

The Influence of Organizational Climate, Organizational Culture, Leadership and Position Promotion on Employee Performance at the Office of Cooperatives and SMEs in Labuhanbatu Regency

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Abstract

This research was conducted at the Office of Cooperatives and SMEs in Labuhanbatu Regency, with the aim of knowing the effect of Organizational Climate, Organizational Culture, Leadership and Position Promotion on Employee Performance. This study uses quantitative methods, with several analytical techniques such as the classical assumption test, multiple linear regression test, hypothesis testing and coefficient of determination test. All hypotheses in the research are stated to be valid, it can be proven by the following description, organizational climate variable (2,520) > ttable (1.691) which means that Ha is accepted and Ho is rejected. While the significant value is smaller than the probability value of 0.017 or a significant value of 0.000 < 0.017. Thus it can be concluded that the Organizational Climate variable (X1) has a positive and significant effect on Employee Performance. Organizational Culture (X2) has a tcount (3.145) > ttable (1.691) which means that Ha is accepted and Ho is rejected. While the significant value is smaller than the probability of 0.004 or a significant value of 0.000 < 0.004. Thus it can be concluded that Organizational Culture (X2) has a positive and significant effect on Employee Performance. Leadership (X3) has a tcount (2.857) < ttable (1.691) which means that Ha is rejected and Ho is accepted, while the significant value is smaller than the probability of 0.05 or 0.000 < 0.007. Thus it can be concluded that Leadership (X3) has a positive and significant effect on Employee Performance. Promotion (X4) has a tcount (2.457) > ttable (1.691) while the significant value is smaller than the probability of 0.05 or 0.000 < 0.019. Thus it can be concluded that Promotion (X4) has a positive and significant effect on Employee Performance. The results of the F test show that the Fcount value is 11,521 > Ftable 2.503 with a significance value of 0.000 < 0.05. From these results, it can be concluded that Organizational Climate (X1), Organizational Culture (X2) Leadership (X3), and Promotion (X4) simultaneously have a positive and significant effect on Employee Performance (Y). Furthermore, an analysis of the coefficient of determination was carried out to analyze the contribution of the influence of the independent variables, namely organizational climate.

Keywords: Organizational Climate, Organizational Culture, Leadership, Promotion, Employee Performance.

1. Introduction

Human resources are a very important element in a company. Failure to manage human resources can lead to disruption in the achievement of organizational goals, both performance, profit and organizational survival. Employees are not only the main force in realizing change, but also are increasingly participating in planning for the change. Every organization must have human capital. It should be realized that the organization basically consists of a group of individuals who work together to achieve a certain goal. Therefore, it is not an exaggeration if the resources in the form of employees are an important competitive advantage asset for organizations at this time. When technology is advancing very rapidly, and various other resources are growing and taking a lot of attention, there is another crucial factor that is often overlooked by organizations, namely the employees of the organization. In fact, it is these employees who determine the course of the organization.

Organizational climate is important to create because organizational climate is closely related to individual perceptions, namely about what has been given by the organization and used as the basis for determining the behavior of subsequent members. Organizational climate is determined by how well members are directed, built and

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valued by the organization itself. The term organizational climate was first used by Alfred, (2013), who used the term psychological climate. Then the term organizational climate was used by Eldor & Harpaz, (2016) put forward the term to describe behavior in relation to the background or place (setting) where the behavior appears. According to Hariono & Marlina, (2021) said that organizational climate is the employee's perception of the quality of the organization's internal environment that is relatively felt by members of the organization which then influences their subsequent behavior. Organizational climate is defined as how employees view the internal functions of the organization such as decision making and setting rules at work, this can also be defined as a set of behaviors that describe an organization, Sintyaningsih et al., (2020). Organizational climate is used as a marker that distinguishes an organization from other organizations. Organizational climate plays a major role in enhancing the moral and functional behavior of working individuals in terms of shaping, modifying and changing values, customs, attitudes and behavior (Nasution et al., 2022).

Organizational climate is characterized by rapid organizational change and intense competition which requires an organization to improve employee performance in various ways for the sustainability of the organization in a competitive business environment. Organizational climate generally refers to the direct perception of the work environment, a positive organizational climate can increase employee commitment, so that employees will apply adequate effort when carrying out the tasks they are responsible for. At the Cooperative and UMKM Office in Labuhanbatu Regency, there are several phenomena related to the organizational climate (Prayoga & Pohan, 2022),

Another factor that influences employee performance is organizational culture. The concept of organizational culture is based on individual abilities, so that the reinforcement given to humans as individuals as human resources is increasingly recognized as the most valuable organizational asset and has the most flexible adaptability. The individual capabilities of human resources in the Cooperative and MSME Office of Labuhanbatu Regency are absolutely needed to increase professionalism, to bridge the ideal conditions desired by the organization with the reality that occurs, the application of an appropriate culture and climate for successful employee performance is absolutely necessary (Setyowati et al., 2023). It is hoped that with the appropriate application of climate and culture to various situations and conditions, the mission and objectives of the Cooperative and UMKM Office in Labuhanbatu Regency can be achieved.

