

Influence of Leadership and Organization Climate on Employee Performance through Motivation PT Dirgantara Indonesia

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ABSTRACT

The research aims to analyze the influence of leadership and organizational climate on employee performance through motivation of employees at PT Dirgantara Indonesia. The study was conducted on 98 employees of PT Dirgantara Indonesia, Bandung, West Java. Data to analyzed using path analysis by sampling using a simple random sampling method.

Based on the results showed that there is a positive and significant direct effect of leadership, organizational climate, and motivation on employee performance of PT Dirgantara Indonesia. These results indicate that the variables of leadership and organizational climate on employee performance partially. The magnitude of the direct influence of leadership and organizational climate variables on the performance of employees is greater than the effect of leadership and organizational climate on employee performance through employee motivation. Variable motivation does not act as an intervening variable for variable motivation does not give effect to increase the performance of employees.

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INTRODUCTION

Fundamental changes in both the global environment, regional, and national levels to move on millennial era happened so fast. Changes in the economic and business targets as disclosed by Ohmae in his book *The Borderless World*. According to Ohmae (1990), trends and a new logic of global markets showed an increasingly smaller role of the nation-state in relation to the economy and business. This adult consumer sovereignty is a fact of the business core. Consumer sovereignty means that customers have control over product marketed products in the global market. Consumers set the standard implementation of the products sold in the global market. The paradigm is changing the pattern of establishing standards that are usually done by the market.

Acceleration of this trend raises new relationship patterns between people and groups of people who came to be known as the era of globalization. The era of globalization is an open-paced era that has spawned a new model of capitalism that is in practice in the underlying on the sophistication of information technology and culture. Science, technology and information is a resource, capital goods are not inevitable. Companies, even countries, if not master of science, technology and information, it will be lagging far behind its competitors. Science, technology and information is a resource, capital goods are not inevitable. Companies, even countries, if not master of science, technology and information, it will be lagging far behind its competitors. Science, technology and information is a resource, capital goods are not inevitable. Companies, even countries, if not master of science, technology and information, it will be lagging far behind its competitors.

PT Dirgantara Indonesia is a state-owned company whose job is to make the planes to meet the needs of domestic and overseas. As an aircraft manufacturer PT Dirgantara Indonesia must apply advanced technology and have superior human resources and competitiveness. At the end of the 1990s, the existence of PT Dirgantara Indonesia, with its mission to enhance the added value of intellectual and human resources through technological transformation is already in the right direction. Only capital-intensive industry and solid technology is the industry pioneer wherein the supporting elements and infrastructure must be initiated from the beginning. However,

The economic crisis and the political crisis in Indonesia have an impact on PT Dirgantara Indonesia. Impact on the PT Dirgantara Indonesia is the discontinuation of government funding for the program is a continuation of N250 and the impact of the reduced market potential of the product PT Dirgantara Indonesia, including superior product to market opportunities N250. After the crisis in Asia in the 2000s passed, a blessing for the development of the aerospace industry. The aerospace market observers predict a huge market potential aerospace products and defense systems in the region. For example, Singapore Aerospace exhibition has won business worth more than the US \$ 3.5 billion. The figure was three times more than in 1997. Asian predicted a potential air market, both commercial and military and defense systems seductive. No wonder if Asia becomes a large aerospace industry competition arena. Boeing and Lockheed Martin on the one hand and EADS (European Aeronautic Defense and Space Company) on the other side fighting for the huge market in Asia.

European aerospace industry strategic alliances that are members of EADS further refine the competition between regions, namely Europe and America. The competition involving industrial giants Aerospace Europe and America entered the large-sized aircraft. It is evident that the merger of Boeing with Mc. Donald Douglas causing Boeing to play in grade one hundred passengers, and even now the production of Boeing's aircraft already entered the market.

The fact that external changes spur PT Dirgantara Indonesia as a global market-oriented industries set up a new orientation which has consistently refers to the three-stage development strategy, namely the set-up of infrastructure for the mastery of the technology and the process of industrialization (1976-1985), the stage of the technological mastery achieving the qualifying standard aerospace industry as well as the independence of the design (1986-1995), and the stages of the commercialization of technological mastery in the global market (1996-onwards). Both have passed the first stage of PT Dirgantara Indonesia objectively observed and felt together. However, for the third phase, the commercialization of new technology mastery been running for four years.

Business restructuring is done by strengthening the vision and mission, set the Indonesian aerospace business focus into their core business and business aircraft plasma (non-core). Business restructuring program aimed at improving the economic value of the company. Of these restructuring efforts, PT Dirgantara Indonesia continues to develop and maintain a line of CN-235, Aircraft Group Services and Manufacturing Services group; looking for a strategic partner to line N250, NC-212, helicopters, and a group of Engineering Services; while the defense and security business lines (HK) and Advanced Technology Education Center (ATEC) aligned to be capable of self.

