

# The Model of Job Performance : Leadership, Workplace, and Motivation

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## ABSTRACT

Every organization in one of the community health centers (puskesmas) has a goal to achieve. The purpose of this study was to examine the influence of leadership on climate and work motivation and its impact on employee performance. The research method is a descriptive survey, followed by path analysis. The unit of observation in this study were employees at 4 UPTD Puskesmas in Tasikmalaya City (Puskesmas Tamansari, Cibeureum, Cigeureung and Purbaratu). Observation data collection techniques, making direct observations of phenomena in the field that have a relationship with research variables at the UPTD Puskesmas in Tasikmalaya City. Based on data processing and analysis, it can be concluded that climate and work motivation affect either partially or simultaneously employee performance. Through this research, it is recommended that leaders in an organization should pay attention to climate and work motivation.

**Keywords:** leadership, work climate, work motivation, employee performance.

## 1 Background

Every organization has definite goals to be achieved (Bradley, 2016; J. F. Chang, 2016; Hammer, 2015; Renko et al., 2015; Winnubst, 2017)(Bradley, 2016; Hammer, 2015; Renko et al., 2015). As a result, both public and private organizations must have a defined set of objectives to thrive in today's tough competition (Kaehler & Grundei, 2019; Lapi\cna et al., 2015; Maduenyi et al., 2015).

The Community Health Center, or what we commonly refer to as the Puskesmas, is an organization that provides health care services to residents of one sub-district or a level below. (Anggraeny & others, 2013; Mandiri, 2016; Sulaiman, 2021). The Puskesmas coordinates activities in prevention and promotion to reach the region's best level of health. As the primary provider of health care in the area and direct contact with the community, the Puskesmas must provide the best possible service to the community to respond positively to the Puskesmas services provided.

Due to the growth of community needs, certain Puskesmas have suitable inpatient facilities with adequate equipment, allowing patients in need of essential first assistance to receive it quickly at the Puskesmas. The provision of community services must balance the development of Puskesmas. As an organization, Puskesmas requires leadership with significant experience in organizational management and a clear vision for improving the Puskesmas they lead. This is because, despite its status as a public health center directly under the jurisdiction of the Local Health Office, the Puskesmas faces stiff competition from similar clinics, lest the public is more impressed with private health facilities that offer comprehensive services and a strong emphasis on customer satisfaction.

Leadership is critical because leaders must envision the potential of existing Human Resources (HR) to maximize their effectiveness. (Dirani et al., 2020; Mangi, 2009; McEntire & Greene-Shortridge, 2011) place the appropriate person in the appropriate position on the component. Additionally, leadership's role is to foster an environment conducive to production. Organizational culture or climate is one way that leaders can improve employee performance in their work environment (S.-C. Chang & Lee, 2007; Paais &

Pattiruhu, 2020; Tesluk et al., 1997). A positive organizational environment will develop good human resources with attitudes and behaviors that will contribute to the organization's success.

Although the term "social climate" is abstract, it refers to a social setting that can promote high job productivity levels. A solid and focused organizational atmosphere will accelerate the accomplishment of the organization's goals. As such, it is not incorrect to consider the organizational environment as a factor in determining whether organizational goals can be accomplished effectively.

To thrive in the Industrial Revolution 4.0, every firm must adhere to the 4C Formula, which stands for critical thinking, creativity, communication, and collaboration. Collaboration can be defined as occurring when all employees accept an organization's organizational atmosphere.

Along with the organizational climate, one of the most critical factors in an organization's ability to improve its performance in the community, in this case, the Puskesmas, is the work motivation of its employees. Motivation is an impulse generated by an individual to attain and improve the quality and quantity of his performance. (Ali et al., 2016; Sudiardhita et al., 2018).

We can compare employees who are highly motivated to those who are not. When employees are motivated, they are eager to perform well and always want to work for an organization with a strong track record. Understanding motivation, both inside people and in the environment, can improve performance. In this scenario, a manager must drive motivation by establishing organizational conditions (climate) by establishing a work culture or organizational culture that motivates employees to work harder and achieve higher performance. Motivation must be directed appropriately according to priorities and acceptable to employees, as motivation cannot be uniquely supplied to each person.

The work climate can either improve employee motivation and performance or, conversely, decrease employee motivation and influence employee performance. A positive work climate and motivation are required to increase performance at Puskesmas in Tasikmalaya City. The results of the 2019 study indicated that the work climate at the UPTD Puskesmas in Tasikmalaya City was not entirely positive, as evidenced by the fact that some employees stated that the Puskesmas did not provide sophisticated technology to make work easier for 65 percent of employees and that superiors rarely assisted employees in performing their jobs. 60%. Employees frequently complain about the present work environment, which results in a loss in employee motivation. According to the description, it is vital to have a strong leadership style to generate a positive work environment where every person is motivated. This is based on the findings of the research. (Pratiwi, 2018; Putra & Satrya, 2019) that leadership influences motivation and work climate that determines the performance of employees in the organization they lead.