Employee performance can be improved by providing a good example of a leader, each leader is obliged to pay serious attention to fostering, mobilizing, directing all potential employees in their environment so that volume and workload are goal-directed, Augustinus & Halim, (2018). Leaders need to carry out serious coaching for employees so that it can lead to satisfaction and organizational commitment so that in the end they can increase high performance if the employee's performance is optimal then it is not impossible for career development such as promotion to position to be realized. Leadership finds that superior policies only benefit those close to them, causing the organizational climate and work culture to be less harmonious. Job Standards are owned by individuals regarding their work, for example the feelings that arise about the workload that must be completed within a certain period of time. The low morale of employees to strive for organizational progress is caused by whatever the results of their work are not an important part of the promotion policy. Apart from that, whatever the results of their work, it is important that they are active even though they are underperforming and the leadership cannot fire them because they are ASN employees (Huang, 2003).

Therefore, every organization has a role to choose an effective leader. An effective leader is marked by the ability of a leader to adopt a leadership style that is in accordance with the conditions of the employee and the demands of the job. In terms of improving employee performance, leadership qualities are needed that strategically focus and apply tactics that can build motivation from within each individual employee to be able to work better than before. Therefore, it takes a leader who is responsible, innovative and has the determination to deal with any changes that will certainly have an impact on employee performance. At the Cooperative and UMKM Office of Labuhanbatu Regency there are several phenomena related to leadership, such as unclear work standards (Maramis, 2013),

The number of complaints from employees about the company's lack of attention to career paths such as promotions for their positions indicates the possibility of leadership problems in the company. Limited promotion opportunities, changes in workforce demographics, such as an aging workforce, economic downturn and global competition. Stressful organizational climate and organizational culture cause emotional stress and often make employees rethink their career decisions, because if employees believe that they cannot handle the pressure, they will prefer to leave their job. This indicates the possibility of problems in the performance of employees in the company (Pohan, 2022).

Differences in employee status in a company are a strong benchmark for making employee performance increase, decrease or you can say less productive. Employees with contract status are usually less productive than employees

with permanent or non-contract status. Sense of dissatisfaction with human resource management regarding unpaid benefits. Such as health benefits, retirement benefits and welfare demands for employees may also be the cause of employees being less motivated at work Indra (Armiaty & Ariffin, 2014). Lack of employee knowledge can also be the cause of employees being less motivated, such as that high knowledge workers tend to show higher performance because they are better able to acquire and apply job-relevant knowledge than those with lower levels of knowledge. Older workers are considered not to have an orientation towards flexibility, innovation and change. Likewise, older workers are perceived as less energetic and less motivated about their work (Kusuma & Rahardja, 2018).

Based on the description of the background above, the researcher will try to conduct research on "The Influence of Organizational Climate, Organizational Culture, Leadership and Position Promotion on Employee Performance at the Office of Cooperatives and SMEs in Labuhanbatu Regency".

2. Literature Review

2.1. Organizational Climate

Organizational climate is important to create because organizational climate is closely related to individual perceptions, namely about what has been given by the organization and used as the basis for determining the behavior of subsequent members. Organizational climate is determined by how well members are directed, built and valued by the organization itself. The term organizational climate was first used by Kurt Lewin in the 1930s, who used the term psychological climate. Then the term organizational climate was used by (Kuswati, 2020)

Organizational climate is defined as the shared meaning of organizational members attached to events, policies, practices, and procedures experienced by employees and behaviors that make employees feel valued, supported, and expected by (Sintyaningsih et al., 2020). Organizational climate is determined by the quality of the environment at work which can be felt by employees relatively and is able to influence employee behavior, the more conducive the organizational climate felt by employees, the stronger the employee's commitment to the organization. According to (Kaltainen & Hakanen, 2022) organizational climate is the perception of members of the organization (individually and in groups) and those who are constantly associated with the organization (eg suppliers, consumers, consultants and contractors) regarding what is or happens in the internal environment of the organization on a regular basis, which influences the attitude and behavior of the organization and the performance of members of the organization which then determines the performance of the organization. Meanwhile, according to Rachinger et al., (2019) organizational climate is the human environment in which organizational employees do their work, this understanding can refer to the environment of a department, important corporate units such as branch factories, or an organization as a whole. We can't touch but it (climate) exists, climate is influenced by almost everything that happens in the organizational environment.

From the opinions of several experts above, it can be concluded that organizational climate is an employee's view that influences employee behavior in the company's internal environment as a commitment to the company. According to Farndale et al., (2011) argues that the characteristics or dimensions of organizational climate affect the motivation of organizational members to behave in a certain way. He said that to measure organizational climate there are six dimensions needed as follows:

- a) Structure
The organizational structure reflects the feeling of being well organized and having clear roles and responsibilities within the organizational environment. Structure is high if organizational members feel their jobs are well defined.
- b) Standards
Standards in an organization measure feelings of pressure to improve performance and the degree of pride that members of the organization have in doing a good job. High standards mean looking for ways to improve performance.
- c) Responsibility
Responsibility reflects employees' feelings that they are "self-bosses" and do not need their decisions to be legitimized by other members of the organization. High member perceptions indicate that organizational members feel encouraged to solve their own problems.
- d) Award

Awards indicate organizational members feel valued if they can complete tasks well. Organizational climate values performance characterized by a balance between reward and criticism, low appreciation means that the completion of a job well is rewarded inconsistently.

e) Support

Support reflects the ongoing feelings of trust and mutual support among work group members. High support if members of the organization feel that they are part of a well-functioning team and feel that they get help from their superiors, if they experience difficulties in tasks.

f) Commitment

Commitment reflects members' feelings of pride in their organization and the degree of loyalty to achieving organizational goals. A strong feeling of commitment is associated with personal loyalty, if a low level of commitment means employees feel apathetic towards the organization and its goals.

