THE EFFECT OF LEADERSHIP, MOTIVATION AND ORGANIZATIONAL CLIMATE ON EMPLOYEE WORK ACHIEVEMENT WITH ORGANIZATIONAL CULTURE AS INTERVENING VARIABLES
(STUDY AT PT, GML PERFORMANCE CONSULTING MEDAN)

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ABSTRACT

This research is motivated by efforts to see how employee performance greatly affects the progress of the company, good employee performance will certainly encourage the company to achieve its goals, as well as things that affect the level of employee performance itself. This study aims to determine the effect of leadership, motivation and organizational climate on employee performance with organizational support as an intervening variable (study at PT. GML Performance Consulting Medan). The method of data collection is done through a questionnaire using a Likert scale. Samples were taken as many as 81 people with the slovin technique. The data is processed by smartPLS, analyzed with convergent validity, discriminant validity, Composite Reliability, Average Variance Extracted (AVE), Collinearity Statistics (VIF), path coefficient test, coefficient determination, hypothesis testing, and direct and indirect influence testing using Structural Equation Modeling (SEM). The results of the hypothesis test show that the leadership variable shows that leadership has a positive and significant effect on organizational culture but has a negative and insignificant effect on work performance. Motivation has a negative and insignificant effect on organizational culture and on work performance. Organizational climate has a positive and significant impact on organizational culture as well as on work performance. Leadership has a negative and insignificant effect on work performance through organizational culture. Motivation has a negative and insignificant effect on work performance through organizational culture. Organizational climate has a positive and significant effect on work performance through organizational culture.

Keywords: Leadership, Motivation, Organizational Climate, Organizational Culture, Work Performance.

INTRODUCTION

The development of human resources has a very strategic position in the organization, meaning that the human element plays an important role in carrying out activities to achieve goals. For this reason, the existence of human resources in the organization is very strong. Goals cannot be realized without the active role of employees even though the tools owned by the company are so sophisticated. The success of an organization is influenced by the individual work performance of its employees, an organization will seek to improve the work performance of its employees in the hope that the company's goals can be achieved.

Employees at PT GML Performance Consulting have a work performance index that is quite maximal in the company, however, in the 2020 data obtained by this company, they did not get maximum results, where the monthly achievement target of employees has not reached the company's target. Therefore, this is greatly influenced by how the employee's work performance can balance out what is the target needed by the company. Regarding the measure of employee performance, of course, the influence of leadership is needed by employees to be able to get maximum results in achieving targets. Leadership is the core of management, because leadership determines the direction and goals of an organization by providing guidance and creating a work climate that supports the implementation of the overall management process.

Based on the pre-survey that has been conducted by researchers, obtained data regarding the achievement of the work of employees at PT. GML Performance Consulting Medan that the target in 2020 that the company needs every month is Rp. 1,000,000,000.00, but in January the achievement was Rp. 400,000,000.00, of course in January the company did not achieve the desired target. Meanwhile, there was a time when in March the company's achievement was Rp. 1.200.000.000,00, this exceeds the achievement of the company's target and means that the company's target is achieved maximally. This makes the company's achievement fluctuate or fluctuate, this is the author's desire to examine what internal problems are being faced by this company so that the target fluctuates, especially if the company's achievements often experience a decline then it becomes a dangerous thing for the company's development. Leaders play an important role in the way their subordinates work, if the target employees are still not working optimally, then there are still things that need to be addressed in the leadership theory adopted by leaders in this company.

Employees also really need motivation from superiors in order to get new ideas that can be poured into their work, strong motivation gives new enthusiasm to be able to maximize the results of the tasks carried out. Work motivation is an impulse that can move a person so that the desire and willingness arises in the process of carrying out his work optimally to achieve the company's revenue target. Organizational climate is also an important variable that needs to be known by everyone involved in a company, organizational climate is where employees and superiors carry out their duties and how the system and culture are born and make everyone in it follow it. This is the author's desire to analyze the influence of Leadership, Motivation and Organizational Climate on Employee Work Performance and of course for this study requires a variable that can be an intermediary for the independent and dependent variables with Organizational Culture as the intervening variable. Organizational culture is the basic philosophy of an organization that contains shared beliefs, norms, and values that are the core characteristics of how to do things in an organization. So the author conducted a study on the Influence of Leadership, Motivation and Organizational Climate on Employee Performance with Culture Organization as Intervening Variable at PT GML Performance Consulting Medan.