Improved marketing performance targets to increase delivery is done by aircraft CN-235 from an average of three units to six units per year starting in 2006 with the recognition of sales of IDR 1,239 billion per year in 2006. Sales of short-term (2001-2003) is more focused on aircraft sales airplanes and helicopters were "ready to sell" in order to strengthen and improve financial performance by a decrease in inventory of semi-finished goods. To ensure the achievement of these targets, unit sales and marketing to develop marketing strategies / long-term sales, based on the approach of "segmentation, targeting, positioning, and differentiation" as well as an increase in the ability of marketing/sales.

In the evaluation of the cost structure, assessed the efforts of another operating expense efficiency significantly beyond human efficiency and lead time such as increased productivity, inventory sales and unproductive assets, settlement of bad debts and cost evaluation commission. Targeted improvements through the program outlined in the action program ready to be implemented through efforts to increase productivity, sales of inventory and unproductive assets, settlement of bad debts, and the evaluation of the cost of sales commissions. The simulation results show the company's financial performance has improved significantly.

Strategic policies adopted and implemented by the directors of PT Dirgantara Indonesia in responding to external and internal conditions also concerned regarding the implementation of human resources policies are applied. HR response, or an employee, PT Dirgantara Indonesia is certainly not only related to the policy, but there are other factors that can influence it. Employer responses can be categorized into two forms: a positive response and a negative response. The positive response is the response or responses given by employees in accordance with the expectations of the board of directors, such as work harder and shows improved performance. Conversely, a negative response is a response that is not expected, even so, is disobedience, such as questioning the policy, conduct demonstrations and boycott work.

All companies expect higher employee performance as well as with PT Dirgantara Indonesia has the same expectations. There are many ways that can be done by the Board of Directors to increase the performance of employees. Similarly, in terms of performance measurement used by directors or executives of the company, there are many measures. A few decades ago, known measurement of performance with models Management By Objective (MBO), and today it appears Key Performance Indicators (KPI). Apart from performance measurement is a key element of the success of a company. The Board of Directors and the senior leaders of PT Dirgantara Indonesia also expects a high employee performance.

LITERATURE REVIEW

Leadership

The word is formed from the base leadership led by affixes to late. Said lead implies directing, fostering or organize, lead and also indicate or influence '. People who are taking action to lead above the so-called leader. Leaders have a responsibility both physically and spiritually against the success of the work led activity, thus becoming a leader is not easy and not everyone has the same in conducting all its leaders.

Related understanding of leadership there is many experts who express their opinions. Wahjosumidjo (2005) says that leadership can be translated into terms traits, personal behavior, influence on others, patterns of interaction, cooperation between role, the position of an administrative office, and persuasive, and the perception of others legitimacy. Thoha (2010) leadership is an activity to influence the behavior of others, or the art of influencing human behavior, both individuals and groups.

Dessler (2010) argues that "leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives". Factors leadership: an interpretation from outside, objective strategy, motivation, confidence, build capacity and confidence.

Bertocci (2009) argues on leadership that is "... an attempt to use non-coercive influence to motivate individuals to accomplish some goal". Leadership is an attempt to use the influence that does not insist on using influence force to motivate individuals to achieve specific goals. According to Luthans (2011), leadership can be defined as "... in terms of group process, personality, compliance, particular behavior, persuasion, power, goal achievement". The factors are influence, personality, interaction. Burns (in Sitorus, 2010) says, "leadership is defined as the purposeful behavior of Influencing others to contribute to a commonly the agreed goals for the benefit of the individual as well as the organization or the common good". Dimensions of leadership, namely: personal, interpersonal.

Timpe (2000) defines leadership is a process of social influence in which managers seek voluntary participation of subordinate in achieving organizational goals. With the leadership of a leader does also illustrate the direction and objectives to be achieved from an organization so that it can be said very influential leadership for the organization's name. According to Danim (2004), leadership is an act committed by individuals or groups to coordinate and give direction to the individual or group that is incorporated in a specific container to achieve a predetermined goal.

Organizational Climate

Organizations are seen as a social system, the journey is always influenced by both internal and external environment. An organizational climate is a man in his neighborhood, where the members of the organization do their job (Davis and Newstrom, 2000). In this connection clearly intended that the organizational climate is related to all the existing environment or human face that is in an organization that affects a person in performing the tasks organization. Furthermore, Davis and Newstrom suggest that organizational climate is a concept that describes the internal atmosphere of an organizational environment that is perceived by its members during their activities in order to achieve organizational goals.

According to Basri (2005), creating an organizational climate that is able to bring its members to improve performance in the achievement of organizational goals is not easy. This is because basically, humans have different behavioral characteristics in accordance with the level of need. Further explained that if there is a difference or gap between the perceptions of members of the leadership regarding the perceived and expected climate, it will enable the creation of job dissatisfaction, which can lead to the abuse of rights and obligations that ultimately resulted in the organization's goals can not be met optimally. This issue will be piled up with the tendency of organizations to develop.