2.2. Organizational Culture

In predicting organizational behavior, it is first necessary to understand the organizational culture itself, according to Igir et al., (2018) organizational culture is the informalization of a set of values and norms as a means of control for the steps of employees and their groups within the organization to interact aggressively. , quickly and easily with others, as well as with people outside the organization as customers and suppliers. According to Limbong et al., (2022) organizational culture is defined as values, assumptions, beliefs, philosophies, organizational habits, and so on, (organizational culture content) developed over a long period of time by the founders, leaders and members of the organization socialized and taught to new members and applied in organizational activities so as to influence the mindset, attitudes and behavior of members of the organization in serving consumers, and achieving organizational goals. According to Malca et al., (2020) organizational culture is a unit of norms consisting of beliefs, attitudes, core values, and patterns of behavior carried out by people in the organization. Shared beliefs, core values and behavior patterns influence performance. Meanwhile, according to Barling et al., (2011) Organizational culture becomes a characteristic that exists in an organization and guides the organization so that it distinguishes it from other organizations. Organizational culture is the norms of behavior and values that are understood and accepted by all members of the organization and are used as the basis for rules. behavior in the organization.

From the understanding of the experts above, it can be concluded that organizational culture is the norms, rules and values created by a company as a means of controlling employees to interact with colleagues and do work within a company. According to Siagian & Khair, (2018), the culture of an organization has the following functions:

1. Determine the limits of behavior in the organization.
2. Fostering a sense of belonging among its members.
3. The members of the organization are willing to make a big commitment for success organization achieve its goals.
4. Maintaining social stability within the organization.
5. As a means of controlling the behavior of his subordinates.

Meanwhile, according to (Shore et al., 1995) suggests the characteristics of an organizational culture are as follows:

- 1) *Individual Initiative*, namely the level of responsibility, freedom and independence possessed by the individual.
- 2) *risk Tolerance*, that is the degree to which employees are encouraged to take risks, be aggressive and innovative.
- 3) *directions*, namely the ability of the organization to create clear goals and set performance expectations.
- 4) *integration*, the degree to which units within an organization are encouraged to operate in a coordinated manner.
- 5) *Management Support*, namely the degree to which managers seek clear communication, assistance and support to their subordinates.
- 6) *controls*, i.e. the number of direct rules and controls used to monitor and monitor employee behavior.
- 7) *identity*, the degree to which members identify with the organization as a whole with a particular work group or area of professional expertise.
- 8) *reward system*, namely a level where the allocation of rewards, salary increases or promotions, is based on employee performance criteria, and not on seniority or favoritism.
- 9) *conflict tolerance*, namely a level where workers are encouraged to express conflict and criticism openly.
- 10) *Communication Patterns*, namely a level where organizational communication is limited to formal hierarchical authority.

2.3. Leadership

Leadership is understood as an effort to influence a person or group of people to be able to follow and understand which in turn agrees on what someone wants that influences (Marin-Garcia & Bonavia, 2021). According to Zhou et al., (2012) defines leadership as a process of directing and influencing activities and a group of members whose tasks are interrelated. According to Sivam et al., (2019), leadership as a process of influencing a group of people so they want to work seriously to achieve group goals. According to Sivam et al., (2019) a leader is a play/role in a particular system, therefore someone in a formal role does not necessarily have leadership skills and is not necessarily able to lead. According to Hongyun et al., (2021) leadership is the ability and art of obtaining results through activities by influencing others in order to achieve predetermined goals. Leadership is the ability to influence other people in terms of subordinates so that they are willing and able to carry out certain activities even though they may not like it personally Venkatesh & Davis, (2000), formulates four traits that seem to have an influence on the success of organizational leadership: Leadership is the ability to influence other people in terms of subordinates so that they are willing and able to carry out certain activities even though they may not like it personally. (Venkatesh & Davis, 2000) formulates four traits that seem to have an influence on the success of organizational leadership: Leadership is the ability to influence other people in terms of subordinates so that they are willing and able to carry out certain activities even though they may not like it personally. Davis et al., (1992) formulates four traits that seem to have an influence on the success of organizational leadership:

1. Intelligence.
2. Maturity and breadth of social relations.
3. Self-motivation and drive for achievement.
4. Attitudes - attitudes of human relations.

2.4. Job Promotion

Promotion of position can also be interpreted that the leadership raises the position of employee or employee one level higher than the previous position and receives greater power and responsibility than the previous responsibility, after the employee or employee concerned has gone through an evaluation or assessment process and is declared worthy of being promoted to a higher level. higher. Akinwale & George, (2020) Position promotions provide an important role for every employee, even becoming a dream and a goal that is always expected. Every employee tries to give the best performance for the company. According to Siagian & Khair, (2018) that the higher a person's position in an organization, in general the level of satisfaction also tends to be higher.