## **2 Method**

Every organization has definite goals to be achieved (Bradley, 2016; J. F. Chang, 2016; Hammer, 2015; Renko et al., 2015; Winnubst, 2017)(Bradley, 2016; Hammer, 2015; Renko et al., 2015). As a result, both public and private organizations must have a defined set of objectives to thrive in today's tough competition (Kaehler & Grundei, 2019; Lapi\cna et al., 2015; Maduenyi et al., 2015). The Community Health Center, or what we commonly refer to as the Puskesmas, is an organization that provides health care services to residents of one sub-district or a level below. (Anggraeny & others, 2013; Mandiri, 2016; Sulaiman, 2021). The Puskesmas coordinates activities in prevention and promotion to reach the region's best level of health. As the primary provider of health care in the area and direct contact with the community, the Puskesmas must provide the best possible service to the community to respond positively to the Puskesmas services provided.

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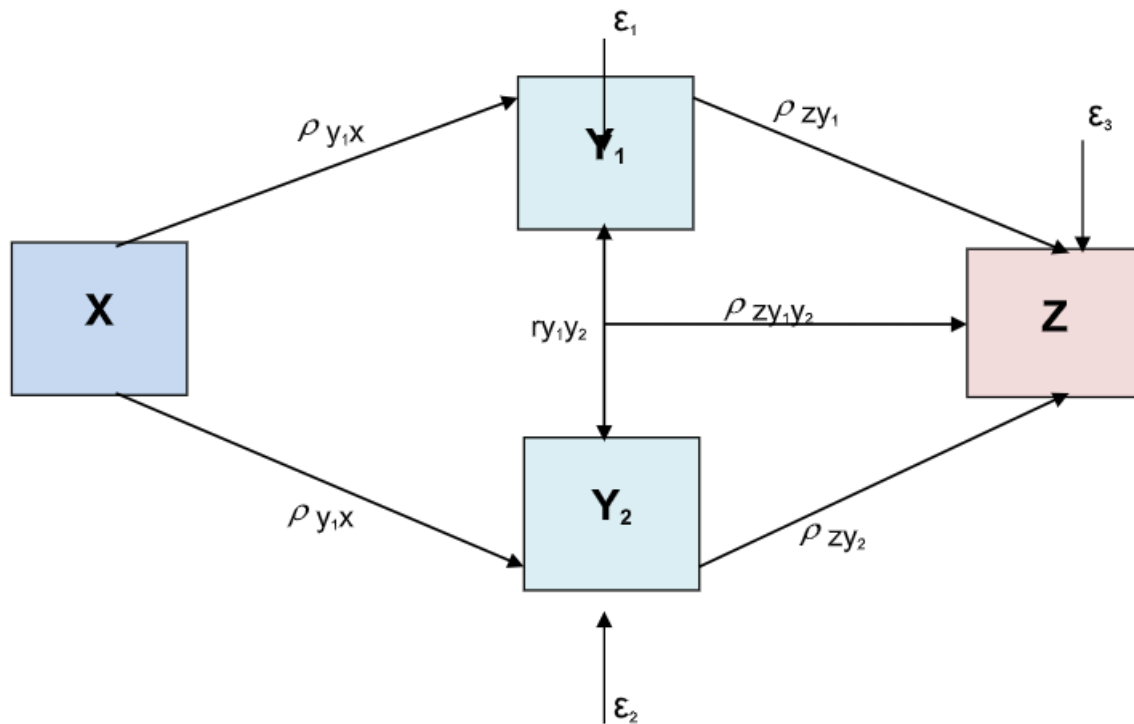
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on the findings of the research. (Pratiwi, 2018; Putra & Satrya, 2019) that leadership influences motivation and work climate that determines the performance of employees in the organization they lead.



**Figure 1** Structure of Path Analysis and the Effects Between Research Variables

Note :

- X = Leadership
- Y<sub>1</sub> = work climate
- Y<sub>2</sub> = Motivasion
- Z = Employee performance
- $\epsilon$  = External variables that affect Y and Z are not examined.
- $\rho_{y_1x}$  = The effect of variable X (leadership) on the variable Y (work climate)
- $\rho_{y_2x}$  = The effect of variable X (leadership) on the variable Y (motivation)
- $\rho_{zy_1}$  = The effect of the Y<sub>1</sub> variable (work climate) on the variable Z (employee performance)
- $\rho_{zy_2}$  = The influence of the Y<sub>2</sub> variable (motivation) on the variable Z (employee performance)

### 3 Results

Descriptive data analysis aims to describe the extent to which employees' perceptions of UPTD Puskesmas in Tasikmalaya City on leadership, work climate, motivation, and employee performance. The analysis stage is carried out until scoring and index, where the score is the sum of the results of multiplying each weight value (1 to 5) with a frequency of (Sugiyono, 2015). In the next stage, the index is calculated using the mean method, dividing the total score by the number of respondents. The index number shows the unified response of all respondents to each of the variables studied.

