Employee Performance Optimization

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Abstract

The purpose of this study was to determine and analyze the influence of transformational leadership and work climate on Employee Performance mediated by Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office. This research was conducted at the North Sumatra Regional Disaster Management Agency (BPDB) Office. The type of research is associative quantitative. The sample in this study was 127 ASN and honorary employees at the North Sumatra Regional Disaster Management Agency (BPDB) Office. The sampling technique in this study used random sampling technique from the entire population of 186 people. The results showed that Transformational Leadership has a significant influence on Employee performance as indicated by the T-Statistic value of 23.039> 1.96 and the P Value of 0.000 <0.05. On the influence of Work Climate on Employee work, the T-Statistic value data was obtained 1.251 <1.96 and the P-Value value of 0.213 <0.05 or there was no influence of work climate on employee performance. Transformational Leadership Style has a significant effect on Employee Work Motivation with a T-Statistic value of 17.128> 1.96 with a P-Value of 0.001 <0.05. Work Climate has a significant effect on Employee Work Motivation. This can be seen from the results of the T-Statistic values of 67.389> 1.96 with a P-Value of 0.000 <0.05. On the influence of Work Motivation on Employee performance, a T-Statistic value of 19.409 <1.96 with a P-Value of 0.000> 0.05 is obtained, which means that Work Motivation does not have a significant effect on the performance of Employees of the North Sumatra Regional Disaster Management Agency (BPDB) Office. In the indirect effect, the results show that Work Motivation has a role as an intervention variable in explaining the relationship between Transformational Leadership and Work Climate with Employee performance. This shows that improvements in Transformational Leadership and Work Climate can increase Work Motivation, which ultimately contributes to improving Employee performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office.

Keywords: Transformational Leadership Style, Work Climate, Work Motivation, Employee Performance.

INTRODUCTION

Performance can be defined as the work results that can be achieved by members of an organization, either individually or as part of a group. This is in accordance with the granting of authority and responsibility by the organization, with the aim of achieving the vision, mission, and objectives that have been set. This definition includes aspects such as ability, perseverance, independence, and the ability to solve problems within a legally determined time limit. The importance is also emphasized on fairness, non-violation of the law, and compliance with moral and ethical norms (Busro, 2018). The North Sumatra Regional Disaster Management Agency (BPBD) has a crucial role in disaster management efforts in its region. As an agency responsible for disaster management and handling, the North Sumatra BPBD is faced with complex challenges that can affect the performance of its employees. The high level of disaster risk creates high pressure and demands for the North Sumatra BPBD in carrying out its duties.

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Formulation of the problem

1. Does Transformational Leadership Style Have a Positive and Significant Influence on Employee Performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office?

2. Does the Work Climate Have a Positive and Significant Influence on Employee Performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office?

3. Does Transformational Leadership Style Have a Positive and Significant Influence on Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office?

4. Does the Work Climate Have a Positive and Significant Influence on Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office?

5. Does Work Motivation Have a Positive and Significant Influence on Employee Performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office?

6. Does Transformational Leadership Style Have a Positive and Significant Influence on Employee Performance through Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office?

7. Does the Work Climate Have a Positive and Significant Influence on Employee Performance through Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office?

LITERATURE REVIEW

Performance

According to (2020) Employee performance is the achievement of employee work results based on quality and quantity as work achievements in a certain time period that are adjusted to the tasks and responsibilities of a group within the organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measurements that have been set or that apply in the organization. According toFahmi (2017)Performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions or agreements.

Performance Indicators

Performance indicators according toFahmi, (2017)that is :

1. Quality, namely the level of errors, damage, accuracy.

2. Quantity, namely the number of jobs produced.

3. Use of time at work, namely the level of absence, lateness, effective working time/lost working hours.

4. Collaborate with other people at work.

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Transformational Leadership Style

According to (Rafferty & Griffin, 2014) Transformational Leadership is a leader who is able to unite all his subordinates and is able to change the beliefs, attitudes, and personal goals of each subordinate in order to achieve goals.

