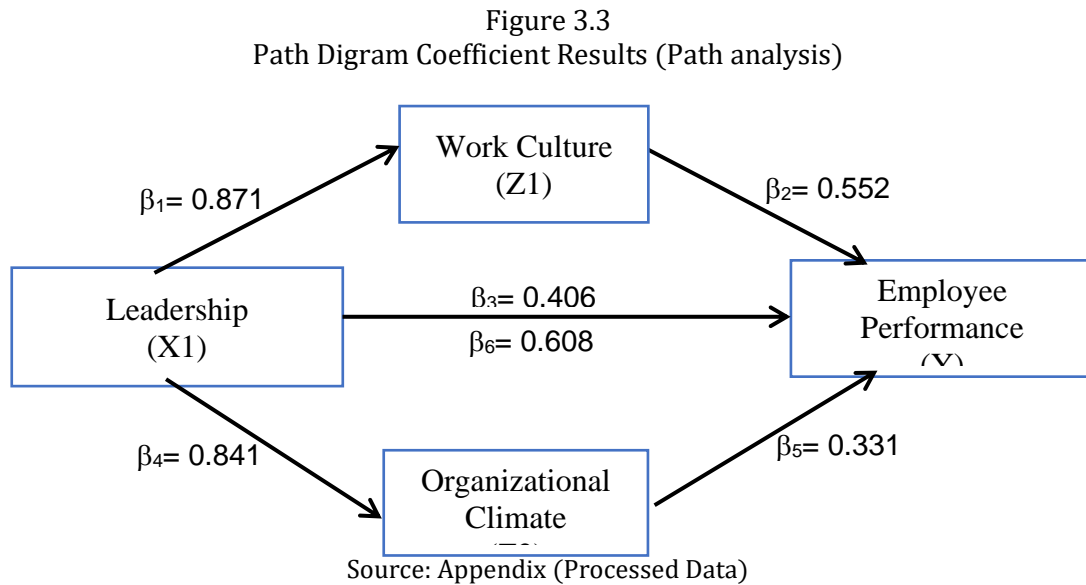
$$Z2 = 0.841 X1 + \varepsilon \dots \dots \dots (3)$$

$$Y2 = 0.608 X1 + 0.331 Z2 \dots \dots (4)$$

From the diagram image (second equation) above, the influence between variables can be described as follows:

- A. The influence of leadership (X1) on organizational climate (Z) is positive and significant with a value of 0.841.
- B. The effect of organizational climate (Z2) on employee performance (Y) is positive and significant with a value of 0.331.
- C. The influence of leadership (X1) on employee performance (Y) through organizational climate (Z2) is positive and significant with a value of 0.608.

The results above can be explained in the following path diagram:



From Figure 3.3 above, direct, indirect and total effects can be calculated. By looking at the value of the indirect relationship, it can be found by multiplying the beta coefficient of the variable traversed, in addition to calculating the total effect value by adding up the indirect effect with the direct effect (Ghozali, 2012).

The following is a table of direct, indirect and total effects.

Table 3.2
Coefficient of Indirect, Direct and Total Relationship between Variables.

Variable	X1			Z1			Z2		
	PTL	PL	PT	PTL	PL	PT	PTL	PL	PT
Z1	-	0.871	0.871	-	-	-	-	-	-
Z2	-	0.841	0.841	-	-	-	-	-	-
Y1	0.480	0.406	0.886	-	0.552	0.552	-	-	-
Y2	0.278	0.608	0.886	-	-	-	-	0.331	0.331

From table 3.2 above, there are 3 (three) influences with the following explanation:

d. Direct Influence

- a. The direct effect of the leadership variable (X1) on employee performance (Y1) is 0.406.
- b. The direct effect of the leadership variable (X1) on work culture (Z1) is 0.871.
- c. The direct effect of work culture variable (Z1) on employee performance (Y) is 0.552.