According to Campbell (1996), organizational climate is a characteristic that distinguishes one organization to another, affecting the individuals in it, as well as relatively resistant within a certain timeframe. While Lafolette (1975) uses the term to describe the organizational climate psychological environment organizations have different conditions between places with each other. Climate will be felt by a person when entering an organization's environment.

Organizational climate is the perception of the policies, practices, and procedures of organizational perceived and received by individuals within the organization. Individuals assume organizational attributes as recognition of their existence. Rate organizational attributes at the individual level are referred to as a psychological climate. When the assessment is perceived and accepted by most people in the workplace, this is referred to as organizational climate (Reichers & Schneider, 1990).

Wirawan (2002) says that the organizational climate is the quality of the organization's internal environment relatively ongoing, experienced by members of the organization, influencing their behavior and can be described in terms of a set of characteristics or nature of the organization. The dimensions of organizational climate by Litwin (1968) consists of nine categories: (1) Structure (2) Responsibility, (3) Warmth, (4) Support, (5) Rewards, (6) Conflict, (7) Standard Work, (8) Identity and (9) Risks.

Organizational climate is individual perceptions about various aspects of the organization's environment (Wirawan, 2002). Organizational climate is the human environment in which employees perform the work organization. According to Alo (2007), the organizational climate has several sub-variables that include surveillance practices, group cohesion, philosophy variation managers, and private members/employees are mutually complementary.

According to Toulson and Smith (2002), organizational climate is the work environment either directly or indirectly affect the employees and work where they work with the assumption that it will affect the motivation and behavior of employees. Organizational climate is described or measured by five indicators: (1) Responsibility, (2) Identity, (3) Warmth, (4) Support, and (5) Conflict.

Based on some theory it can be synthesized that organizational climate is the perception of the organization's members (individual or group about what is or happens in the internal environment of the organization on a regular basis, which influence the attitudes and behavior of the organization and the performance of members of the organization which then determines the performance of the organization. The dimensions of organizational climate include (1) Structure (2) Standard (3) Responsibility, (4) Recognition, (5) Support, and (6) Commitments.

Motivation

Numerous experts who formulate motivation as energy or force that drives individuals to perform activities in an effort to meet their needs. Schiffman and Kanuk (1999) argue that "motivation can be described as the driving force within individuals that impels them to action". According to both the motivation could be described as the driving force within the individual that drives the individual concerned to take action. Almost the same as the definition given by Schiffman and Kanuk, McClelland (1998) revealed: "... a motivation as an energizer as a concept the which is needed in order to explain the activity of the organization. In addition, Schiffman and Kanuk (1999) state: "The driving force is produced by a state if the tension, which exists as the result of an unfulfilled need. Motivation is the drive, effort and desire that is in man which enable, power and direct the behavior of the members to carry out the tasks well within the scope of his job. Psychological or behavioral needs that result or encouragement aimed at a destination/incentives (Moekijat, 2001).

According to Moekijat (2001), there are three things in motivational processes are interconnected and dependent on each other, namely: the need, encouragement, and intensive. Motivation as defined Robbins is a willingness to use high-level effort to organizational goals, conditioned by the effort's ability to satisfy some individual needs (Robbins, 1998). In the definition in three important elements, namely: business, organizational goals, and needs. Elements of the business are the intensity measurement. Effort directed toward consistent with organizational objectives is a type of business that should be sought, and the motivation is the process of fulfillment.

Motivation as a process that stems from lack of physiological and needs itself by Murray (2001) is "Physiological or psychological deficiencies that arouse behavior." A state of deficiency both psychologically as said earlier Murray-the symptoms can be seen from the behavior where such behavior indicates an attempt or effort. The higher strain (tension) due to deficiency needs the higher the effort done. Houston (2003) argues that the motivation is "... ..How behavior gets started, is sustained, is directed, is stopped, and what kind of Subjective reaction is present in the organism while all this is going on. "Motivation is human psychological characteristics that contribute to a person's level of commitment, including the factors that cause, channel and sustain human behavior in a certain direction is done (Stoner, 1995).

While Gates et al (1994) argue that motivation is a physiological and psychological condition contained in the one who set her act a certain way. As Greenberg (1996) states that motivation is the generation process, directing, and establish behavior toward a goal. In connection with the necessities of life that underlies the emergence of motivation, Maslow (1970) reveals that the basic necessities of life human divided into five levels, namely (a) the physiological needs, (b) safety requirements, (c) social needs, (d) the need for self-esteem, and (e) the need for self-actualization.

Meanwhile, Ausubel cited by Howe (1984) that achievement motivation consists of three component, namely cognitive boost, an ego-enhancing one, and the affiliated components. Cognitive boost is the need for students to be competent in the practiced subject and the desire to complete the task that faced with the best possible results. An ego-enhancing one means the need for students to improve the status and dignity, for example by way of achievement in all fields, while the affiliate component is the need for students to always affiliated with other students.

The role of motivation in studying the behavior of someone big. This is according to Yuwono (1985), is caused, the motivation needed to reinforcement (stimulus to strengthen and maintain the behavior desired) which is a condition essential to the learning process, motivation led to the emergence of a variety of behavior, where one of them may be is behavior, where one of them might be the desired behavior.