Blau, (1989) states that promotion can be interpreted as a process of changing from one job to another in a higher hierarchy of authority and responsibility than the authority and responsibility that had been assigned to the workforce at the previous time. According to Hasibuan, (2014), promotion is a transfer that increases the authority and responsibility of employees to higher positions within an organization so that the obligations, rights, status and income are greater. Meanwhile, according to Ho et al., (2022) promotion can be understood as giving new, higher and broader tasks, responsibilities and authorities to employees accompanied by an increase in compensation and other supporting elements for employees so that in addition to their increased workload,

- 1) Performance and achievements.
- 2) Seniority.
- 3) Experience.
- 4) Competence.

2.5. Employee Performance

Performance is a condition that must be known and confirmed by certain parties to determine the level of achievement of an agency's results related to the vision carried out by a company or company and to know the positive and negative impacts of an operational policy Rismawati and Mattalata (2018: 2). According to Mulyadi (2015), stated that performance is the results of the work functions/activities of a person or group within an organization which are influenced by various factors to achieve organizational goals within a certain period of time. Moehersono (2012), states that performance is a result of work that can be achieved by a person or group of people

in an organization both quantitatively and qualitatively, in accordance with their respective authorities and responsibilities, in an effort to achieve the objectives of the relevant organization legally, not violating the law and in accordance with morals and ethics. According to Robbins (2015), performance is a result achieved by workers in their work according to certain criteria that apply to a job. According to Gibson, Ivancevich and Donnely, 2010 in Priansa (2016), states that the factors that affect performance are:

- 1) Individual variables, including abilities and skills both physical and mental, background, family, social level and experience, demography, age, origin and gender.
- 2) Psychological variables, including perception, attitude, personality, learning, motivation, promotion and career.
- 3) Organizational Variables, including resources, leadership, rewards, structure and job design.

3. Methods

This research was conducted on Labuhanbatu District Cooperative and UKM Office, using quantitative methods. The population in this study are all employees from Labuhanbatu District Cooperative and UKM Office which totaled 38 people. Withdrawal of this research sample using saturation sampling technique, by withdrawing the entire existing population to be used as a research sample. Data in this study were collected by means of interviews, observation, and distributing questionnaires directly to all employees Labuhanbatu District Cooperative and UKM Office, which is then tested through several analytical techniques as follows: 1) Classical assumption test, in the classical assumption test a normality test, heteroscedasticity test, and multicollinearity test are carried out; 2) Multiple linear regression test, using a linear equation: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$ with the following information: Y = employee performance; a = constant; b_1, b_2, b_3, b_4 = coefficient of each variable, X_1 = Organizational Climate, X_2 = Organizational Culture, X_3 = Leadership, X_4 = Promotion; 3) Hypothesis testing, consisting of the t (partial) test used to analyze the partial effect of the independent variables and the dependent variable, and the F (simultaneous) test used to analyze the simultaneous effect of the independent variables on the dependent variable. 4) The coefficient of determination is used to measure the model's ability to explain the variation in the dependent variable. To facilitate the research process, IBM SPSS Software is used as an analytical tool in processing data in research.

4. Result and Discussions

Ghozali, (2016) states that the validity test is used as a measure of whether a questionnaire is deemed valid or not. Valid data is data that does not differ between the data reported by the researcher and the data that actually occurs in the research object. The validity test of the research variable has a significant criterion > 0.5 . The validity test in this study was carried out to 38 employees from Labuhanbatu District Cooperative and UKM Office.

4.1. Validity test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that is measured by the questionnaire (Ghozali & Latan, 2015). Because the entire population has become a sample in this study. Testing the validity of the instrument in this study used SPSS 22.0 for Windows software. The criteria in determining the validity of a questionnaire are as follows:

If r is a positive result, $r_{count} > r_{table}$, then the question is valid.

If r is a positive result, $r_{count} < r_{table}$, then the question is invalid.

The author conducted an instrument trial at the Cooperative and UKM Office of Labuhanbatu Regency. The validity test is said to be valid if all the indicators in the study have scores above 0.361. Based on this, it can be seen from the following table the results of the SPSS test on the indicators of Organizational Climate (X_1), Organizational Culture (X_2), Leadership (X_3), and Position Promotion (X_4) on Employee Performance (Y). Can be seen in the table 1.

Based on Table 1 it is found that the results of the Validity test have a value greater than 0.361. It can be concluded that all questions/statements are valid and can be used in research.

4.2. Reliability Test

Reliability test is a measuring tool to measure a questionnaire that has indicators of variables and constructs. A questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time (Ghozali, 2016). The reliability test can be carried out using the help of the SPSS program, which provides facilities for measuring reliability with the Cronbach alpha statistical test. A construct or variable is said to be reliable if it gives a Cronbach alpha (α) value > 0.7 , based on the results of data processing for the reliability test can be seen in the table 2.