THEORETICAL BASIS

Leadership

Leadership (Leadership) defined by a manager in the organization can create a harmonious integration and encourage employee enthusiasm to achieve maximum goals. Leadership is the noun of leader (leader). According to Burhanuddin in Mesiono (2015: 57): "Leadership is the core of management, because leadership determines the direction and goals of an organization by providing guidance and creating a work climate that supports the implementation of the overall management process".

Motivation

Motivation (motivation) in management is only shown in human resources in general and subordinates in particular. Motivation questions how to direct the power and potential of subordinates. To work together productively to achieve and realize the goals that have been determined. According to Handoko (2011: 252): "Motivation is a condition in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve goals".

Organizational Climate

According to Kusnan in Darodjat (2015: 85) states that organizational climate as something that can be measured in the work environment either directly or indirectly affects employees and their work where they work. Organizational climate is the environment in a company or organization where employees and superiors carry out their duties and how the system and culture are born and make everyone in it follow it.

Employee Performance

According to Mangkunegara in Sari (2014: 30): "Work achievement is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given". Work performance is the result of work that has been achieved by someone from his work behavior in carrying out work activities.

Organizational culture

According to Wibowo (2013: 348), organizational culture is the basic philosophy of an organization that contains shared beliefs, norms, and values that are the core characteristics of how to do things in an organization. These beliefs, norms, and values become the grip of all human resources in the organization in carrying out their performance.

Research Hypothesis

Based on the theoretical framework, the researcher formulates the following hypothesis:

H1: Leadership has a positive and significant effect on organizational culture.

H2: Motivation has a positive and significant effect on organizational culture.

H3 : Organizational climate has a positive and significant effect on organizational culture.

H4: Leadership has a positive and significant effect on employee performance.

H5: Motivation has a positive and significant effect on employee performance.

H6: Organizational climate has a positive and significant effect on employee performance.

H7: Organizational culture has a positive and significant effect on employee performance.

H8: Leadership has a positive and significant effect on employee performance through organizational culture.

H9: Motivation has a positive and significant effect on employee performance through organizational culture.

H10: Organizational climate has a positive and significant effect on employee performance through organizational culture.

Research methods

In this study, a quantitative method approach was used to explain the influence of leadership, motivation, and organizational climate on employee performance with organizational culture as an intervening variable at PT. GML Performance Consulting Medan. To test the proposed hypothesis, the researcher collected data using the slovin technique. Total population at PT. GML Performace Consulting Medan is as many as 102 employees, while the sample taken based on calculations using the Slovin formula, obtained a sample of 81 people.

After determining the items from the existing variables, the next step is to carry out measurements used to measure respondents' responses by using a Likert scale. The Likert scale is a scale based on the sum of the attitudes of respondents in responding to questions related to indicators of a concept or variable being measured in this case respondents are asked to agree or disagree with each statement (Sanusi, 2011: 41).

This study uses several indicators or questionnaire statements. Data were analyzed by Path Analysis method using Smart PLS 3.0 software. The data is processed with the following steps:

1. Outer Model is measured in 3 ways: Convergent Validity, Discriminant Validity, and Composite Reliability.

2. Inner Model (R-square)

3. Hypothesis Testing (Booststrapping)

4. Path Analysis.

Discussion

Measurement Model (Outer Model)

In this study, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the smartPLS 3.0 program, the following is the proposed schema model:

Figure 1: Outer Model
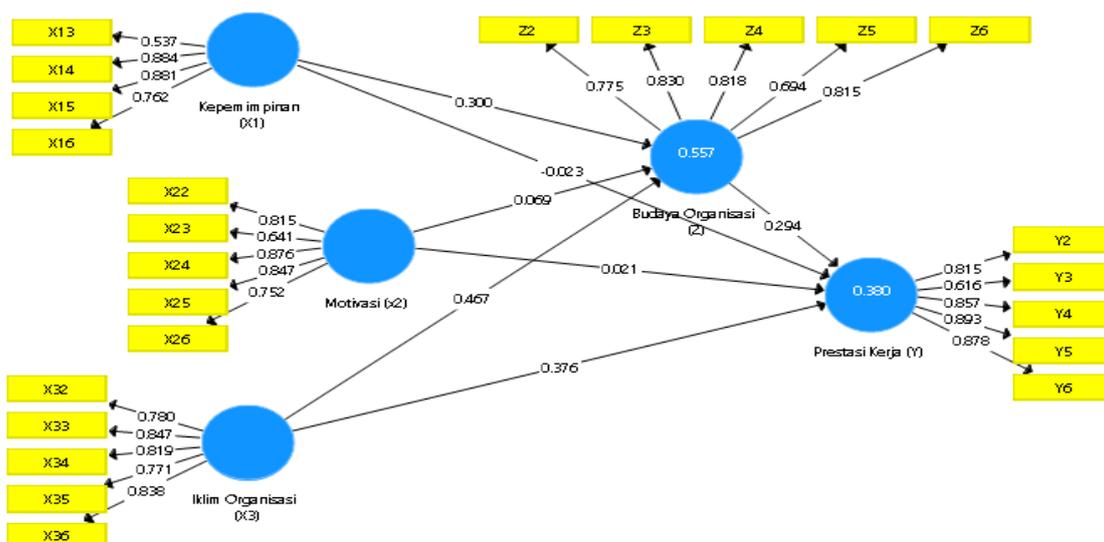
Source: Data processed with SmartPLS 3.0

This model specifies the relationship between latent variables and their indicators. It can be said that the outer model defines how each variable relates to the latent variable. The tests performed on the outer model in between.

Convergent Validity

To test convergent validity, the outer loading or loading factor values are used. An indicator is declared to meet convergent validity in the good category if the outer loading value is > 0.7. According to Chin (1998) the value of outer loading between 0.5-0.6 is considered sufficient to meet the requirements of convergent validity. The following is the value of the outer loadings of each indicator on the research variables:

Table 1 : **Outer Loading**

Outer Loadings

	Budaya Organisasi (Z)	Iklim Organisasi (X3)	Kepemimpinan (X1)	Motivasi (x2)	Prestasi Kerja (Y)
X13			0.537		
X14			0.884		
X15			0.881		
X16			0.762		
X22				0.815	
X23				0.641	
X24				0.876	
X25				0.847	
X26				0.752	
X32		0.780			
X33		0.847			
X34		0.819			
X35		0.771			
X36		0.838			
Y2					0.815
Y3					0.616
Y4					0.857
Y5					0.893
Y6					0.878
Z2	0.775				
Z3	0.830				
Z4	0.818				
Z5	0.694				
Z6	0.815				

Source: Data processed with SmartPLS 3.0

Convergent validity is used to prove that the questions on each latent variable in a study can be understood by the respondent in the same way as intended by the researcher. The acceptable convergent validity is the value of the loading factor or outer loadings, which is 0.5 (Hair et al., 1998). This means that the questionnaire questions are said to be valid if the answers from the respondents are consistent.

Discriminant Validity

The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the value of the cross loading indicator on the variable is the largest compared to other variables. The following is the cross loading value of each indicator:

Table 2 : Cross Loading

Discriminant Validity

	Budaya Organisasi (Z)	Iklim Organisasi (X3)	Kepemimpinan (X1)	Motivasi (x2)	Prestasi Kerja (Y)
X13	0.233	0.242	0.537	0.428	0.181
X14	0.560	0.585	0.884	0.678	0.375
X15	0.538	0.579	0.881	0.660	0.355
X16	0.563	0.443	0.762	0.422	0.330
X22	0.558	0.624	0.631	0.815	0.441
X23	0.533	0.468	0.451	0.641	0.171
X24	0.446	0.521	0.563	0.876	0.364
X25	0.367	0.441	0.606	0.847	0.388
X26	0.343	0.458	0.504	0.752	0.235
X32	0.567	0.780	0.446	0.521	0.451
X33	0.589	0.847	0.546	0.479	0.522
X34	0.601	0.819	0.458	0.453	0.505
X35	0.502	0.771	0.481	0.529	0.436
X36	0.565	0.838	0.587	0.663	0.433
Y2	0.554	0.452	0.403	0.393	0.815
Y3	0.320	0.476	0.275	0.388	0.616
Y4	0.490	0.482	0.390	0.380	0.857
Y5	0.447	0.459	0.293	0.273	0.893
Y6	0.426	0.501	0.308	0.278	0.878
Z2	0.775	0.539	0.517	0.490	0.388
Z3	0.830	0.572	0.512	0.469	0.436
Z4	0.818	0.582	0.587	0.520	0.501
Z5	0.694	0.469	0.455	0.417	0.347
Z6	0.815	0.578	0.435	0.397	0.493