The Kast and Roseinzweig (2003) give the sense of motivation is the encouragement that comes from inside a person to perform certain actions. Zainun (1979) states, motivation is a fundamental part of management activities, so it can be addressed to the deployment of human potential and with the cause and foster a high desire, togetherness in the line of duty.

According to McClelland et al (1986), all human motives are the result of learning, as stated: ... from our point of view all drives (motivates) are learned. Affective arousal, on the which motive is based, is Essentially primary (unlearned), the adaptation levels Although the which govern it can obviously be changed by experience. So the traditional distinction between primary (biological needs) motives and secondary (learned or social) motive are disappeared. Instead, we may speak of primary and secondary Affect motives if we like.

Luthans (2006) says that achievement motivation is: a process that starts with a deficiency of psychological move behaviors aimed for an incentive, where people expect to complete challenging goals, succeed in a competition, with clear feedback related to performance mentioned that in the context of achievement motivation, there are three key elements that always work together, interacting and interdependent, namely:

1. Needs, created when the absence of physiological or psychological equilibrium. For example, the necessity arises when cells in the body lose the food or liquid.
2. Encouragement, in the form of action-oriented and produce thrust to achieve incentives. For example, the need for food and beverage interpreted as encouragement hungry and thirsty.
3. Incentives, defined as all of which will reduce the necessity and encouragement.
4. From a number of theories have been put forward above, it can be defined that achievement motivation is the energy that drives a person to do the job as well as possible by the standards of excellence in achieving its objectives with the indication: strive to excel in the implementation of tasks, complete the task with well, giving priority to the attainment compared rewards , like a good job, give priority to the attainment compared rewards, like a difficult task, but within limits, willing and happy to work hard, accept personal responsibility, requiring rapid feedback.

Employee Performance

Performance is the organizational behavior that is directly related to the production of goods or delivery of services. Information about the organization's performance is a very important thing is the process used to evaluate the performance by the organization so far has been in line with the expected goals or not. However, in reality, many organizations that are less or even not rarely anyone has information about the performance of the organization. Performance as the results of job functions/activities of a person or group in an organization that is affected by a variety of factors to achieve organizational goals in a certain time period (Tika, 2006).

Employee performance is a result of someone achieves in performing tasks assigned to them based on skills, experience and sincerity as well as time. Performance indicators include the ability and interest of a worker, ability and acceptance of the explanation delegate tasks, and the role and motivation level of a worker.

According to Mangkunegara (2007), employee performance is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities given to him. Employee performance indicators including the quality of jobs and the quantity of work.

Sedarmayanti (2007) says that performance the drive output from processes or otherwise, so the performance is the result or output of a process. The dimensions of performance include the output of the work process.

Employee performance is the achievement of employees working in a given time period to achieve organizational goals. Employee performance can be seen from the implementation of the tasks undertaken, personnel with effective performance is the employee who has the ability to carry out their duties as public servants. Performance indicators include the work and goals of the organization (Ivancevich, 2010).

Sulistiyani and Rosidah (2003) say that the employee's performance is a combination of ability, effort and opportunity can be judged from their work. Performance indicators include ability, effort, and ability. Employee performance is what is done by an employee that affects how much they contribute to the organization, namely in terms of quality, quantity, output, output time period, attendance at work, and cooperative attitude. Employee performance indicators include quality of work, complete a period of work, attendance at work, and cooperative attitude (Mathis and Jackson, 2002).

Performance of employees is the actual achievement of employees compared with the expected accomplishments of employees. The expected performance is the achievement standards set as a reference so that it can see the performance of employees as compared to the standard position created. Moreover, it can be the performance of these employees to other employees. Employee performance dimensions include accomplishments expected and actual performance achieved (Dessler, 2000).

Armstrong (2006) defines, that the performance is the result of work and behavior. This performance definition of a link between work behavior. As the behavior, performance is a human activity directed towards the implementation of the tasks assigned to organization. Briefing act these behaviors carried out by the organization through work reference. It is usually in the form of regulations, description of work duties and functions, and the direction and authority of the organization. Such behavior is reinforced by motivation. The stronger the motivation will eat more and behavior goals. Organizational authority directing the behavior of members of the organization, also stimulate and strengthen the motivation of members of the organization to behavior directed and consistent with the objectives' organizations.

Based on several theories about the employee's performance, it can be synthesized that the definition of employee performance is a result of work accomplished person in performing the tasks assigned to them based on skills, experience, and determination as well as time, measured using dimensions: (1) Responsibility, (2) quality of the work, (3) The quantity of work, (4) Contribution to the organization, and (5) the completion of the work time.