- d. The direct effect of the leadership variable (X1) on employee performance (Y2) is 0.608
- e. The direct effect of the leadership variable (X1) on organizational climate (Z2) is 0.841.
- f. The direct effect of organizational climate variable (Z2) on employee performance (Y) is 0.331.

e. Indirect Influence

- a. The indirect effect of the leadership variable (X1) on employee performance (Y1) through work culture (Z1) is obtained from $\beta_1 \times \beta_2$ that is $0.871 \times 0.552 = 0.480$.
- b. The indirect effect of the leadership variable (X1) on employee performance (Y2) through work culture (Z2) is obtained from $\beta_4 \times \beta_5$ that is $0.841 \times 0.331 = 0.278$.

f. Total Impact

- a. The total influence of the leadership variable (X1) on employee performance (Y) through work culture (Z1) is the number of multiplications β_1 with $\beta_2 + \beta_3$ i.e. $0.480 + 0.406 = 0.886$.
- b. The total influence of the leadership variable (X1) on employee performance (Y) through organizational climate (Z2) is the number of multiplications β_4 with $\beta_5 + \beta_6$ i.e. $0.278 + 0.608 = 0.886$.

Sobel Test Results

1. Track (X1→Z1→Y1)

- a. SPSS Out Put Results and Interpretation (I)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized	Sig.
		B	std. Error	Betas	
1	(Constant)	1.112	2.158		.610
	TOTAL_X	.951	.093	.871	.000

a. Dependent Variable: TOTAL_Z1

From the results of the output above, it is known that the leadership variable's regression value is 0.871 and the standard error value is 0.093. The significance value of the leadership variable is $0.000 < 0.05$, so it is concluded that leadership has a positive and significant effect on employee performance.

- b. SPSS Out Put Results (II)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized	Sig.
		B	std. Error	Betas	
1	(Constant)	-3,078	1,568		.058
	TOTAL_X	.414	.137	.406	.005
	TOTAL_Z1	.516	.126	.552	.000

a. Dependent Variable: TOTAL_Y

c. Sobel Test Calculation Reference (X1→Z1→Y1)

Table 3.3
Sobel Test Calculation Reference (X1→Z1→Y1)

Variable	Unstandardized	Std. Error
Leadership (X1) on work culture (Z1)	0.871(a)	0.093 (s.a.)
Work Culture (Z1) on Employee Performance (Y1)	0.552(b)	0.126 (sb)

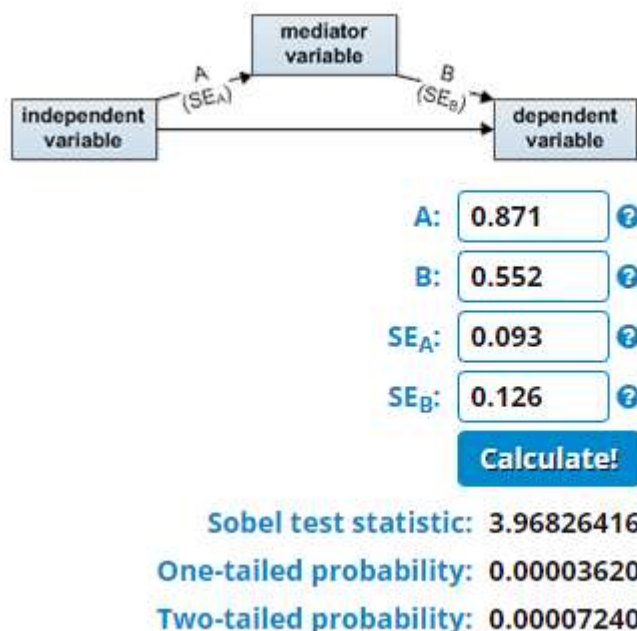
Source: Data

processed, 2022

From the reference table for calculating the Sobel test above, it can be explained that for a value of (a) of 0.871, this value is obtained from the unstandardized value or the regression coefficient of the leadership variable on work culture. For the value (b) obtained from the unstandardized value or the regression coefficient of work culture on employee performance, this value is 0.552. While the value (Sa) or the standard error value of the leadership variable on work culture is 0.093, then for (Sb) is the standard error value of the work culture variable on employee performance of 0.126.