Table 1. Item Total Statistics

Variable	Indicator About	r Count	r Table	Information
Organizational Climate (X1)	P1	0.584	0.361	Valid
	P2	0.661	0.361	Valid
	P3	0.472	0.361	Valid
	P4	0.542	0.361	Valid
	P5	0.401	0.361	Valid
Organizational culture (X2)	P6	0.602	0.361	Valid
	Q7	0.426	0.361	Valid
	Q8	0.766	0.361	Valid
	Q9	0.590	0.361	Valid
	P10	0.432	0.361	Valid
Leadership (X3)	P11	0.626	0.361	Valid
	Q12	0.770	0.361	Valid
	Q13	0.518	0.361	Valid
	P14	0.629	0.361	Valid
	P15	0.404	0.361	Valid
Job Promotion (X4)	Q16	0.452	0.361	Valid
	Q17	0.713	0.361	Valid
	P18	0.430	0.361	Valid
	P19	0.860	0.361	Valid
	P20	0.546	0.361	Valid
Employee Performance (Y)	P21	0.671	0.361	Valid
	P22	0.623	0.361	Valid
	P23	0.393	0.361	Valid
	P24	0.408	0.361	Valid
	P25	0.618	0.361	Valid

Source: processed via SPSS. 2022

Table 2. Research Instrument Reliability Test Results

Cronbach's Alpha	N of Items	Information
0.770	25	Reliable

Source: Research Results, 2022

Based on Table 2, it shows that the results of the reliability test are stated to be reliable. This can be seen from the value of rcount > 0.70 so that it can be said that the research instrument is feasible to use in research.

4.3. Normality test

The normality test aims to determine whether the distribution of a data follows or approaches a normal distribution. The normality test can be analyzed using the chart on the Normal P-Plot of Regression Standardized Residual. If the plots of both are linear (can be approximated by a straight line), then this is an indication that the residuals are normally distributed. If the pattern of dots other than the ends of the plot deviates slightly from the straight line, it can be said that the distribution of the data (in this case the residuals) is normally distributed. The following is the result of the Normal P-Plot of Regression Standardized Residual.

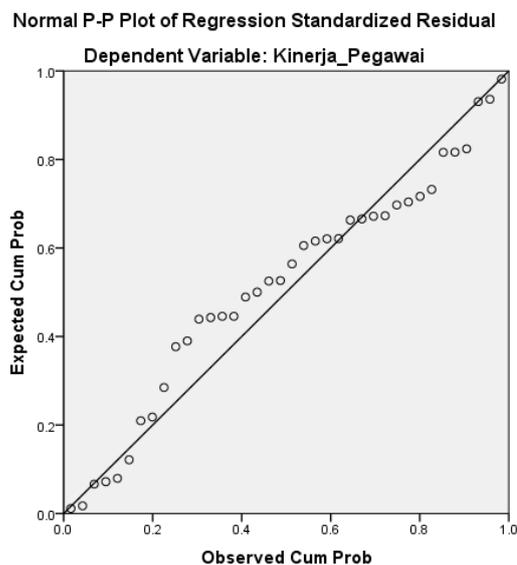


Figure 1. Normal P-Plot on Normality Test
Source: Research Results, 2022

In Figure 1a the Normal P Plot it can be seen that the dots follow the data along the normal line, this means that the residual data is normally distributed. To ascertain whether the data along the diagonal line is normally distributed, the Kolmogorov-Smirnov test is performed. The following is the result of the Kolmogorov-Smirnov Test: In Figure 1a the Normal P Plot it can be seen that the dots follow the data along the normal line, this means that the residual data is normally distributed. To ascertain whether the data along the diagonal line is normally distributed, the Kolmogorov-Smirnov test is performed. The following are the results of the Kolmogorov-Smirnov Test:

Table 3. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		38
Normal Parameters, b	Means	.0000000
	std. Deviation	1.40210411
Most Extreme Differences	absolute	.146
	Positive	.098
	Negative	.146
Test Statistics		.146
asymp. Sig. (2-tailed)		.139c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

4.4. Heteroscedasticity Test Results

This heteroscedasticity test is used in the regression model to see if there is an unequal variance from one residual to another observation. If the variance is different it is called heteroscedasticity. The best model is that there is no heteroscedasticity. How to detect whether there is heteroscedasticity in a model can be seen in the Scatterplot Model and Glejser Test images. Analysis on the Scatterplot image which states that the multiple linear regression model does not have heteroscedasticity if:

- a. The data points spread above and below or around the number 0.
- b. The data points do not cluster only above or below.
- c. The spread of the dots should not form a wavy pattern, widening then narrowing and widening again.

Heteroscedasticity will not occur if none of the independent variables is statistically significant affecting the absolute value of the dependent variable (abs). If the significance probability is above the 5% confidence level, it can be concluded that the regression model does not lead to heteroscedasticity. The following is a graph of heteroscedasticity in Figure 2.