### The Leadership Condition at UPTD Puskesmas in Tasikmalaya City

Leadership is a person's capacity to influence others in terms of his subordinates in such a way that other people are willing to follow the leader's will, even if the leader dislikes it personally. To assess leadership at UPTD Puskesmas in Tasikmalaya City on the dimensions of communication, motivation, decision-making, positive power, and authority through the use of a questionnaire consisting of 15 statement items, each of which is accompanied by five possible responses that must be selected and deemed appropriate by the respondent. The following table summarizes the results of the recapitulation of respondents' reactions to the leadership variable in the UPTD Puskesmas in Tasikmalaya City:

**Table 1 Leadership Variable Answers Recapitulation (n=159)**

No	Statement	Alternative Answer					Average	Criteria
		(1)	(2)	(3)	(4)	(5)		
1	Leaders always explain the tasks that subordinates must do	10	28	42	57	22	3,33	Fairly Good
2	Leaders can develop and convey their thoughts well to subordinates so that carrying out work can be done efficiently and effectively	13	24	68	39	15	3,12	Fairly Good
3	Leaders always try to improve the welfare of their subordinates	10	30	38	55	26	3,36	Fairly Good
4	Leaders always encourage subordinates to work optimally	18	34	35	51	21	3,14	Fairly Good
5	Leaders provide promotion and other advancement opportunities to their employees	18	29	45	52	15	3,11	Fairly Good
6	Leaders always coordinate both internally and externally in carrying out work assignments	19	28	35	59	18	3,18	Fairly Good
7	Leaders create a work environment that encourages employees to solve complex problems creatively	22	31	34	52	20	3,11	Fairly Good
8	Leaders dare to make decisions under challenging situations. Leaders in making decisions always involve subordinates	11	29	40	61	18	3,29	Fairly Good
9	Leaders dare to make decisions under challenging situations. Leaders in making decisions always involve subordinates	13	26	49	52	19	3,24	Fairly Good
10	Leaders provide optimal delegation of authority to subordinates for decisions in carrying out tasks	22	34	38	56	9	2,97	Fairly Good
11	Leaders can receive input and suggestions from subordinates in carrying out tasks,	19	30	41	53	16	3,11	Fairly Good
12	Leaders are always friendly with	18	24	47	57	13	3,14	Fairly

	subordinates both inside and outside the office							Good
13	Leaders always give warnings or punishments to employees who do not carry out their duties following the regulations	15	32	32	51	29	3,30	Fairly Good
14	The leader has authority so that even though he is not at work, the employees are still working diligently	15	26	71	26	21	3,08	Fairly Good
15	Leaders show personal responsibility for their actions and decisions	19	29	40	52	19	3,14	Fairly Good
<b>Total answer</b>		<b>242</b>	<b>434</b>	<b>655</b>	<b>773</b>	<b>281</b>	<b>3,17</b>	<b>Fairly Good</b>
<b>Total quality</b>		<b>242</b>	<b>868</b>	<b>1965</b>	<b>3092</b>	<b>1405</b>		
<b>Percentage (%)</b>		<b>3,19</b>	<b>11,46</b>	<b>25,95</b>	<b>40,84</b>	<b>18,56</b>		
<b>Total Score</b>		<b>7572</b>						

Source: Processed Questionnaire, 2021

Based on Table 1 above, it can be seen that the total score is  $\sum X_i$  for the leadership variable.  $\sum X_i = 7572$ , with the following details:

1. Respondents who answered a 1 (disagree) scale were 3.19%.
2. Respondents who answered a 2 (disagree) scale of 11.46%.
3. Respondents who responded on a scale of 3 (undecided) were 25.95%.
4. Respondents who answered on a scale of 4 (agree) were 40.84%.
5. Respondents who answered on a scale of 5 (strongly agree) were 18.56%.

The magnitude of the average value of the leadership variable ( $\bar{X}$ ) is 3.17. The highest average value is an indicator of the leader always trying to improve the welfare of his subordinates and the leader always explaining the tasks that subordinates must do. In contrast, the lowest average value is a statement about the leader rarely delegating authority to subordinates for decisions in carrying out their duties and the leadership is lacking control. Thus, the criteria for the leadership variable at the UPTD Puskesmas in Tasikmalaya City are fairly good criteria.

### Working Climate Conditions at UPTD Puskesmas in Tasikmalaya City

The work climate concerns the environment that exists or is faced by individuals in an organization that affects someone who does a task or a job. Individuals in an organization consider the work climate as an attribute, where this attribute is used to realize their existence in the organization. The work climate is at the individual and organizational levels; when the work climate enters the individual order, this is called the psychological climate. If many individuals have felt the climate assessment in an organization, it will be called the organizational work climate.

