

## THE INFLUENCE OF PSYCHOLOGICAL CLIMATE AND CHANGE-ORIENTED LEADERSHIP ON EMPLOYEE PERFORMANCE OF PT. WASKITA KARYA (PERSERO) Tbk

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### Abstract

The aim of this research is to determine and analyze the influence of the psychological climate and change-oriented leadership on the performance of PT. Waskita Karya (Persero), Tbk. employees. The approach used in this research is an associative approach. The population in this research are 200 employees at PT. Waskita Karya, North Sumatra Province, and the sample used in this research were 119 people using Purposive Sampling. Data collection techniques in this study used a questionnaire. The data analysis technique in this study used Multiple Linear Regression, Classic Assumption Test, t-test, and F-test, and Coefficient of Determination. Data processing in this study used the SPSS software program (version 25.00). The results of this research are that there is an influence of psychological climate and change-oriented leadership on the performance of PT. Waskita Karya (Persero), Tbk. employees.

**Keywords:** *Psychological Climate, Change-Oriented Leadership, and Employee Performance*

### 1. INTRODUCTION

PT Waskita Karya (Persero), Tbk certainly has its own psychological climate and leadership style. The term work environment is closely related to the concept of psychological climate. Companies that have a high organizational climate will influence the employees who work so that they can improve employee performance and productivity. Judging from the phenomenon that is currently occurring, based on the results of a survey that has been carried out, at PT Waskita Karya (Persero) Tbk. There are several problems, namely that employees are considered to pay less attention to employee performance indicators which are the company's reference, namely achievement, discipline and responsibility. Employee attendance is often not on time according to established regulations. From these things, it can be seen that employee performance results are decreasing in achieving the targets that have been set.



Source: HCM Infrastructure III Division PT Waskita Karya (Persero) Tbk 2022

Figure 1.1 Employee Performance Productivity Graph

The graph above shows that the Blue Line is the Employee Performance Productivity Plan and the Yellow Line is the Realization of Employee Performance Productivity. It can be seen from the graph above that the actual performance of PT Waskita Karya employees has decreased and is not in accordance with the employee performance plans expected by the company.

Human Resource Performance is largely determined by the company's internal and external conditions, including the leadership style within a company. A problem was found that occurred in

a change-oriented leadership style, namely that leaders and employees did not have a good reciprocal relationship when working. Apart from that, leaders communicate in one direction by giving work to their employees without giving an explanation first and wanting the best results from the employees' performance.

Based on the results of observations or gaps seen in the last 4 months, there was a decline in employee performance, the researchers conducted a survey of 30 respondents. The respondents are employees who have worked at PT Waskita Karya (Persero) Tbk as of May 25 2022. This survey was conducted for 3 days from November 29 2022 to December 1 2022 by distributing Google forms to 30 PT employees. Waskita Karya (Persero), Tbk. The results of the survey conducted can be seen in Table 1.3.

**Table 1.3 Results of Survey Questionnaire of 30 employees of PT. Waskita Karya Persero, Tbk.**

No	Question	Yes (f)	Yes (%)	No (f)	No (%)
1	I always pay attention to my performance	14	46%	16	54%
2	My presence was on time according to the specified working hours at 08.00 WIB	6	20%	24	80%
3	My leader and I have a good mutual relationship	12	40%	18	60%
4	My leader and I communicate well both ways	11	37%	19	63%

Statements in Table 1.3. represents 3 variables in this research, namely item 1 represents the employee performance variable, item 2 represents the psychological climate variable, and items 3 and 4 represent the change-oriented leadership variable.

Based on the survey results, it was found that in the question for employees who always pay attention to performance, 54% of respondents chose to strongly disagree, this shows that employees do not pay attention to every performance result given. In terms of the presence of respondents who chose to disagree as many as 80% of people, this shows that employees do not pay attention to discipline when working. Leaders and employees have a good reciprocal relationship. 60% of respondents chose to strongly disagree, this shows that there is no good reciprocal relationship between leaders and employees. As many as 63% of respondents who answered strongly disagreed with the question. Leaders and employees always communicate well in two ways, this shows that leaders and employees do not have good two-way communication.

## LITERATURE REVIEW

### Psychological Climate

James & Sells (in Rahman and Kistyanto, 2019), describe psychological climate as a representation of an individual's abilities from relatively close situational events, expressed in terms that reflect the psychological meaning of the situation for the individual. Brown and Leigh (2017) define psychological climate as a sense of security and a sense of meaning which can influence effort at work, performance of work abilities and work engagement.