According toYulk, Gary. A, (2014) Transformational leadership is a state in which followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than initially expected. Meanwhile, according to Robin in(Ndolu et al., 2022)that states that transformational leaders will try to pay attention to everything and the need to develop each employee/follower.

Transformational Leadership Indicators

To measure the level of transformational leadership in this research, writing refers to the indicators formulated by (Rafferty & Griffin, 2004) among others:
1) The leader has charisma that is recognized by his followers (charisma);
2) Leaders can provide inspiration or be a source of inspiration for their subordinates (inspirational);
3) His behavior and attention to subordinates is individualized (individualized consideration);
4) Leaders can stimulate thoughts or ideas from their subordinates (intellectual stimulation).

Working Climate

According toSumantri & Gannon, (2014) Work climate is the internal or culture of an organization as felt by its members in an organization. Work climate is defined as the human environment in which workers or organizations carry out work and its existence is something that cannot be touched or seen but exists (Davis, 2014).

Work Climate Indicators

There are 6 indicators of work climate according to Davis, (2014) as follows:
1) *Comfort*

Shows the degree to which workers feel that there are many rules, procedures, policies and practices that they must comply with in their own way as they see fit.
2) *Responsibility*

Demonstrates the degree to which workers feel that they can make decisions and solve problems without having to ask their superiors first.
3) *Standard*

Indicates the degree to which employees feel that the organization sets challenging goals and encourages them to commit to those goals.
4) *Rewards*

Indicates the degree to which workers feel that they are appreciated and rewarded for good work rather than being ignored, criticized or punished if something is done wrong.
5) *Clarity*

Indicates the degree to which workers feel that things are well organized and goals are clearly defined rather than being disorganized or chaotic.

6) *Team Spirit*

Shows the degree to which workers feel that they trust and help each other, and that there are good relationships between workers in the work environment.

Work motivation

According to (Afandi, 2018), motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities with sincerity, joy, and earnestness so that the results of the activities they do produce good results.

Work Motivation Indicators

According to The Last Supper (2018) Work Motivation indicators are as follows:

1. Remuneration: Anything in the form of goods, services and money which is compensation received by employees for their services involved in the organization.
2. Working conditions The condition or state of the working environment of a company that is the place of work for employees who work in that environment. Good working conditions are comfortable and support workers to be able to carry out their activities well.
3. Work facilities Everything in the organization that is occupied and enjoyed by employees, both in direct relation to work and for the smooth running of work;
4. Work performance The results achieved or desired by everyone in working. For each person, the size is not the same because humans are different from each other;
5. Recognition from superiors Statement given by superiors as to whether the employee has implemented the motivation that has been given or not;
6. The work itself Employees who do the work themselves, can their work be a motivation for other employees?
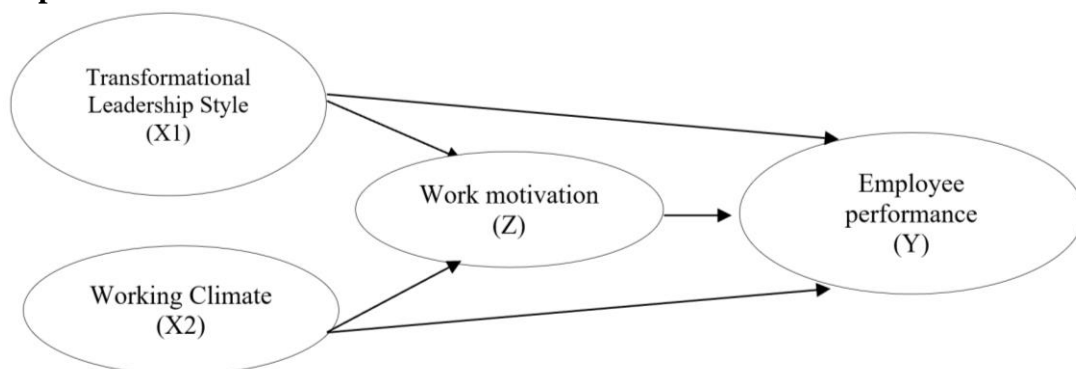
Conceptual Framework