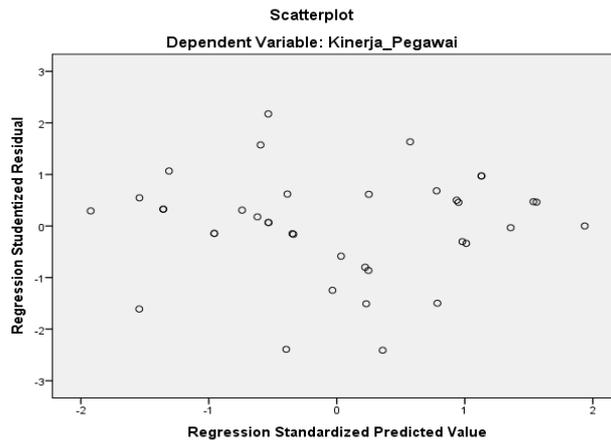


Figure 2. Heteroscedasticity Graph
Source: Research Results, 2022

With graphical analysis, a regression model is considered to have no heteroscedasticity if the points spread randomly and do not form a certain clear pattern and are spread above or below zero on the Y axis. So in Figure 4.2 it shows that the points spread randomly then there is no heteroscedasticity. Through a statistical approach can be done through the Glejser Test. The processing results of the Glejser test can be seen in table 4.

Table 4. Heteroscedasticity Glejser Test Results

Model	Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas			
1	(Constant)	1,745	2,390		.730	.471
	Climate_Organization	.036	.083	.085	.438	.665
	Organizational culture	-.195	.127	-.341	-1,534	.134
	Leadership	-.037	.070	-.088	-.531	.599
	Promotion_Office	.154	.077	.387	1990	.055

a. Dependent Variable: Absolute

In Table 4, it can be seen that the independent variable Organizational Climate (X1) is 0.665, Organizational Culture (X2) is 0.134, Leadership (X3) is 0.599, and Position Promotion (X4) is 0.055, none of the independent variables that are statistically significant affect the variable bound absolute residual (abs_res). Judging from the significance probability above the 5% confidence level, it can be stated that the regression model does not lead to heteroscedasticity.

4.5. Multiple Linear Regression Test Results

Table 5 contains the results of the multiple linear regression test which can be described as follows, the value of B in Organizational Climate (B1) is 0.337. Organizational Culture Value (B2) of 0.649. The Leadership Value (B3) is

0.323 and the Promotional Value (B4) is 0.308. The constant value (a) is 1,373. Based on these values, the multiple linear regression equations obtained from this study are as follows: $Y = 1.373 + 0.337X_1 + 0.649X_2 + 0.323X_3 + 0.308X_4$. The multiple linear regression equation shows that the variables Organizational Climate, Organizational Culture, Leadership and Position Promotion, have a coefficient direction that is positive on the Employee Performance variable.

Table 5. Multiple Linear Regression Test Results

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Betas	t	Sig.
1	(Constant)	1,373	3,870		.355	.725
	Organizational Climate	.337	.134	.340	2,520	.017
	Organizational culture	.649	.206	.484	3.145	.004
	Leadership	.323	.113	.330	2,857	.007
	Job Promotion	.308	.125	.330	2,457	.019

a. Dependent Variable: Employee Performance

Source: Research Results, 2022

4.6. Hypothesis Testing

The data in the study need to be tested for the hypothesis, through the t test and F test. The t test is carried out to analyze the effect of the independent variable, namely Organizational Climate (X1), Organizational Culture (X2) Leadership (X3), and Promotion (X4) partially to the dependent variable, namely Employee Performance (Y). The basis for making decisions on the t test is: If $t_{count} > t_{table}$, then H_a is accepted and H_o is rejected, meaning that Organizational Climate, Organizational Culture, Leadership, Position Promotion have a positive and significant effect on Employee Performance. If $t_{count} < t_{table}$, then H_a is rejected and H_o is accepted, meaning that Organizational Climate, Organizational Culture, Leadership and Position Promotion have no positive and significant effect on Employee Performance. As for the t_{table} value in the t distribution statistics table with level of test $\alpha = 5\%$ and $df_1 = (k-1) = 4$ and $df_2 = (nk-1) = 34$, Using this equation, it can be determined that the t_{table} value is 1.691.

4.7. Partially Significant Test (t-test)

To test whether the proposed hypothesis is accepted or rejected, the t statistic (t test) is used. This test was conducted to find out how much influence the independent variables had, namely Organizational Climate (X1), Organizational Culture (X2), Leadership (X3), and Position Promotion (X4). to the dependent variable ie Employee Performance (Y). Partial test (t test) can be seen in the following table:

Table 6. Partial Test Results (t test)

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Betas	t	Sig.
1	(Constant)	1,373	3,870		.355	.725
	Climate_Organization	.337	.134	.340	2,520	.017
	Organizational culture	.649	.206	.484	3.145	.004
	Leadership	.323	.113	.330	2,857	.007
	Promotion_Office	.308	.125	.330	2,457	.019

a. Dependent Variable: Employee_Performance

Table 6 contains the t_{count} value of the organizational climate variable (2,520) $>$ t_{table} (1.691) which means that H_a is accepted and H_o is rejected. While the significant value is smaller than the probability value of 0.017 or a

significant value of $0.000 < 0.017$. Thus it can be concluded that the Organizational Climate variable (X1) has a positive and significant effect on Employee Performance. Organizational Culture (X2) has a $t_{count} (3.145) > t_{table} (1.691)$ which means that H_a is accepted and H_o is rejected. While the significant value is smaller than the probability of 0.05 or a significant value of $0.000 < 0.004$. Thus it can be concluded that Organizational Culture (X2) has a positive and significant effect on Employee Performance. Leadership (X3) has a $t_{count} (2.857) < t_{table} (1.691)$ which means that H_a is rejected and H_o is accepted, while the significant value is smaller than the probability of 0.05 or $0.000 < 0.007$. Thus it can be concluded that Leadership (X3) has a positive and significant effect on Employee Performance. Promotion (X4) has a $t_{count} (2.457) > t_{table} (1.691)$ while the significant value is smaller than the probability of 0.05 or $0.000 < 0.019$. Thus it can be concluded that Promotion (X4) has a positive and significant effect on Employee Performance.