Source: Data processed with SmartPLS 3.0

In the table above, it can be seen that the value of the cross loading indicator on the variable is the largest compared to other variables. This means that it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

a) Composite Reliability

Composite Reliability is the part that is used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.6. The following is the composite reliability value of each variable used in this study:

Table 3 : Composite Reliability

	Composite Reliability
Organizational culture (Z)	0.891
Organizational climate (X3)	0.906
Leadership (X1)	0.856
Motivation (X2)	0.892
Work performance (Y)	0.909

Based on the presentation of the data table, it can be concluded that the Composite Reliability value of all variables in this study is > 0.6. This shows that each variable has met Composite Reliability so that it can be concluded that all variables have high reliability values.

b) Average Variance Extracted (AVE)
The construct is said to have high reliability if the AVE is above 0.50. In the following table, the AVE values for all variables are presented:

Table 4: Average Variance Extracted (AVE)

	AVE
Organizational culture (Z)	0.621
Organizational climate (X3)	0.659
Leadership (X1)	0.607
Motivation(X2)	0.625
Work performance (Y)	0.669

That the AVE value of all variables > 0.50 means that all variables are said to be reliable.

c) Collinearity Statistics (VIF)

Collinearity Statistics test was conducted to determine the relationship between indicators. To find out whether the indicator has multicollinearity, that is by knowing the VIF value. If the VIF value < 5 it can be said that there is no collinearity. If the value of VIF> 5 can be said that there is Collinearity. The following are the results of the Collinearity Statistics (VIF) test:

Table 5: Outer VIF Values

Outer VIF Values	Inner VIF
X13	1.258
X14	3.194
X15	3.195
X16	1.431
X22	2.033
X23	1.575
X24	4.114
X25	4.561
X26	2.539
X32	1.737
X33	2.254
X34	2.043
X35	1.876
X36	2.299
Y2	1.922
Y3	1.275
Y4	2.596
Y5	4.148
Y6	3.605
Z2	2.693
Z3	2.949
Z4	1.972
Z5	1.627
Z6	2.090

It can be concluded that all the indicator variables in this study have a value of < 5, so it can be concluded that all indicators in this study do not have multicollinearity problems.

Inner Model Evaluation

Testing of the inner model or structural model is carried out to see the relationship between the construct, significance value and R-square of the research model. The structural model was evaluated using R-square for the dependent construct of the t-test and the significance of the coefficients of the structural path parameters.

1) Test path coefficient

Chin (1998) states that the R-Square result is 0.67 and above for endogenous latent variables in the structural model, indicating that the effect of exogenous variables (influenced) on endogenous variables (influenced) is in the good category. Meanwhile, if

the result is 0.33 – 0.67 then it is included in the medium category, and if the result is 0.19 – 0.33 then it is included in the weak category.

Figure 2 : Inner Model
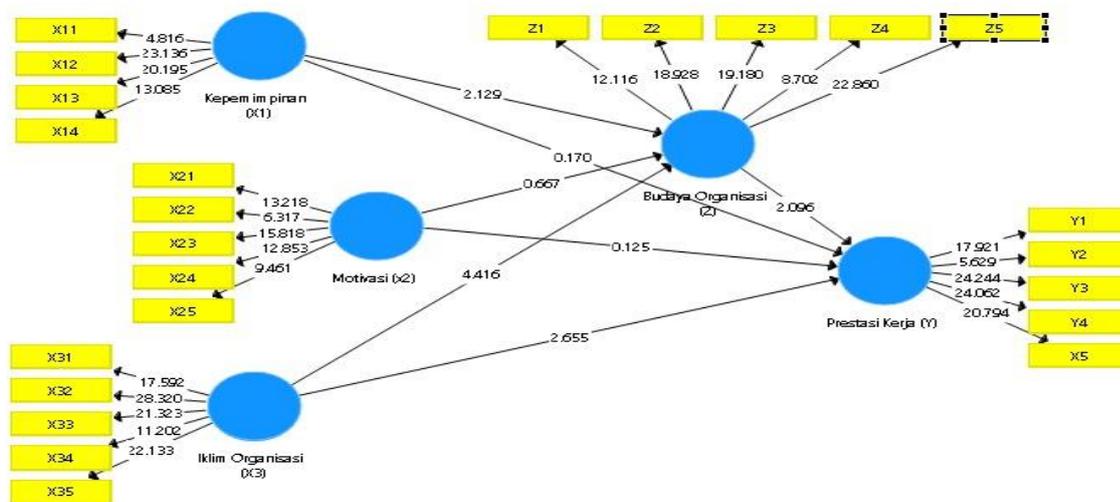
Source: Data processed with SmartPLS 3.0

Based on the figure, it can be concluded that the largest path coefficient value is indicated by the influence of organizational climate on organizational culture of 4.416. The smallest is indicated by the influence of motivation on work performance of 0.125. This shows that the greater the value of the path coefficient on an independent variable on the dependent variable, the stronger the influence between the independent variables on the dependent variable.