Figure 1. Conceptual Framework

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Hypothesis

1. Transformational Leadership Style has a positive and significant influence on Employee Performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office
2. Work Climate has a positive and significant influence on Employee Performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office
3. Transformational Leadership Style has a positive and significant influence on Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office
4. Work Climate has a positive and significant influence on Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office
5. Work Motivation has a positive and significant influence on Employee Performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office
6. Transformational Leadership Style has a positive and significant influence on Employee Performance through Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office
7. Work Climate has a positive and significant influence on Employee Performance through Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office

METHOD

This type of research is casual associative quantitative research. This research was conducted at the North Sumatra Regional Disaster Management Agency (BPD) Office. The time of this research was carried out from October 2023 to January 2024.

Population and Sample

According to(Sugiyono, 2018)Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were all employees of the North Sumatra Regional Disaster Management Agency (BPD) totaling 186 people with details of 53 civil servants and 133 honorary employees.

The number of samples is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{186}{1 + 186(0,05)^2}$$

$$n = \frac{186}{1 + 186\,(0,0025)}$$

$$n = \frac{186}{1 + 0,465}$$

$$n = \frac{186}{1,465}$$

$$n = 127$$

Civil servants = 53/186 x 127 = 36
Honorary = 133/186 x 127 = 91

Data analysis techniques

The data analysis technique used in this study is a quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software. The feasibility test that will be used in this study is the outer model test to obtain outer loading values that meet the validity and reliability requirements. Structural model testing (Inner model) which includes the determination coefficient test (R2) to measure how far the model's ability to explain the variation of the dependent variable. The determination coefficient value / is in the range of zero (0) and one (1) R^2(Kuncooro, Munajad, 2013).

Goodness fit test to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis.(Ghozali & Latan, 2015)and hypothesis testing (T-Statistic Test) which consists of a path coefficient test to test how each independent variable has a direct influence on its own dependent variable and the indirect influence of the intervening variable in influencing the independent variable on the dependent variable.

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the outer model in this study uses algorithm analysis on *SmartPLS software version 3.0,* in order to obtain outer loading values that meet validity and reliability requirements.

Convergent Validity Test Results

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between the item/indicator score and the construct score. Indicators that have individual correlation values greater than 0.7 are considered valid, but in the development stage of research, indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there are indicators that have loadings below 0.60 and are not significant. The following are the results of the outer loading values in the following table.

Table 1: Outer Loading

Indicator	Outer Loading	Information
Transformational Leadership (X1)		
KTR1	0.878	Valid

Indicator	*Outer Loading*	Information
KTR2	0.811	Valid
KTR3	0.780	Valid
KTR4	0.742	Valid
Work Climate (X2)		
IK1	0.841	Valid
IK2	0.802	Valid
IK3	0.828	Valid
IK4	0.731	Valid
IK5	0.736	Valid
IK6	0.704	Valid
Work Motivation (Z)		
MK1	0.868	Valid
Mk2	0.805	Valid
MK3	0.803	Valid
Mk4	0.724	Valid
Mk5	0.788	Valid
MK6	0.820	Valid
Employee Performance (Y)		
KK1	0.929	Valid
KK2	0.788	Valid
KK3	0.776	Valid
KK4	0.927	Valid

Source: Smart PLS Output, 2024

Based on Table 1, it can be seen that all indicators have a loading factor value > 0.60. According to(Ghozali, Imam & Latan, 2015)states that the indicator is declared valid if it has a loading factor value > 0.60. Thus it can be stated that all indicators in this study are declared valid and can be further researched. The following is displayed in the form of a structural model as in the following figure:
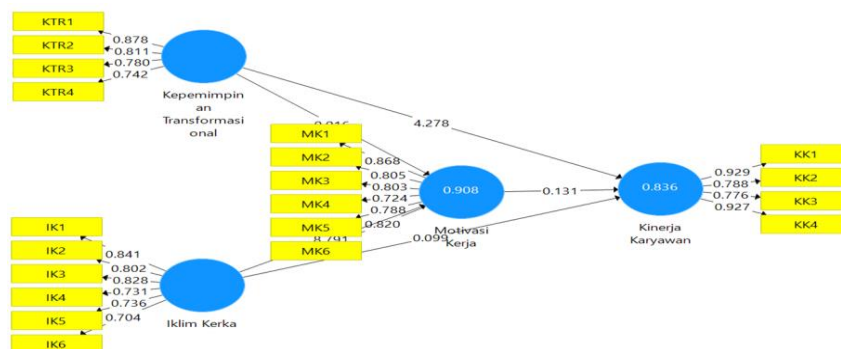