Yuwaliatin (2006) says that the performance is measured with instruments developed in the study were incorporated in the general performance measures is then translated into a fundamental behavioral assessment, include:

1. The quantity of labor
2. Work quality
3. Knowledge of the work
4. Opinion or statement filed
5. Planning activities

RESEARCH METHODS

Research Design

The research used explanatory approach analysis. This means that each of the variables presented in hypothesis testing will be observed through a causal relationship exogenous variables on endogenous variables. Relationships between variables can be described in terms of the path analysis diagram as follows:

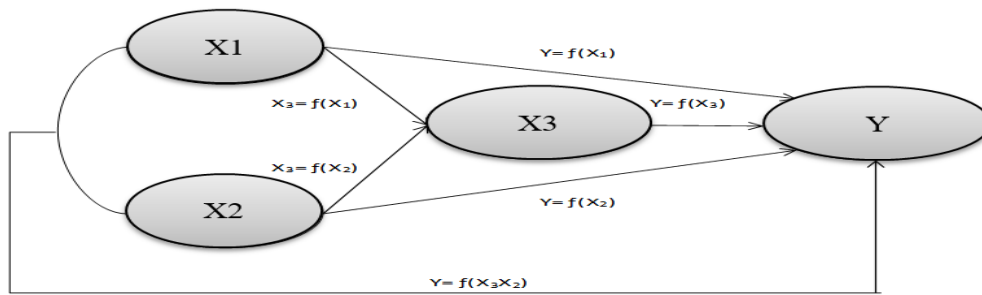


Figure 1. Overall Path Analysis

Object of Research

The research was conducted at PT Dirgantara Indonesia Bandung West Java Province.

Population and Sample Research

According to Algivari (1997) suggests that the population is a collection of all the members of the object being studied, while the sample is set in one member of the object being studied. The population in this study were as many as 4200 employees all employees at PT Dirgantara Indonesia.

Considering the characteristics of the population is homogeneous in which treatment of all personnel organizations are the same (homogeneous nature) than on this occasion the number of samples that can be considered representative will be explained through Slovin model approach (Umar, 1998). 8. The number of samples of this experiment is as many as 98 respondents. In sampling using a simple random sampling.

RESULTS AND DISCUSSION

1. Leadership and Organizational Climate Influence on Employee Performance at PT Dirgantara Indonesia.

Table 1. Results of Multiple Regression Equations Leadership and Organizational Climate Effect on Performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	4550	1,525		2,983	.004
LEADERSHIP	.349	.053	.550	6575	.000
CLIMATE_ORG	.240	.075	.268	3,204	.002

a. Dependent Variable: PERFORMANCE

To form a multiple regression equation it is necessary to note the coefficient of each variable and a constant value. Based on Table 1, it is known that the multiple regression equation can be made as follows:

$$Y = 4.550 + 0.349 X1 + 0.240 X2$$

The coefficient of b1 and b2 positive value means the better. Leadership and organizational climate, the better the performance of employees will also be good. Are these variables simultaneously affect employee performance on it necessary to test the F-test with the following results.

Table 2. Calculation Results F Leadership and Organizational Climate Effect on Employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1633.735	2	816.868	54.903	.000b
	Residual	1413.458	95	14.879		
	Total	3047.194	97			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), CLIMATE_ORG, LEADERSHIP

Based on Table 2, the known value of the F-count equal to 54.903 with a significance level of 0.000, it can be concluded that leadership and organizational climate simultaneously on the performance of employees of PT Dirgantara Indonesia. The number of variables influence the leadership and organizational climate on employee performance can be calculated by using the r-squared with the following results:

Table 3. The r-squared Calculation Result of Leadership and Organizational Climate Effect on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732a	.536	.526	3,857

a. Predictors: (Constant), CLIMATE_ORG, LEADERSHIP

b. Dependent Variable: PERFORMANCE

Based on Table 3, it is known that the r-squared value of 0.536. This result means that the leadership and organizational climate variables affect the performance of employees amounted to 53.6%, while the rest influenced by other variables not included in the model equations research. In the path analysis diagram form, the model equation above as follows:

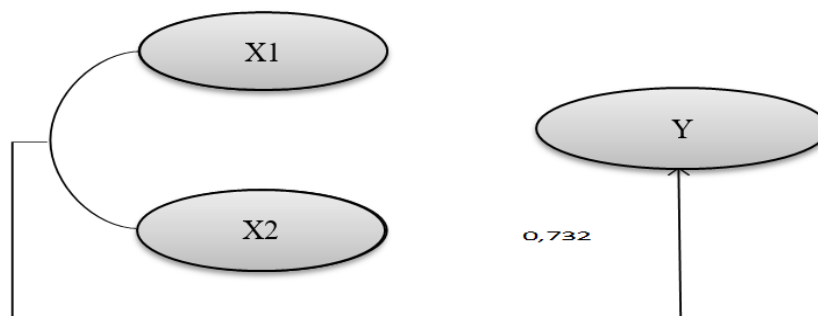


Figure 2. Diagram Analysis Equation Line One

2. Leadership Influence on Employee Performance of PT Dirgantara Indonesia

Simple regression model can be described as follows:

Table 4. The results of simple regression equation Leadership Influence on Employee Performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	6872	1,405		4,890	.000
LEADERSHIP	.443	.046	.697	9528	.000

a. Dependent Variable: PERFORMANCE

Regression model can be written as follows:

$$Y = 6.872 + 0.443 X_1$$

Based on Table 4, the coefficient is positive leadership variables. These results can be interpreted that the better the leadership, the better the performance of employees of PT Dirgantara Indonesia.