2) Coefficient determination

Based on the data processing that has been done using the smartPLS 3.0 program, the R-Square values are obtained as follows:

Table 6 : R Square

R Square

	R Square	R Square Adjusted
Budaya Organisasi (Z)	0.557	0.540
Prestasi Kerja (Y)	0.380	0.348

Source: Data processed with SmartPLS 3.0

The R-Square value of the organizational culture variable (Z) is 0.557. Obtaining this value explains that the percentage of the trust variable described by internal audit is 55.7%. So that the R-Square value is said to be in the medium category. In the work performance variable (Y) obtained an Rsquare value of 0.380. So that the R-Square value is said to be in the medium category. Obtaining this value explains that the percentage of the satisfaction variable described by internal audit is 38%. The results of the calculation of the Q-Square value are as follows:

Q-Square $= 1 – [(1 – R21) \times (1 – R22)]$
$= 1 – [(1 – 0,557) \times (1 – 0,380)]$
$= 1- (0,443 \times 0,62)$
$= 0,725$

Based on the results of the above calculations, obtained a Square value of 0.725. This shows the magnitude of the diversity of research data that can be explained by the research model is 72.5%. While the remaining 27.5% is explained by other factors that are outside this research model. Thus, from these results, this research model can be declared to have a good goodness of fit.

Hypothesis testing

1) Direct influence

Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared accepted if the P-Values <0.05. The following are the results of the direct influence hypothesis test.

Table 7: Result For Inner Weights

Path Coefficients

Mean, STDEV, T-Values, P-Va...	Confidence Intervals	Confidence Intervals Bias C...	Samples	Copy to Clipboard:	Excel Format	R Format

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Budaya Organisasi (Z) -> Prestasi Kerja (Y)	0.294	0.307	0.143	2.064	0.040
Iklim Organisasi (X3) -> Budaya Organisasi (Z)	0.467	0.470	0.104	4.510	0.000
Iklim Organisasi (X3) -> Prestasi Kerja (Y)	0.376	0.364	0.139	2.707	0.007
Kepemimpinan (X1) -> Budaya Organisasi (Z)	0.300	0.298	0.136	2.206	0.028
Kepemimpinan (X1) -> Prestasi Kerja (Y)	-0.023	-0.011	0.138	0.168	0.866
Motivasi (x2) -> Budaya Organisasi (Z)	0.069	0.067	0.099	0.693	0.489
Motivasi (x2) -> Prestasi Kerja (Y)	0.021	0.023	0.168	0.122	0.903

Source: Data processed with SmartPLS 3.0

It is said that the T test results have an effect if the T Statistics value is > 1.96

H1: Leadership (x1) has a positive and significant effect on organizational culture (Z). The result of the T statistic is 2.127>1.96, it is said to be influential, the P values are 0.034 <0.05, which is significant. Ha accepted Ho rejected

H2: Motivation (x2) has a positive and significant effect on organizational culture (Z). The result of the T statistic is 0.694 < 1.96, it is said to have no effect, the P values are 0.488> 0.05, which is not significant. Ho accepted Ha rejected.

H3: Organizational climate (x3) has a positive and significant effect on organizational culture (Z). The result of the T statistic is 4.436>1.96, it is said to be influential, the P values are 0.000 <0.05, which is significant. Ha accepted Ho rejected.

H4: Leadership (X1) has a positive and significant effect on work performance (Y). The result of the T statistic is 0.166 <1.96, it is said to have no effect, the P values are 0.868> 0.05, which is not significant. Ho accepted Ha rejected.

H5: Motivation (X2) has a positive and significant effect on work performance (Y). The result of the T statistic is 0.121 <1.96, it is said to have no effect, the P values are 0.904> 0.05, which is not significant. Ho accepted Ha rejected.