Figure 2. Outer Model Test Results

Discriminant Validity

The next test is to test the discriminant validity, this test aims to determine whether a reflective indicator is a good measurement for its construct based on the principle that the indicator is highly correlated to its construct. The following are the cross loading results from the discriminant validity test as in the following table.

Table 2. Discriminant Validity

Variable Indicator	Work Motivation (Z)	Transformational Leadership (X1)	Employee Performance (Y)	Climate Work (X2)
IK1	0.841	0.359	0.273	**0.814**
IK2	0.802	0.290	0.285	**0.796**
IK3	0.828	0.217	0.252	**0.803**
IK4	0.731	0.329	0.290	**0.720**
IK5	0.736	0.250	0.253	**0.641**
IK6	0.704	0.266	0.363	**0.629**
KK1	0.336	0.803	**0.929**	0.333
KK2	0.296	0.738	**0.788**	0.292
KK3	0.287	0.769	**0.776**	0.265
KK4	0.336	0.780	**0.927**	0.347
KTR1	0.359	**0.878**	0.880	0.310
KTR2	0.274	**0.811**	0.708	0.247
KTR3	0.264	**0.780**	0.720	0.226
KTR4	0.279	**0.742**	0.535	0.217
MK1	**0.877**	0.314	0.346	0.868
MK2	**0.764**	0.217	0.287	0.805
MK3	**0.787**	0.201	0.255	0.803
MK4	**0.724**	0.328	0.302	0.724
MK5	**0.669**	0.202	0.239	0.788
MK6	**0.738**	0.247	0.303	0.820

Source: Smart PLS Output, 2024

Based on table 3, it can be seen that the cross loading value in each indicator and variable is greater than other variables and indicators, the cross loading of Transformational Leadership and Work Climate variables shows that the cross loading of the variable indicators is greater than the cross loading of other latent variables, the cross loading of the Employee Performance variable indicator shows that the cross loading indicator value is greater than other latent variables, the Work Motivation cross loading also shows a greater cross loading indicator value than the cross loading of its latent variables. Based on these data, it can be stated discriminatively that the cross loading results are considered valid.

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Composite reliability testing

The next test determines the reliable value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. In addition to looking at the composite reliability value, the reliable value can be seen from the variable construct value with the cronbachs alpha of the indicator block that measures the construct. A construct is declared reliable if the cronbachs alpha value is above 0.7. The following is a table of loading values for the research variable constructs produced by running the Smart PLS program in the following table

Table 3. Construct Reliability and Validity

Indicator	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Kerka Climate (X2)	0.866	0.900	0.601
Transformational Leadership (X1)	0.818	0.879	0.647
Employee Performance (Y)	0.878	0.917	0.736
Work Motivation (Z)	0.889	0.915	0.644

Source: Smart PLS Output, 2024

Based on Table 3, it can be explained that the AVE value for each tested variable has a value of > 0.5, indicating that all variables in this study meet the criteria of discriminant validity. To determine the reliability in this study, the composite reliability value is used. The value accepted for the level of reliability is > 0.7. Based on these criteria, it can be seen that all variables in this study have a value of > 0.70 so that it can be stated that all variables tested meet the construct reliability.

Structural Model Evaluation (Inner Model)

Structural model evaluation (inner model) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation are seen from several indicators, namely:

a. Results of the Determination Coefficient Test (R2)

The determination coefficient test (R2) is used to see the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as in the following table.