To measure the work climate, it is measured through the dimensions of organizational structure, managerial policies & practices, & technology using a questionnaire consisting of 15 statement items accompanied by five possible answers that must be chosen and considered appropriate according to the respondents, which are reflected in each table as follows:

**Table 2 Recapitulation of Answers to Work Climate Variables (n=159)**

No	Statements	Alternative answer					Average	Criteria
		(1)	(2)	(3)	(4)	(5)		
16	I feel often given support from my boss	15	24	34	59	27	3,37	Fairly Good
17	I feel that the support provided by my leadership is of high quality	12	31	42	52	22	3,26	Fairly Good
18	My leader always shows a friendly attitude	21	34	36	49	19	3,07	Fairly Good
19	I feel that many tasks have been completed because of working with colleagues	19	26	38	51	25	3,23	Fairly Good
20	I feel that my co-workers always respond quickly when I need help	21	28	42	53	15	3,08	Fairly Good
21	I feel happy to participate in togetherness events made by the Puskesmas	15	30	39	50	25	3,25	Fairly Good
22	I know the rules that apply at the Puskesmas	11	35	49	54	10	3,11	Fairly Good
23	I feel that my boss always gives a verbal appreciation for my work	17	29	41	50	22	3,19	Fairly Good
24	I feel that my supervisor or Puskesmas often give special awards	16	24	39	55	25	3,31	Fairly Good
25	I feel that the Puskesmas gives fair rewards	19	31	38	53	18	3,13	Fairly Good
26	I feel that the Puskesmas gives appropriate sanctions	22	29	39	51	18	3,09	Fairly Good
27	Feedback from the leadership on the work done makes me always careful at work	14	28	41	49	27	3,30	Fairly Good
28	Puskesmas provides sophisticated technology to make work easier	18	31	42	49	19	3,13	Fairly Good
29	Technology at the Puskesmas makes it easier to communicate	17	29	37	52	24	3,23	Fairly Good
30	The technology at the Puskesmas makes my work easier	19	31	37	54	18	3,13	Fairly Good
<b>Total answer</b>		<b>256</b>	<b>440</b>	<b>594</b>	<b>781</b>	<b>314</b>	<b>3,19</b>	Fairly Good
<b>Total quakity</b>		<b>256</b>	<b>880</b>	<b>1782</b>	<b>3124</b>	<b>1570</b>		
<b>Percentage (%)</b>		<b>3,36</b>	<b>11,56</b>	<b>23,41</b>	<b>41,04</b>	<b>20,63</b>		
<b>Total Score</b>		<b>2591</b>						

Source: Processed Questionnaire, 2021

Based on Table 2 above, it can be seen that the total score is fi for the work climate variable.  $Y_i = 2591$ , with the following details:

1. Respondents who answered on a scale of 1 (disagree) were 3.36%.
2. Respondents who answered a scale of 2 (disagree) of 11.56%.
3. Respondents who responded on a scale of 3 (undecided) were 23.41%.

4. Respondents who answered on a scale of 4 (agree) were 41.04%.
5. Respondents who answered on a scale of 5 (strongly agree) were 20.63%.

The magnitude of the work climate variable (Y1) is 3.19. Thus, the work climate variable criteria at the UPTD Puskesmas in the City of Tasikmalaya are fairly good criteria.

The highest average score was a statement about the regular support from the leadership and superiors or the puskesmas often gave special awards. In contrast, the lowest average score was a statement about the leadership not showing a friendly attitude and coworkers responding less quickly when they needed help.

### The Conditions of Work Motivation at UPTD Puskesmas in Tasikmalaya City

Motivation is a desire to try maximally in achieving organizational goals, influenced by the ability to satisfy several individual needs. Motivation, in general, relates to all efforts to attain goals. An employee who has high work motivation is constantly trying to improve himself and is willing to spend extra time and effort to do and focus on his work.

To measure work motivation through the dimensions of motives, expectations, and incentives by using a questionnaire consisting of 16 statement items, each of which is accompanied by five possible answers that must be chosen and considered appropriate according to the respondent. The following are the results of the recapitulation of respondents' answers on work motivation at the UPTD Puskesmas in Tasikmalaya City, which can be seen in the following table:

**Table 3 Recapitulation of Answers to Work Motivation Variables (n=159)**

No	Statements	Alternative Answer					Aver age	Criteria
		(1)	(2)	(3)	(4)	(5)		
31	I labor simply to obtain reasonable and good pay.	18	28	38	55	20	3,19	Fairly Good
32	I was allowed to advance in everything by the leadership	17	27	39	58	18	3,21	Fairly Good
33	I am recognized as an employee who deserves respect and appreciation	11	25	48	51	24	3,33	Fairly Good
34	I feel safe doing work in the field	13	29	34	55	28	3,35	Fairly Good
35	My place or workspace is in good condition	16	27	36	56	24	3,28	Fairly Good
36	I work accepted by my group or friends	19	27	34	51	28	3,26	Fairly Good
37	I work, I am treated relatively (as is) by the leadership	16	24	34	60	25	3,34	Fairly Good
38	My work is appreciated because of my excellent work performance	11	28	33	65	22	3,37	Fairly Good
39	The working conditions at the Puskesmas are pleasant and good so that they feel motivated at work	10	29	42	49	29	3,36	Fairly Good
40	I work hard because I am involved in carrying out office responsibilities	9	32	46	54	18	3,25	Fairly Good
41	In doing my job, I try to act	16	32	38	46	27	3,23	Fairly



	disciplined at work							Good
42	Leaders pay attention and appreciate my work performance	14	31	46	50	18	3,17	Fairly Good
43	Employees get bonuses regularly	17	35	37	54	16	3,11	Fairly Good
44	The position allowance system applied is adequate	19	34	37	48	21	3,11	Fairly Good
45	The position promotion applied is appropriate	10	30	45	59	15	3,25	Fairly Good
46	Prizes in the form of money/facilities are often given to outstanding employees	16	34	35	61	13	3,13	Fairly Good
<b>Total answer</b>		<b>232</b>	<b>472</b>	<b>622</b>	<b>872</b>	<b>346</b>	<b>3,25</b>	<b>Fairly Good</b>
<b>Total quality</b>		<b>232</b>	<b>944</b>	<b>1866</b>	<b>3488</b>	<b>1730</b>		
<b>Percentage (%)</b>		<b>2,81</b>	<b>11,43</b>	<b>22,59</b>	<b>42,23</b>	<b>20,94</b>		
		<b>36,83</b>			<b>63,17</b>			
<b>Total Score</b>		<b>8260</b>						

Source: Processed Questionnaire, 2021

Based on Table 3 above, it can be seen that the total score is fi for the work motivation variable.  $Y_i = 8260$ , with the following details:

1. Respondents who answered on a scale of 1 (disagree) were 2.81%.
2. Respondents who answered a scale of 2 (disagree) of 11.43%.
3. Respondents who responded on a scale of 3 (undecided) were 22.59%.
4. Respondents who answered on a scale of 4 (agree) were 42.23%.
5. Respondents who answered on a scale of 5 (strongly agree) were 20.94%.

The magnitude of the work motivation variable ( $Y_2$ ) is 3.25. Thus, the criteria for the variable work motivation of employees at the UPTD Puskesmas in Tasikmalaya City are quite good.

The highest average score is a statement about work being rewarded because good work performance and working conditions at the puskesmas are pleasant and good to feel motivated at work. In contrast, the lowest average value is a statement about employees rarely getting bonuses regularly. Inadequate implementation and prizes in the form of money/facilities are seldom given to employees who excel.

### The Employee Performance Conditions at UPTD Puskesmas in Tasikmalaya

Performance is the appearance of work in quality and quantity produced by an employee while carrying out his tasks following those assigned to him. Employee performance can be measured in terms of the employee's abilities, abilities, knowledge, and sincerity. Because an organization's survival is contingent upon its employees' performance in carrying out their obligations, employees are a critical component that requires care. Attaining organizational goals becomes less effective when suboptimal staff performance results in wasted resources.

To assess employees' performance at the UPTD Puskesmas in Tasikmalaya City on the dimensions of work quantity, work quality, job knowledge, creativity, cooperation, trustworthiness, initiative, and self-quality using a questionnaire consisting of 17 statement items, each of which is accompanied by five possible responses that must be selected and deemed appropriate by the respondent. The following table

summarizes the results of a recapitulation of employee performance variables at the UPTD Puskesmas in Tasikmalaya City:

**Table 4 Recapitulation of Employee Performance Variable Answers (n=159)**

No	Statement	Alternative Answer					Average	Criteria
		(1)	(2)	(3)	(4)	(5)		
47	Menyelesaikan pekerjaan sebelum jangka waktu yang ditetapkan	10	37	47	55	10	3,11	Fairly Good
48	The amount of work completed always exceeds the set standard	24	34	39	44	18	2,99	Fairly Good
49	Pekerjaan yang saya lakukan tepat waktu	10	27	44	54	24	3,35	Fairly Good
50	Based on the evaluation of my superiors and the opinion of colleagues, I work diligently	10	29	43	59	18	3,29	Fairly Good
51	I understand and master the work I do everyday	16	32	46	50	15	3,10	Fairly Good
52	Ability according to workload and educational background	19	28	39	47	26	3,21	Fairly Good
53	So far, he can complete every task / work that is his responsibility	17	27	30	57	28	3,33	Fairly Good
54	Always looking for ideas/ideas in completing the task at hand	10	29	49	51	20	3,26	Fairly Good
55	At work, always respect the opinion of colleagues at work	14	24	28	65	28	3,43	Good
56	Dalam bekerja saya mempunyai pergaulan yang luas di luar kantor	12	17	35	58	37	3,57	Good
57	Berdasarkan rekapitulasi absensi, saya datang dan pulang ke Puskesmas tepat waktu	12	18	46	50	33	3,47	Good
58	S I am always ready to be at work, when my boss asks for help with problems at work	10	27	44	59	19	3,31	Fairly Good
59	Take the initiative to find the best way to improve work	5	39	42	54	19	3,27	Fairly Good
60	Have high discipline and responsibility towards the assigned tasks	15	37	47	52	8	3,01	Fairly Good
61	In working, prioritize the interests of the Puskesmas rather than personal interests	18	27	41	56	17	3,17	Fairly Good
62	Be friendly and polite at work	16	18	24	65	36	3,55	Good
63	Maintain honesty and uphold the code of ethics at work	14	19	38	51	37	3,49	Good
<b>Total answer</b>		<b>232</b>	<b>469</b>	<b>682</b>	<b>927</b>	<b>393</b>	<b>3,29</b>	Fairly Good
<b>Total quality</b>		<b>232</b>	<b>938</b>	<b>2046</b>	<b>3708</b>	<b>1965</b>		
<b>Percentage (%)</b>		<b>2,61</b>	<b>10,55</b>	<b>23,02</b>	<b>41,71</b>	<b>22,10</b>		

	36,18	63,82		
<b>Total Score</b>	<b>8889</b>			

Source: Processed Questionnaire, 2015

Based on Table 4 above, it can be seen that the total score for the employee performance variable is  $\sum Z_i = 8889$ , with the following details:

1. Respondents who answered on a scale of 1 (disagree) were 2.61%.
2. Respondents who answered a scale of 2 (disagree) of 10.55%.
3. Respondents who answered on a scale of 3 (undecided) were 23.02%.
4. Respondents who answered on a scale of 4 (agree) were 47.71%.
5. Respondents who answered on a scale of 5 (strongly agree) were 22.10%.

The magnitude of the employee performance variable (Z) is 3.29. Thus the criteria for employee performance variables at the UPTD Puskesmas in Tasikmalaya City are quite good criteria.

The highest average score is about having a comprehensive relationship outside the office and being friendly and polite at work. In contrast, the lowest average score is a statement about the amount of work completed rarely exceeding the set standards, lacking discipline and responsibility. being high on the task at hand, and lacking understanding and mastery of the daily work.

#### The Influence of Leadership on Work Climate and Motivation and Its Implications on Employee Performance

Based on the calculation of the path analysis, the overall results of the analysis can be described as follows:

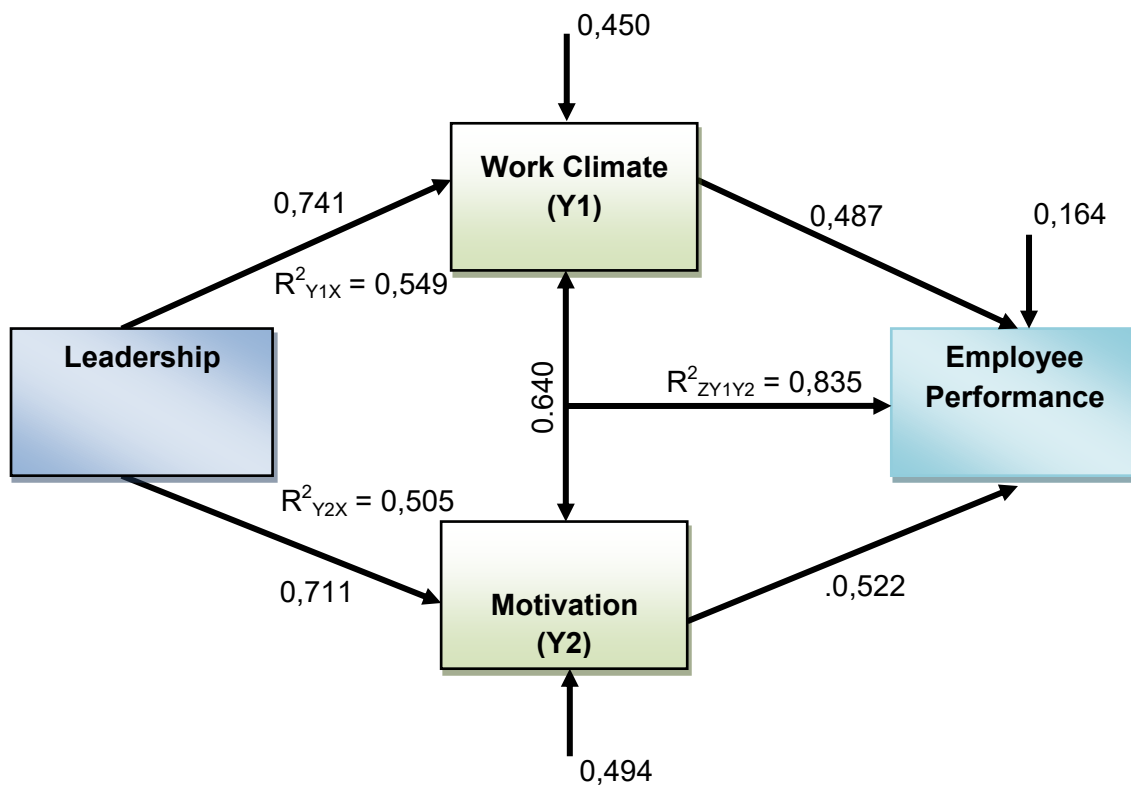


Figure 2 Overall Path Analysis Model

Based on Figure 2 above, it can be said that each variable, namely leadership (X) has an effect on the work climate (Y1) and motivation (Y2) and work climate (Y1) and motivation (Y2) has an effect on employee performance (Z) both in terms of partial or simultaneous. Other factors that affect employee performance are still quite large, including workload and job satisfaction.

Performance is a set or a number of activities that must be completed by an organizational unit or position holder within a period of time suggesting that workload analysis is a process to determine the number of working hours of people used or needed to complete a job within a certain time, or in other words load analysis. The purpose of work is to determine how many personnel and how many responsibilities or workloads are appropriate to delegate to an officer. Meanwhile, according to Permendagri No. 12/2008, workload is the amount of work. According to (Anitha, 2014; Shahzadi et al., 2014) a person's performance can be influenced by internal factors and external factors. Internal factors are factors that come from within the employees themselves, such as attitudes, behavior, and work abilities that can affect daily performance. External factors are factors that come from the employee's environment. These factors can affect skills and work motivation. Employee performance is based on the ability or skill, the motivation of the employee himself in carrying out the work.

**Hypothesis Testing**

Based on data processing, there are three sub-structures so that the discussion of the interpretation of the results must be carried out in stages based on these sub-structures. The following is an explanation of each substructure:

**Influence of Leadership on Work Climate**

The results of the leadership test (X) on the work climate (Y1) can be seen in table 5 below

*Table 5 Testing the Effect of Leadership on Work Climate*

Structural	Path Coefficient	$t_{hitung}$	$t_{tabel}$	$\rho$ -value	Conclusion
$\rho_{Y1X}$	0,741	8,934	2,006	0,000	H0 is rejected, there is a positive and significant effect of X on Y1

For the path coefficient  $Y1X = 0.741$ , the tcount value is 8.934 by taking the significance level of 5% degrees of freedom =  $nk-1$  or  $159 - 1 - 1 = 157$  and the test is carried out using a two-tailed (2-tailed) test. ) obtained  $t_{table}$  of 2,006, because  $t_{count}$  is greater than  $t_{table}$  then H0 is rejected or in other words there is an influence of leadership on the work climate. Thus it can be concluded that leadership has a positive influence on the work climate. This means that leadership contributes to the work climate by 0.741. Thus, the better the leadership, the better the work climate in the UPTD Puskesmas in Tasikmalaya.

**The Influence of Leadership on Motivation**

The results of the leadership test (X) on motivation (Y2) can be seen in table 6 below:

**Table 6 Testing the Effect of Leadership on Motivation**

Structural	Path Coefficient	$t_{hitung}$	$t_{tabel}$	$\rho$ -value	Conclusion
$\rho_{Y2X}$	0,711	7,358	2,006	0,000	H0 is rejected, there is a positive and significant effect of X on Y2

For the path coefficient  $Y2X = 0.711$ , a  $t_{count}$  value of 7.358 is obtained by taking a significance level of 5% degrees of freedom =  $nk-1$  or  $159 - 1 - 1 = 157$  and the test is carried out using a two-tailed (2-tailed) test. ) obtained  $t_{table}$  of 2.006, because  $t_{count}$  is greater than  $t_{table}$  then  $H_0$  is rejected or in other words there is an influence of leadership on motivation.

Thus it can be concluded that leadership has a positive influence on motivation. This means that leadership contributes to motivation of 0.711. Thus, the better the leadership, the higher the motivation of employees at the UPTD Puskesmas in Tasikmalaya.

**Partial Effect of Work Climate on Employee Performance**

The results of the partial test of work climate ( $Y_1$ ) on employee performance ( $Z$ ) can be seen in table 7 below:

**Table 7 Partial Testing of Work Climate on Employee Performance**

Structural	Path Coefficient	$t_{hitung}$	$t_{tabel}$	$\rho$ -value	Conclusion
$\rho_{ZY1}$	0,487	4,362	2,007	0,000	H0 is rejected, there is a positive and significant effect of $Y_1$ on Z

For the path coefficient  $ZY1 = 0.487$ , the  $t_{count}$  value of 4.362 is obtained by taking the significance level of 5% degrees of freedom =  $nk-1$  or  $159 - 2 - 1 = 156$  and the test is carried out with a two-tailed (2-tailed) test. ) obtained  $t_{table}$  of 2,007, because  $t_{count}$  is greater than  $t_{table}$  then  $H_0$  is rejected or in other words there is an influence of competence on employee performance.