H6: Organizational climate (X3) has a positive and significant effect on work performance (Y). The result of the T statistic is 2.685> 1.96, it is said to be influential, the P values are 0.007 <0.05, which is significant. Ha accepted Ho rejected.

H7: Organizational Culture (Z) has a positive and significant effect on work performance (Y). The result of T statistic is 2.08>1.96, then it is said to be influential, the P values are 0.037 <0.05, which is significant. Ha accepted Ho rejected.

2) Indirect influence

Table 8: Inderect Effects

Specific Indirect Effects

Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples	Copy to Clipboard

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (|O/S...	P Values
Iklim Organisasi (X3) -> Budaya Organisasi (Z) -> Prestasi Kerja (Y)	0.137	0.144	0.070	1.963	0.050
Kepemimpinan (X1) -> Budaya Organisasi (Z) -> Prestasi Kerja (Y)	0.088	0.094	0.069	1.270	0.205
Motivasi (x2) -> Budaya Organisasi (Z) -> Prestasi Kerja (Y)	0.020	0.021	0.035	0.570	0.569

Source: Data processed with SmartPLS 3.0

H8: Leadership (x1) has a positive and significant effect on work performance (Y) through organizational culture (Z). The result of the T statistic is 1.270 < 1.96, it is said to have no effect, the P values are 0.205> 0.05, which is not significant. Ho accepted Ha rejected.

H9: Motivation (x2) has a positive and significant effect on work performance (Y) through organizational culture (Z). The result of the T statistic is 0.570 <1.96, it is said to have no effect, the P values are 0.569> 0.05, which is not significant. Ho accepted Ha rejected.

H10: Organizational climate (x3) has a positive and significant effect on work performance (Y) through organizational culture (Z). The result of the T statistic is 1.963> 1.96, it is said to be influential, the P values are 0.05 = 0.05, which is not significant. Ho rejected Ha accepted.

CONCLUTION

Based on the results of research conducted on the influence of Leadership, Motivation and Organizational Climate on Employee Work Performance with Organizational Culture as an Intervening variable at PT. GML Performance Consulting Medan, it can be concluded as follows:

1. Leadership has a positive and significant effect on Organizational Culture.

2. Motivation has a negative and insignificant effect on organizational culture. This is because motivation is only used to influence employee behavior at work so that they are more enthusiastic, and is not related to organizational culture.

3. Organizational climate has a positive and significant effect on Organizational Culture.

4. Leadership has a negative and insignificant effect on work performance. This is because the leadership system in this company looks authoritarian where leaders often make decisions personally, this results in where employees find it difficult to express their wishes.

5. Motivation has a negative and insignificant effect on work performance. Because the motivation given by the company is not as expected by employees, so it does not affect work performance.

6. Organizational climate has a positive and significant effect on work performance.

7. Organizational Culture has a positive and significant effect on work performance.

8. Leadership has a negative and insignificant effect on work performance through organizational culture. This is because if the organizational culture that has been built has not been firmly embedded, it will not increase the influence of leadership on the performance of its employees.

9. Motivation has a negative and insignificant effect on work performance through organizational culture. This is because organizational culture is the values developed in a company that are not related to the motivation of employees' work performance.

10. Organizational climate has a positive and significant effect on work performance through organizational culture.

SUGGESTION

Based on the results of the research and the conclusions above, further suggestions can be made which are expected to be useful for PT. GML Performance Consulting Medan.

1. For PT. GML Performance Consulting Medan

   a. PT. GML Performance Consulting Medan especially Leaders should improve the way they lead employees by giving more space to employees so that they are able to work more freely, in addition to being able to complete the tasks they carry out better, so that employees can express their thoughts and ideas for the company. In addition, leaders must also increase the power of strong motivation to employees such as providing rewards or awards that are in accordance with the hard work that has been given by employees so that employees can work even harder and achieve the desired achievements of the company.

   b. PT. GML Performance Consulting has been good in creating a healthy and ideal organizational climate, but a good organizational climate such as greeting each other, giving each other such encouragement must be maintained in order to create a safe and peaceful work environment because it will greatly affect employees in improving their performance.

   c. The GML Performance Consulting Medan should be able to improve the work performance of their employees by creating a good and orderly work culture, because the good and bad behavior of employees will be seen from how the organizational culture system in the company is.

2. In this study, the researcher realizes that there are still many shortcomings that the researcher has due to the many limitations. It is hoped that further research can dig up more information related to the company under study.

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