After doing the t test then do the F test to test the independent variables namely Organizational Climate (X1), Organizational Culture (X2) Leadership (X3), and Position Promotion (X4) simultaneously have a significant relationship or not to the dependent variable namely Performance Employee (Y). Basis for decision making Test F, namely: If $F_{count} > F_{table}$, then H_a is accepted and H_o is rejected, meaning that Organizational Climate (X1), Organizational Culture (X2) Leadership (X3), and Position Promotion (X4) have a positive and significant influence on Employee Performance . If $F_{count} < F_{table}$, then H_a is rejected and H_o is accepted, meaning that Work Motivation, Work Discipline, Professional Attitude and Career Development have no positive and significant effect on Employee Performance. As for determining the value of F_{table} , the following equation can be used: $df = k; n - k = 5; 38 - 5 = 5; 33$. After calculating using this equation, $F_{table} = (5; 38 - 5)$ then the value of F_{table} is 2.503.

4.8. Simultaneous Significant Test (F-Test)

To test whether the proposed hypothesis is accepted or rejected, the F test is used. The F test aims to determine the effect simultaneously or together of the independent variables, namely Organizational Climate (X1), Organizational Culture (X2) Leadership (X3), and Position Promotion (X4) simultaneously to the dependent variable namely Employee Performance (Y). Look for the F_{count} value using Table 4.4 ANOVA from the SPSS processing results as follows:

Table 7. Results Simultaneous Test (Test F)

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101578	4	25,394	11,521	.000b
	residual	72,738	33	2,204		
	Total	174,316	37			
a. Dependent Variable: Employee_Performance						
b. Predictors: (Constant), Promotion_Position, Leadership, Climate_Organization, Culture_Organization						

Table 7 contains an F_{count} value of 11,521 $> F_{table}$ 2.503 with a significance value of $0.000 < 0.05$. From these results, it can be concluded that Organizational Climate (X1), Organizational Culture (X2) Leadership (X3), and Promotion (X4) simultaneously have a positive and significant effect on Employee Performance (Y). Furthermore, an analysis of the coefficient of determination was carried out to analyze the contribution of the influence of the independent variables, namely organizational climate, organizational culture, leadership and promotion on employee performance. If the value of the coefficient of determination gets closer to the value 1, then it shows the stronger the relationship between the independent variable and the dependent variable, and vice versa. The results of the test for the coefficient of determination can be contained in Table 8.

Table 8 shows that: $R = 0,763$ mean variable relationship Organizational Climate (X1), Organizational culture (X2), Leadership (X3) and Job Promotion (X4) to the dependent variable ie Employee Performance (Y) by 76.3%. It means having a close relationship. The bigger the R means the closer the relationship. To ensure the type of relationship between variables can be seen in the table 9.

Table 8. Result Coefficient of Determination (R2)

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.763a	.583	.532	1,485

a. Predictors: (Constant), Promotion_Position, Leadership, Climate_Organization, Culture_Organization
 Source: Research results, 2022

Table 9. Relations between Variables

Score	Interpretation
0.0 – 0.19	Very Not Close
0.2 – 0.39	Not Tight
0.4 – 0.59	Tight enough
0.6 – 0.79	tight
0.8 – 0.99	Very Tight

Source: Situmorang, (2014)

R Square by 0,583 mean 58.3% of the factors Employee Performance The Labuhanbatu Regency Cooperative and UKM Service can be explained by Organizational Climate(X1), Organizational culture (X2), Leadership (X3) and Job Promotion (X4). While the remaining 41.7% can be explained by other factors not examined in this study.

Adjusted R Squareby 0,532 means 53.2% of the factors Employee Performance The Labuhanbatu Regency Cooperative and UKM Service can be explained by Organizational Climate (X1), Organizational culture (X2), Leadership (X3) and Job Promotion (X4), while the remaining 46.8% can be explained by other factors not examined in this study.

The results of the t test contain organizational climate variables (2,520) > ttable (1.691) which means that Ha is accepted and Ho is rejected. While the significant value is smaller than the probability value of 0.017 or a significant value of 0.000 <0.017. Thus it can be concluded that the Organizational Climate variable (X1) has a positive and significant effect on Employee Performance. This is in line with Akinwale & George, (2020) entitled "The Influence of Organizational Culture and Climate on Performance Through Organizational Commitment and Employee Work Motivation at the Maluku Province Public Works Service", that the calculation results show that organizational climate has a significant positive effect on employee performance. This can be seen from the path coefficient which has a positive sign of 0.021 with a t value of 2.011 > 1.96.