d. Colucation Sobel Test results

Figure 3.4
Colucation Sobel Test results (X1→Z1→Y1)



From the results of the sobel test calculation using online calculation, the results of the statistical test were $3.968 > 1.96$ while for P. Value or significance of $0.000 < 0.05$, it was concluded that the variable leadership through work culture has a positive and significant effect on employee performance.

Track (X1→Z2→Y2)

a. SPSS Out Put Results and Interpretation (I)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	std. Error	Betas		
1	(Constant)	-1,623	2,237		-.726	.473
	TOTAL_X	.865	.097	.841	8,937	.000

a. Dependent Variable: TOTAL_Z2

From the results of the output above, it is known that the leadership variable's regression value is 0.841 and the standard error value is 0.097. The significance value of the leadership variable is 0.000 < 0.05, so it is concluded that leadership has a positive and significant effect on employee performance.

b. SPSS Out Put Results (II)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	std. Error	Betas		
1	(Constant)	-1,972	1,792		-1,100	.279
	TOTAL_X	.620	.142	.608	4,361	.000
	TOTAL_Z2	.328	.138	.331	2,374	.024

a. Dependent Variable: TOTAL_Y

c. Sobel Test Calculation Reference

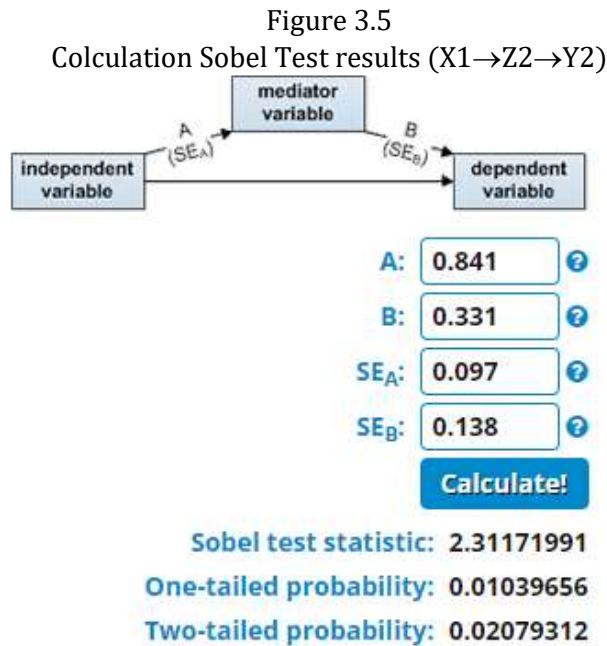
Table 3.4
Sobel Test Calculation Reference (X1→Z2→Y2)

Variable	Unstandardized	Std. Error
Leadership (X1) on Organizational Climate (Z2)	0.841(a)	0.097 (sa)
Organizational Climate (Z2) on Employee Performance (Y2)	0.331(b)	0.138 (sb)

Source: Processed Data, 2022

For the value (a) of 0.841, this value is obtained from the unstandardized value or the regression coefficient of the leadership variable on organizational climate. For the value (b) obtained from the unstandardized value or the regression coefficient of organizational climate on employee performance, this value is 0.331. While the value (Sa) or the standard error value of the leadership variable on organizational climate is 0.097, then for (Sb) is the standard error value of the work culture variable on employee performance soesar 0.138.

d. Calculation Sobel Test results



From the results of the sobel test calculation using online calculation, the results of the statistical test were $2.311 > 1.96$ while for P. Value or significance of $0.020 < 0.05$, it was concluded that the leadership variable through organizational climate had a positive and significant effect on employee performance. In testing this hypothesis, certain criteria must be met as follows, if the P Value $< \alpha$ then the hypothesis is accepted or it can be said that the independent variables have an influence on the dependent variable.