The leadership variables affect the employee's performance is partially the impacts on the t-test. Based on Table 4, the known value of 9.528 t-tests with a significance of 0.00 or less than 5%. These results indicate that the leadership variables affect the performance of employees partially.

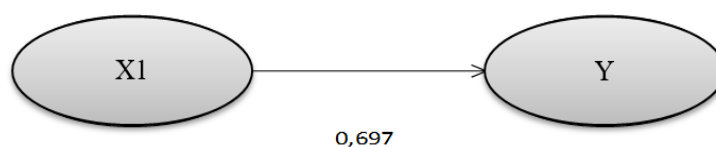
The magnitude of the effect of leadership on employee performance can be viewed using the r-squared value with the following results.

Table 5. The r-squared Calculation Results Leadership Influence on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697a	.486	.481	4,039

a. Predictors: (Constant), LEADERSHIP

Based on Table 5, it can be seen that the r-squared value of 0.481 means that leadership influence employee performance by 48.6% while the rest influenced by other variables not included in the model of the research equation. In the form of path analysis can be described as follows:

**Figure 3. Diagram Analysis Equation Line Two**

The path coefficient = 0.697 with p -value = 0.00 is smaller than the alpha (α), the path coefficients are significant.

3. Organizational Climate Influence on Employee Performance of PT Dirgantara Indonesia

Simple regression model can be described as follows:

Table 6. The results of a simple regression equation Organizational Climate Effect on Employee Performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	8,986	1,641		5476	.000
CLIMATE_ORG	.512	.075	.570	6,800	.000

a. Dependent Variable: PERFORMANCE

Regression model can be written as follows:

$$Y = 8.986 + 0.075 X_2$$

Based on Table 6, the coefficient is positive organizational climate variables. These results can be interpreted that the better the climate of the organization, the better the performance of employees of PT Dirgantara Indonesia.

The organizational climate variables affect the employee's performance is partially the impacts on the t-test. Based on Table 6, the known value of 6.800 t-tests with a significance of 0.00 or less than 5%. These results indicate that organizational climate variables affect the performance of employees partially.

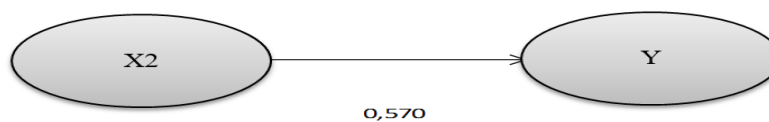
The magnitude of the effect of organizational climate on employee performance can be viewed using the r-squared value with the following results.

Table 7. The r-squared Calculation Results Organizational Climate Effect on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570a	.325	.318	4,628

a. Predictors: (Constant), CLIMATE_ORG

Based on Table 7, it can be seen that the r-squared value of 0.325 means the organizational climate affects the performance of employees is 32.5% while the rest influenced by other variables not included in the model of the research equation. In the form of path analysis can be described as follows:

**Figure 4. Diagram Analysis Three Line Equations**

The path coefficient = 0.570 with p -value = 0.00 is smaller than the alpha (α), the path coefficients are significant.

4. Motivation Influence on Employee Performance PT Dirgantara Indonesia

Simple regression model can be described as follows:

Table 8. Results of Regression Equations Simple Motivation Influence on Employee Performance

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	6363	1,557		4,086	.000
MOTIVATION	.658	.074	.672	8887	.000

a. Dependent Variable: PERFORMANCE

Regression model can be written as follows:

$$Y = 6.363 + 0.074 X3$$

Based on Table 8, the coefficient is positive motivation variable. These results can be interpreted that the better the motivation, the better the performance of employees of PT Dirgantara Indonesia.

The motivation variable influence on employee performance is partially the impacts on the t-test? Based on Table 8, a known value of 8.887 t-tests with a significance of 0.00 or less than 5%. These results indicate that employee motivation variable influence on employee performance partially. The magnitude of the effect of motivation on employee performance can be viewed using the r-squared value with the following results.

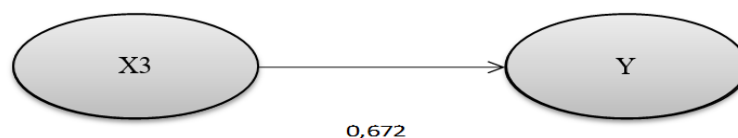
Table 9. The r-squared Calculation Results Motivation Influence on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672a	.451	.446	4,173

a. Predictors: (Constant), MOTIVATION

b. Dependent Variable: PERFORMANCE

Based on Table 9, it can be seen that the r-squared value of 0.451 means that motivation affects the performance of employees amounted to 45.1% while the rest influenced by other variables not included in the model of the research equation. In the form of path analysis can be described as follows:

**Figure 5. Diagram Analysis Equation Line Four**

The path coefficient = 0.672 with ρ -value = 0.00 is smaller than the alpha (α), the path coefficients are significant.