The results of the t-test for the Organizational Culture variable (X2) have a tcount (3.145) > ttable (1.691), which means that Ha is accepted and Ho is rejected. While the significant value is smaller than the probability of 0.004 or a significant value of 0.000 <0.004. Thus it can be concluded that Organizational Culture (X2) has a positive and significant effect on Employee Performance. This is in line with research by Nasution et al., (2022) with the title "The Influence of Organizational Culture and Job Promotion on Employee Performance at PT. Taspen Medan Main Branch Office". The results showed that the obtained value of Fcount = 42.125 with a significance level of 0.000. Meanwhile, the value of F table = 3.13. The calculated F value > F table (42,125 > 3.13) and the significance level (0.000 < 0.

The results of the t-test for the Leadership variable (X3) have a tcount (2.857) < ttable (1.691) which means that Ha is rejected and Ho is accepted, while the significant value is less than the probability of 0.05 or 0.000 <0.007. Thus it can be concluded that Leadership (X3) has a positive and significant effect on Employee Performance. The results of the study show that there is an influence of leadership on employee performance. The results of the tests performed show that for the leadership variable, a tcount value of 2.912 is obtained with a significance level of 0.005. The tcount value is 2.912 >

Meanwhile, the results of the t-test for the Promotion variable (X4) have a tcount (2.457) > ttable (1.691) while the significant value is smaller than the probability of 0.05 or 0.000 <0.019. Thus it can be concluded that Promotion (X4) has a positive and significant effect on Employee Performance. This is also in line with research by Ho et al., (2022) with the title "The Influence of Organizational Culture and Job Promotion on Employee Performance at PT. Taspen Medan Main Branch Office". The results showed that the obtained value of Fcount = 42.125 with a

significance level of 0.000. Meanwhile, the value of F table = 3.13. The calculated F value > F table ($42,125 > 3.13$) and the significance level ($0.000 < 0.05$) with the hypothesis H_0 being rejected and H_a being accepted so that it can be concluded that the independent variables namely Organizational Culture (X1) and Promotion (X2) both have a positive and significant effect on the Employee Performance variable (Y).

Research through the F test obtained an Fcount value of $11,521 > F_{table} 2.503$ with a significance value of $0.000 < 0.05$. From these results, it can be concluded that Organizational Climate (X1), Organizational Culture (X2) Leadership (X3), and Promotion (X4) simultaneously have a positive and significant effect on Employee Performance (Y). This is in line with the research of Razak, (2019) with the research title "The Influence of Leadership, Communication, Motivation, Career Development and Position Promotion on the Performance of Employees at the Regional Secretariat Office of West Waringin Regency", the results of the study show that the value of Fcount indicates that the five variables namely: leadership, communication, motivation, career development, and promotion simultaneously have a significant influence on employee performance variables. This is supported by the Fcount value of $13.848 > F_{table} 2.34$ with a significance value of $0.000 < 0.05$. In conclusion, H_0 is rejected and accepts alternative H. This is also in line with Kusuma & Rahardja, (2018) with the title "The Influence of Organizational Culture and Organizational Climate on Employee Performance of PT Pegadaian Persero Batam City", with the results of the study showing positive effect the significance of organizational culture (x1) and organizational climate (x2) on employee performance (y) is indicated by the calculated F value of 34,094. This value is far greater than the first significance value of the alpha table 0.05, which is 3.15, or $F = 34.694$, which means that the two independent variables, namely the work environment and motivation, jointly or simultaneously have a significant effect on employee performance variables.

5. Conclusions

Organizational climate has a positive and significant effect on the performance of employees of the Labuhanbatu Regency Cooperative and UKM Service Office. This means that if the creation of an organizational climate is getting better where the employee works, then the employee's performance will also be higher. Therefore organizational climate is an important variable to improve employee performance. Organizational culture has a positive and significant effect on the performance of employees of the Labuhanbatu District Office of Cooperatives and SMEs. This means that the better the organizational culture in a company, the better the employee's performance. Therefore, in order for employee performance to increase, the company must have a directed, clear concept of organizational culture and must be continuously evaluated every year to be adjusted to the company's vision and mission whether it is still in line or needs to be carried out various strategic revisions. Leadership has a positive and significant effect on the performance of employees of the Labuhanbatu District Office of Cooperatives and UKM. This means that leadership is a factor that greatly influences employee performance, if a leader can create a comfortable environment, is able to direct employees in a better direction in achieving company goals then employee performance can be realized properly. Promotion has a positive and significant effect on the performance of employees of the Labuhanbatu Regency Cooperative and UKM Service Office. This means that promotions based on fairness and objectivity will encourage employees to excel and improve their performance well. if a leader can create a comfortable environment, is able to direct employees in a better direction in achieving company goals, then employee performance can be realized properly. Promotion has a positive and significant effect on the performance of employees of the Labuhanbatu Regency Cooperative and UKM Service Office. This means that promotions based on fairness and objectivity will encourage employees to excel and improve their performance well. if a leader can create a comfortable environment, is able to direct employees in a better direction in achieving company goals, then employee performance can be realized properly. Promotion has a positive and significant effect on the performance of employees of the Labuhanbatu Regency Cooperative and UKM Service Office. This means that promotions based on fairness and objectivity will encourage employees to excel and improve their performance well.

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