Thus it can be concluded that the work climate has a positive influence on employee performance. This means that the work climate contributes to employee performance of 0.487. Thus, the better the work climate felt by employees, the better the performance of employees at the UPTD Puskesmas in Tasikmalaya.

**Partial Effect of Motivation on Employee Performance**

The results of the partial test of motivation ( $Y_2$ ) on employee performance ( $Z$ ) can be seen in table 8 below:

**Table 8 Partial Testing of Motivation on Employee Performance**

Structural	Path Coefficient	$t_{hitung}$	$t_{tabel}$	$\rho$ -value	Conclusion
$\rho_{ZY2}$	0,522	5,480	2,007	0,000	H0 is rejected, there is a positive and significant

					effect Y <sub>2</sub> on Z
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For the path coefficient  $ZY_2 = 0.522$ , the t-count value is 5.480 by taking the significance level of 5% degrees of freedom =  $nk-1$  or  $55 - 2 - 1 = 52$  and the test is carried out with a two-tailed (2-tailed) test.) obtained ttable of 2.007, because tcount is greater than ttable then  $H_0$  is rejected or in other words there is an influence of motivation on employee performance. Thus it can be concluded that motivation has a positive influence on employee performance. This means that motivation contributes to employee performance of 0.522. Thus, the better the motivation of employees, the better the performance of employees at the UPTD Puskesmas in Tasikmalaya.

### Testing the Simultaneous Effect of Work Climate and Work Motivation on Employee Performance

The simultaneous effect of work climate ( $Y_1$ ) and motivation ( $Y_2$ ) variables on employee performance ( $Z$ ),

**Table 9 Simultaneous Hypothesis Testing Variable Y1, Y2 Against Z**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	159.184	2	79.592	67.537	.000 <sup>a</sup>
	Residual	61.282	52	1.179		
	Total	220.466	54			

Based on the calculation results, the Fcount value is 67,357 where the rejection criterion is  $H_0$  if Fcount is greater than Ftable or  $F_{count} > F_{table}$ , with degrees of freedom  $v_1 = 2$  and  $v_2 = 159-2-1$  and a 95% confidence level, then from the distribution table F, the value is obtained Ftable for  $F_{0.05,2;156} = 3.175$ . because 67,357 is greater than 3,175 or Fcount is greater than Ftable then  $H_0$  is rejected, meaning that it can be concluded that there is a positive and significant influence simultaneously (together) between work climate and motivation on employee performance at the UPTD Puskesmas in Tasikmalaya. Based on the significance, if the significance is  $< 0.05$  then  $H_0$  is rejected, and if the significance is  $> 0.05$  then  $H_0$  is accepted. Because the significance of the F test is less than 0.05 ( $0.000 < 0.05$ ), then  $H_0$  is rejected (Priyatno, 2012:138). This means that work climate and motivation jointly affect employee performance.

## 4 Discussion

This study provides an understanding that leadership has an influence on climate and work motivation. Leadership is the attitude of someone who can direct employees so that they are able to properly place employees in the right position so as to improve employee performance.

Work climate is a condition that can be created by leaders in order to create a work atmosphere that can motivate employees (S.-C. Chang & Lee, 2007; Chatterjee et al., 2018; Wambugu, 2014). A good work climate can provide a conducive climate at work. We can imagine how a non-conductive work atmosphere will cause employees to not feel comfortable with the conditions in their office. This is an important role for the leadership to be able to provide instructions that each employee can obey.

A conducive work climate can increase good work motivation. Work motivation is needed so that workers have a good work spirit so that they are able to support the goals of their organization (Baba, 2015; Sudiardhita et al., 2018). It is necessary to have leadership qualities that are capable of being possessed by a leader so that work motivation can have an impact on his performance in the office.

Motivation that arises from within is his own spirit from within himself to have good achievements in his work performance. This outside motivation can be sought by the leadership so that every employee has high motivation so that they can improve their organizational performance.

The results of the study show that leadership that affects work climate and work motivation has an impact on performance. Good performance is needed by the company in order to be able to contribute to the delivery of the company's vision and mission (Hameed & Waheed, 2011; Shahzadi et al., 2014). There needs to be a good leadership concept so that it can be implemented by all employees.

## 5 Conclusions And Recommendations

### Conclusions

A work climate can be developed through a suitable work environment that strengthens employee interaction, which affects employee performance. Data processing and analysis may establish that climate and job motivation affects employee performance, either partially or concurrently

### Recommendations

It is advised that leaders in a business pay attention to atmosphere and employee motivation due to this research.

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