5. Leadership Influence on Employee Performance Through Motivation PT Dirgantara Indonesia

In the form of path, analysis can be described as follows.



Figure 6. Diagram Analysis Equation Line Five

The magnitude of the effect of leadership directly to employee performance of 0.697, whereas the effect on Y X1 through X3 for $0.697 \times 0.672 = 0.468$ and the total effect of $0.697 + 0.672 = 1.369$. In this case, the amount of direct influence of leadership on employee performance variable is greater than the influence of leadership on employee performance through employee motivation. Employee motivation variable not as an intervening variable.

6. *Organizational Climate Influence on Employee Performance Through Motivation PT Dirgantara Indonesia*

In the form of path, analysis can be described as follows.

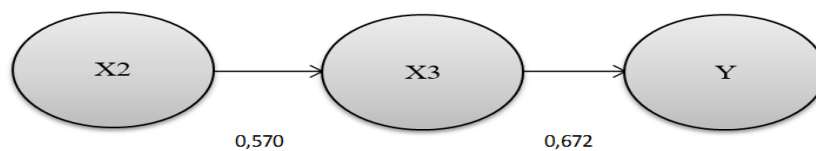


Figure 7. Diagram Analysis Equation Six Paths

The amount of direct influence of organizational climate on employee performance amounted to 0.570, while the influence of X2 to Y through X3 for $0.570 \times 0.672 = 0.383$ and the total effect of $0.570 + 0.672 = 1.242$. In this case, the magnitude of the direct influence of organizational climate variables on the performance of employees is greater than the influence of organizational climate on employee performance through employee motivation. Employee motivation variable not as an intervening variable.

Analysis of Effect

a. Direct Effect

To calculate the direct effect, is used, the following formula:

- Leadership variables influence on performance
 $X1 \rightarrow Y = 0.697$
- The influence of organizational climate variables on performance
 $X2 \rightarrow Y = 0.570$
- Motivation variable influence on performance
 $X3 \rightarrow Y = 0.672$
- Variables influence of leadership on motivation
 $X1 \rightarrow X3 = 0.574$
- Organizational climate variables influence on motivation
 $X2 \rightarrow X3 = 0.609$

b. Indirect Effect

To calculate the indirect effect, is used, the following formula:

- Leadership variables influence on performance through motivation
 $X1 \rightarrow X3 \rightarrow Y = (0.697 \times 0.672) = 0.468$

- The influence of organizational climate variables on performance through motivation
 $X2 \rightarrow X3 \rightarrow Y = (0.570 \times 0.672) = 0.383$

c. Total Effect

- Leadership variables influence on performance through motivation
 $X1 \rightarrow X3 \rightarrow Y = (0.697 + 0.672) = 1.369$
- The influence of organizational climate variables on performance through motivation
 $X2 \rightarrow X3 \rightarrow Y = (0.570 + 0.672) = 1.242$

The path analysis diagram above model can be described as follows:

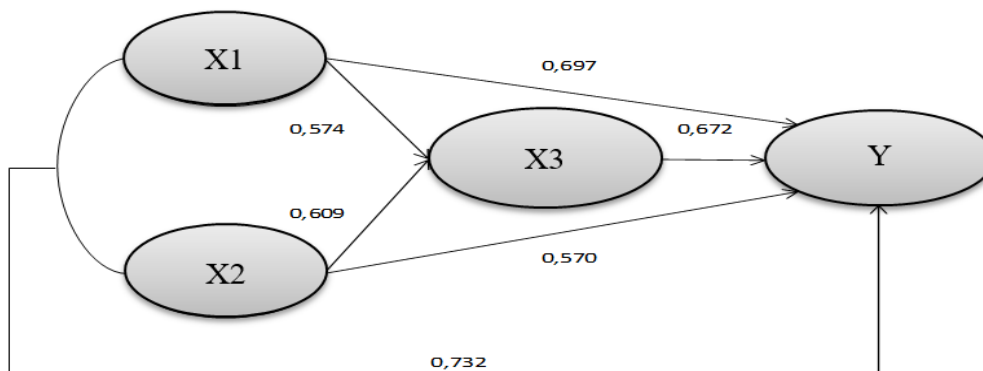


Figure 8. Diagram Analysis Research Line

CONCLUSIONS

Leadership and organizational climate simultaneously on employee performance. F-count value of 54.903 with a significance level of 0:00, it can be concluded that leadership and organizational climate simultaneously on the performance of employees of PT Dirgantara Indonesia. The r-squared value of 0.536 means that the leadership and organizational climate variables affect the performance of employees amounted to 53.6%, while the rest influenced by other variables not included in the model equations research.