The Influence of Leadership on Employee Performance

From the results of this study shows that leadership has a positive and significant effect on employee performance at the Regional Personnel Agency and Human Resource Development Boven Digoel Regency.

This is in line with the transactional theory. This theory was first initiated by a sociologist Max Weber who was then studied more deeply by Bernard M Bass in the early 1980s. This theory tends to emphasize performance and results. In addition, this theory also describes leadership based on agreements made and mutually agreed upon, and has a positive impact for mutual benefit. From this it has indirectly increased and influenced performance, both the performance of leaders and the performance of their subordinates or employees.

This finding also supports the results of previous research conducted by Kiswanto (2010) with the results of the leadership variable having a positive influence on employee performance. Likewise, research conducted by Garcia & Victor (2008) shows that leadership shows a positive and significant influence between leadership and employee performance. Other research is research conducted by Li Chung Kai (2009), showing that leadership has a good effect on employee performance.

From these findings it also means that in order to improve employee performance at the Regional Personnel and Human Resources Development Agency for Boven Digoel Regency, leaders need to apply leadership in a task orientation where

leaders need to provide direction to employees before carrying out work, set rules that must be obeyed so that the goals that has been set can be achieved.

The Influence of Leadership on Work Culture

The results of this study indicate that leadership has a positive and significant effect on work culture in the Regional Personnel Agency and Human Resource Development Boven Digoel Regency.

Robbins (2007, 432), from his research, states that leadership is an ability to influence both individuals and groups towards achieving goals. The ability of employees to achieve the goals and objectives of the organization is a reflection of employee performance. Therefore leadership has a very big role in improving employee performance. This is also in line with research conducted by Astria Karisa (2018), which concluded that leadership has a positive and significant effect on employee performance.

One of the most widely discussed leadership theories is that put forward by Blake and Mounon in Pace and Faules (2005) which was originally called the managerial grid, but is now called the leadership grid. This grid comes from the things that underlie the attention of leaders, namely attention to tasks or things planned to be completed by the organization and attention to people and organizational elements that affect them, one of the elements in question is work culture. It is from this work culture that will change the attitude and behavior of Human Resources to achieve work productivity in an agency or organization to face future challenges.

Work culture can be carried out well, if the leader is able to carry out its functions in accordance with its role, meaning that the role of the leader can influence, move and direct his subordinates so that the behavior of the subordinates is in accordance with the rules that have been set will help form a work culture.

In developing a work culture a leader must have clear and strong values and beliefs about the desired organization. Leaders have a contribution as creators and shape work culture in agencies or organizations, because they have the ability and power to do so. In addition, the leader has a vision and mission, then sets an example and spreads it which is then followed by his subordinates. Mutual open and trusting relationships are things that support the spread of values and norms that exist in the work culture.

The Influence of Leadership on Organizational Climate

The results of this study indicate that leadership has a positive and significant effect on organizational climate at the Regional Personnel Agency and Human Resource Development Boven Digoel Regency.

This is in line with research conducted by Gunawan (2017) which shows that leadership and organizational climate together have an influence on employee performance. The results of this study indicate that with good leadership and organizational climate, employee performance will further improve. In addition, this study proves that agency leaders are able to influence all work environment activities, especially organizational climate where every decision, attitude and action taken by a leader will become a role model, all of which will be emulated by employees so that the organizational climate becomes a structured approach. towards a leader.

Brown and Leigh (1996) say that organizational climate is very important because the needs of the organization ensure that individuals who are in the

organization have added value and still want to be in the organization and want to continue to delegate their employees to their work for the benefit of the organization. In addition, they also argue that organizations that can create an environment where employees feel friendly can reach their full potential in seeing the key to competitive advantage. Therefore organizational climate can be seen as a key variable for organizational success.