Table 4. R Square Results

Variables	R Square	Adjusted R Square
Employee Performance (Y)	0.836	0.832
Work Motivation (Z)	0.908	0.907

Source: Smart PLS Output, 2024

Based on table 4, it is known that the Adjusted R square value of the Employee performance variable is 0.832 or 83.20%, which means that the influence of Transformational Leadership and Work Climate on Employee performance is in the high category. This means that the more Transformational Leadership and Work Climate increase, the more Employee performance will increase. Meanwhile, the R Square value of the Employee performance variable is 0.836 or 83.60%, which means that the influence of Transformational Leadership and Work Climate on Employee performance is 83.60% and the remaining 16.40% is influenced by other variables that have not been studied.While the R Square Adjusted value of the Work Motivation variable is 0.907 or 90.70%, which means that Transformational Leadership and Work Climate affect Work Motivation by 90.70% or in the very high category, which means that the better the Transformational Leadership and Work Climate, the higher the level of Employee Work Motivation. Furthermore, the R square value of the Work Motivation variable is 0.908 or 90.80%, which means that Transformational Leadership and Work Climate affect Work Motivation by 90.80%, while the remaining 9.20% is influenced by other variables that have not been studied.

b. Goodness of Fit Test

Goodness of Fit Test is a statistical method used to evaluate how well a statistical model or distribution being tested fits the observed data. The Goodness of Fit Test aims to determine the extent to which the observed data fits the theoretical distribution assumed by the model or hypothesis. The goodness of fit test of the model can be seen by looking at the NFI value in the program. If the NFI value> SRMR and is getting closer to 1, the better the model (good fit). Based on the data processing that has been done using the SmartPLS 3.0 program, the Model Fit value is obtained as follows.

Table 5. Fit Model

	Saturated Model	**Estimated Model**
SRMR	0.097	0.097
d_ULS	1,981	1,981
d_G	12,436	12,436
Chi-Square	2698.577	2698.577
NFI	0.374	0.374

Source: Smart PLS Output, 2024

Based on table 5, it can be seen that the NFI value is 0.374 > 0.097 so it can be stated that the model in this study has sufficient goodness of fit and is suitable for use in testing the research hypothesis.

Hypothesis Testing Results

After conducting the inner model analysis, the next step is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted

if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of the Path Coefficients of the direct influence between variables as in the following table.

Table 6. Path Coefficients (Direct Effect)

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
Work Climate (X2) -> Employee Performance (Y)	-0.428	-0.402	0.342	1.251	**0.213**	Rejected
Work Climate (X2) -> Work Motivation (Z)	0.967	0.970	0.014	67,389	**0.000**	**Accepted**
Transformational Leadership (X1) -> Employee Performance (Y)	0.907	0.916	0.039	23,039	**0.000**	**Accepted**
Transformational Leadership (X1) -> Work Motivation (Z)	0.841	0.843	0.036	17.128	**0.001**	**Accepted**
Work Motivation (Z) -> Employee Performance (Y)	0.883	0.851	0.043	19,409	**0.000**	**Accepted**

Source: Smart PLS Output, 2024

Based on the data in Table 6, it can be stated that Transformational Leadership has a significant effect on Employee performance. This can be seen from the T-statistic value of 23.039> 1.96 with a P-Value of 0.000 <0.05. This means that if Transformational Leadership increases, Employee performance will increase. These results answer the first hypothesis in this study, namely that Transformational Leadership has a significant effect on Employee Performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office.

Furthermore, on the influence of Work Climate on Employee work, the T-Statistic value data obtained was 1.251 <1.96 with a P-Value of 0.213> 0.05 so that it can be stated that Work Climate does not affect Employee performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office. This can be interpreted that even though the Work Climate increases, it will not increase Employee performance. These results answer the second research hypothesis. While in the third hypothesis, Transformational Leadership affects Employee Work Motivation with a T-Statistic value of 0.036 17.128> 1.96 with a P-Value of 0.000 < 0.005, which means that if Transformational Leadership is increased, Employee Work Motivation will increase.