Leadership variables affect the performance of employees partially with a value of 9.528 t-tests with a significance of 0.00 or less than 5%. These results indicate that the leadership variables affect the performance of employees partially. The amount of influence on employee performance leadership in the can of an r-squared value of 0.481 means that leadership influence employee performance by 48.6% while the rest influenced by other variables not included in the model of the research equation.

Organizational climate variables affect the performance of employees partially, the value of 6.800 t-tests with a significance of 0.00 or less than 5%. These results indicate that organizational climate variables affect the performance of employees partially. The magnitude of the effect of organizational climate on employee performance can be from an r-squared value of 0.325 means the organizational climate affects the performance of employees is 32.5% while the rest influenced by other variables not included in the model of the research equation.

Employee motivation variable influence on employee performance partially, the value of 8887 t-tests with a significance of 0.00 or less than 5%. These results indicate that employee motivation variable influence on employee performance partially. The magnitude of the effect of motivation on employee performance can be from an r-squared value of 0.451 means that motivation affects the performance of employees amounted to 45.1% while the rest influenced by other variables not included in the model of the research equation.

The magnitude of the effect of leadership directly to employee performance of 0.697, whereas the effect on Y X1 through X3 for $0.697 \times 0.672 = 0.468$ and the total effect of $0.697 + 0.672 = 1.369$. In this case, the amount

of direct influence on employee performance leadership variable is greater than the influence of leadership on employee performance through employee motivation. Variable motivation does not act as an intervening variable due to the variables of motivation does not give effect to an increase in the variable of leadership on employee performance.

The amount of direct influence of organizational climate on employee performance amounted to 0.570, while the influence of X2 to Y through X3 for $0.570 \times 0.672 = 0.383$ and the total effect of $0.570 + 0.672 = 1.242$. In this case, the magnitude of the direct influence of organizational climate variables on the performance of employees is greater than the influence of organizational climate on employee performance through employee motivation. Variable motivation does not act as an intervening variable due to the variables of motivation does not give effect to an increase of between organizational climate variables on employee performance.

Recommendations

Leaders must be able to create the atmosphere of a working environment that is familiar, but obedient to the system so that it is expected that the incidence of compliance and trust employees to the leadership, like leadership capable of digesting and read the constellation of the external environment affecting the company such as, legislation (the Act), government regulations, the ministerial decree (candy), political conditions, stakeholders and decision-makers to defense industry that should be maintenance, communicated and coordinated. Head of the company should also be able to communicate and deliver planning, strategy and PT Dirgantara Indonesia picture as with effective defense industry.

Managing director and all the senior leaders must type has the ability to create a new spirit and exploit all available resources in order to improve company performance by applying the concept of 70% uptake to the Ministry of Defense, PT Dirgantara Indonesia also already has a market that is captive, so that only the necessary how leadership styles and create a working environment, ways of working, innovative and conducive to be able to achieve the quality, cost and delivery.

Employees of PT Dirgantara Indonesia must have confidence in the board of directors of PT Dirgantara Indonesia that directors work in a professional and leadership development in accordance with the conditions in PT Dirgantara Indonesia. This can be done by applying decisive leadership, honesty, discipline and provide an example and motivation to its employees. The assertive leader is a leader who is responsible for the duty and obligation to continue to grow in carrying out the mandate companies to not ignore the rights of its employees.

Giving motivation is a job done by a leader in providing inspiration, encouragement, and support to others, in this case, the employee to take such measures. Giving impetus aims to encourage people or employees to be excited and to achieve results as desired. Motivation as well as an expertise in directing employees and organizations in order to work successfully so that the wishes of the employee and organizational goals once achieved. In this case the leadership of the PT. Dirgantara Indonesia should provide motivation to its employees by giving gifts to employees who excel on standardized achievement

Staff must believe that the leadership of the company and the company seeks to advance the welfare of employees. Confidence in the leadership given that it matters affecting their performance. Climate-related organization, employees should have the awareness that the climate in the enterprise organization is not solely the responsibility of leadership, but also the responsibility of the employee. Staff must be able to reduce the internal factors that can undermine organizational climate, and entrusted to the leadership to solve an external problem.

Besides the organizational climate also need to be considered, in order to provide safety, the comfort of the working environment so that employees feel ownership and can improve employee performance. Organizational climate can provide a dynamic life within the organization and influence on the human resources elements such as attitudes, values and motives owned by an employee has an important role in the conceptual process of organizational climate.

Research Limitations

This study only uses the variables of leadership, organizational climate, and motivation as factors that affect performance. Need to look for other factors that could theoretically affect the performance of employees of PT Dirgantara Indonesia. The sample used in this research not grouped by positions at PT Dirgantara Indonesia. This study can not be generalized to cases outside the PT Dirgantara Indonesia.

For future studies can be done by adding other variables that theoretically affect the performance such as organizational structure and organizational culture and organizational commitment.

COMPETING INTERESTS

The authors have no competing interests to declare.

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