Likert (1967) developed a satisfactory instrument on behavioral conditions and management styles used. Some of the characteristics covered by Likert's theory are leader behavior, motivation, communication, interaction influence processes, decision making, goal setting and control. So from Likert's theory, leaders play an important role in influencing the organizational climate for the comfort and conduciveness of employees in working in these agencies.

The Influence of Work Culture on Employee Performance

The results of this study indicate that work culture has a positive and significant effect on organizational climate at the Regional Personnel Agency and Human Resource Development Boven Digoel Regency.

This is in line with the theory put forward by Mangkunegara (2006) which states that one of the factors that influence successful performance is work culture. If the work culture is getting better then the employee's performance will be higher. Thus it is important for the Personnel Agency agency Regional and Human Resource Development Boven Digoel District to implement work culture, so that the impact of this application can be the key to the success of agencies in achieving the expected goals. This is the basis that work culture affects employee performance.

This finding is also in line with research conducted by Suprayitno, et al (2014), stating that work culture variables simultaneously have a significant influence on employee performance and partially, work culture variables have a significant effect on employee performance. Other studies that are in line with this research are the results of research conducted by Hakim (2015) and Alia et al. (2015), all of which state that work culture has a positive and significant effect on performance.

The Effect of Organizational Climate on Employee Performance

The results of this study indicate that organizational climate has a positive and significant effect on employee performance at the Regional Personnel Agency and Human Resource Development Boven Digoel Regency.

This is in line with the opinion expressed by Keith Davis in Setiawan (2015) saying that, "Organizational climate is a human environment where employees or members of the organization do their work". This shows that organizational climate refers to the conditions or environment in which the employee works with different characteristics from other organizations so that employees feel comfortable and at ease to work through an even better organizational climate.

This finding is also in line with research conducted by Ahmad Suharmanto (2021), which states that, Leadership and Organizational Climate have a significant effect on the performance of Employees within the Ministry of Home Affairs Leadership Administration Bureau. The closeness of influence between leadership and organizational climate variables is included in the strong category and has a positive influence, meaning that the better the leadership and organizational climate, the better the employee performance will be.

Indirect Effect of Leadership on Employee Performance through Work Culture

In the results of this study using the sobel test explaining that work culture (Z1) is able to mediate the influence of leadership (X1) on employee performance (Y) so that the hypothesis is accepted. From the calculation of the sobel test using calculation online, the results of the statistical test were $3.968 > 1.96$ while for P. Value or significance of $0.000 < 0.05$, so it was concluded that the variable leadership through work culture has a positive and significant effect on employee performance at the Personnel Agency Region and Development of Human Resources Boven Digoel Regency.

Indirect Effect of Leadership on Employee Performance through Organizational Climate.

The sobel test explains that organizational climate (Z2) is able to mediate the influence of leadership (X1) on employee performance (Y) so that the hypothesis is accepted.

From the results of the calculation of the sobel test using calculation online, the results of the statistical test were $2.311 > 1.96$ while for P. Value or significance of $0.020 < 0.05$, it was concluded that the leadership variable through organizational climate had a positive and significant effect on employee performance at the Personnel Agency Region and Development of Human Resources Boven Digoel Regency.

D. CONCLUSION

In this study examined the influence of leadership, work culture and organizational climate on employee performance at the Regional Personnel Agency and Human Resource Development Boven Digoel Regency. Based on the results of the research and discussion in the previous chapter, the researchers concluded as follows: Leadership has a positive and significant effect on work culture; Leadership has a positive and significant effect on organizational climate; Leadership has a positive and significant effect on employee performance; Work culture has a positive and significant effect on employee performance; Organizational climate has a positive and significant effect on employee performance; Leadership has a positive and significant effect on employee performance through work culture;

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