Furthermore, on the influence of Work Climate on Employee Work Motivation, data was obtained that the T-Statistic value was 67,389> 1.96 with a P-Value of 0.000 <0.05, which means that the work climate has a significant effect on work motivation. This indicates that if the Work

Climate is improved, Employee Work Motivation tends to increase significantly. This statement answers the fourth hypothesis. Likewise, on the influence of Work Motivation on Employee performance, the T-Statistic value was 19,409> 1.96 with a P-Value of 0.000 <0.05, which means that Work Motivation affects the performance of Employees at the North Sumatra Regional Disaster Management Agency (BPDB). This statement answers the fifth hypothesis with the conclusion that if Work Motivation is improved, Employee performance tends to increase significantly. To answer the sixth and seventh hypotheses, it is seen by looking at the indirect influence between variables as in the following table.

Table 7: Indirect Effect

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
Work Climate -> Work Motivation -> Employee Performance	0.867	0.838	0.034	16,399	**0.001**	**Accepted**
Transformational Leadership -> Work Motivation -> Employee Performance	0.720	0.727	0.033	15,609	**0.000**	**Accepted**

Source: Smart PLS Output, 2024

Based on table 7, it is explained that work motivation (Z) is able to intervene in the influence between Transformational Leadership (X1) on Employee Performance (Y). This can be seen from the results of the T-Statistic value of 16,399> 1.96 with a P-Value of 0.001> 0.05. This shows that there is an indirect influence between Transformational Leadership and Employee Performance through Work Motivation. Likewise with the influence of Work Climate (X2) on Employee Performance (Y) through the intermediary variable Work Motivation (Z). These results indicate that work motivation can also contribute to intervening in the influence of work climate on employee performance. This can be seen from the results of the T-Statistic value of 15,609> 1.96 with a P-Value of 0.000 <0.05. These results provide insight into how the intermediary variable Work Motivation can intervene in the relationship between Transformational Leadership and Work Climate with Employee Performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office.

The findings in this study can be strengthened by referring to the findings of previous relevant studies. In the context of the influence of Transformational Leadership on Employee Performance, these findings are in line with the results of the study(Tucunan et al., 2014)which shows that: (1) there is a positive and significant influence between transformational leadership and employee performance; (2) there is a positive and significant

influence between transformational leadership and employee motivation; (3) there is a significant positive influence between employee motivation and employee performance.

In terms of the influence of Work Climate on Employee Performance, previous research by(Ramli & Barung, 2023)has stated that a good Work Climate can improve Employee performance. This finding provides a strong basis for concluding that investment in improving the work environment can contribute to improving Employee performance. In relation to the influence of Work Motivation on Employee Performance, this finding is in line with research(Maharani et al., 2023)which shows that work motivation has an important influence and role in improving employee performance.

Furthermore, the indirect influence through the mediating variable (work motivation) can also be strengthened by reference to the concept of mediation in previous studies, such as research(Pramitasari & Helmy, 2017)which outlines the importance of Work Motivation playing a significant role in explaining the relationship between Transformational Leadership and Work Climate with Employee Performance. This means that improvements in Transformational Leadership and Work Climate can contribute to increased Work Motivation, which then has an impact on improving Employee performance.

CLOSING
Conclusion
1. Transformational Leadership Style has a positive and significant effect on Employee Performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office.
2. Work Climate has a negative and insignificant effect on Employee Performance at the North Sumatra Regional Disaster Management Agency (BPDB) Office.
3. Transformational Leadership Style has a positive and significant influence on Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office.
4. Work Climate has a positive and significant influence on Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office.
5. Work Motivation has a positive and significant effect on Employee Performance at the North Sumatra Regional Disaster Management Agency (BPDB) Offices.
6. Transformational Leadership Style has a positive and significant effect on Employee Performance through Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office.
7. Work Climate has a positive and significant effect on Employee Performance through Work Motivation at the North Sumatra Regional Disaster Management Agency (BPDB) Office.

Suggestion
1. It is recommended to improve the work climate which will have an impact on improving employee performance.
2. Provides insights and practical implications for management and improvement in the work environment to enhance Employee Performance through attention to these factors.

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