### Leadership

Watkins (2018) stated that "leadership is related to members who have characteristics of a group that can be distinguished positively from other members either in behavior, personal characteristics, thinking, or group structure". This understanding seems to try to combine the three categories of thought in a comprehensive manner because the definition of leadership includes personal characteristics, behavior and a person's position in a group.

### Performance

According to (Rivai, 2018) Performance is a function of motivation and ability to complete a task or job, someone should have a certain degree of willingness and level of ability. Efforts to improve employee performance include paying attention to education level.

## 2. IMPLEMENTATION METHOD

### Types and Nature of Research

This research uses a quantitative type of research with an associative approach to determine the relationship between each variable.

### Place and time of research

- a. Place: This research was conducted at PT. Waskita Karya, North Sumatra Province.
- b. Time: This research was conducted from April 2023 to June 2023.

### Research Population and Sample

#### Population

The population in this study were permanent employees at PT. Waskita Karya, North Sumatra Province, numbering 200 people.

#### Sample

$$n = 119 \text{ respondents} \frac{170}{1+170 (0,05^2)}$$

## 3. RESULTS AND DISCUSSION

### Multiple Linear Regression

**Table 3.1 Multiple Linear Regression**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,953	6,915		4,693	,000
	Psychological Climate	0,475	,151	,007	4,296	,000
	Change Oriented Leadership	0,398	,127	,256	2,724	,000

a. Dependent Variable: Employee Performance

In calculations using the SPSS (Statistical Program for Social Schedule) Version 25 computer program, it is obtained:

- 1) Constant = 1.953
- 2) Psychological Climate = 0.475
- 3) Change Oriented Leadership = 0.398

These results are entered into the multiple linear regression equation so that the following equation is known:

$$Y = 1.953 + 0.4751 + 0.3982$$

- 1) A constant of 1.953 indicates that if the value of the independent variable is considered constant then the performance of PT employees. Waskita Karya Persero, Tbk. will increase.
- 2) The psychological climate regression coefficient value is 0.475, meaning that if the Psychological Climate variable (X1) experiences an increase of 100% it will result in an increase in the performance of PT employees. Waskita Karya Persero, Tbk. will increase.
- 3) The regression coefficient value for change-oriented leadership is 0.398, meaning that if the change-oriented leadership variable (X2) experiences an increase of 100%, it will result in an increase in the performance of PT employees. Waskita Karya Persero, Tbk. will increase. Persero, Tbk. will increase.

Table 3.2 T test

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,953	6,915		4,693	,000
	Psychological Climate	0,475	,151	,007	4,296	,000
	Change Oriented Leadership	0,398	,127	,256	2,724	,000

a. Dependent Variable: Employee Performance

**The Influence of Organizational Climate on Employee Performance**

Based on table 4.8 above, it can be seen that the Organizational Climate variable (X1) has a positive and significant effect on PT Employee Performance. Waskita Karya, Tbk. This can be seen from the psychological climate significance value of  $0.000 < 0.05$

And the t table value  $t (\alpha/2; n-1 = t (0.05/2; 119-1) = (0.025; 118) = 1.980$ . This means that the t count value is greater than t table ( $4.296 > 1.980$ ), then H0 is rejected and H1 is accepted. So the hypothesis which states that there is an influence of organizational climate on the performance of PT Waskita Karya, Tbk employees is partially accepted.

**The Influence of Change-Oriented Leadership on Employee Performance**

Based on table 4.10 above, it can be seen that the change-oriented leadership variable (X2) has a positive and significant effect on PT employee performance. Waskita Karya, Tbk. This can be seen from the significance value of change-oriented leadership (X2) of  $0.000 < 0.05$ . And the ttable value =  $t (\alpha/2; n-1 = t (0.05/2; 119-1) = (0.025; 118) = 1.980$ . This means that the tcount value is greater than ttable ( $3.643 > 1.980$ ), so H0 rejected and H1 accepted. So the hypothesis which states that there is an influence of change-oriented leadership on the performance of PT Waskita Karya, Tbk employees is partially accepted.

Table 4.3 F Test

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1897,626	2	948.813	4,001	.021b
	Residual	27507.164	116	237.131		
	Total	29404.790	118			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Change-Oriented Leadership, Psychological Climate

From table 4.3above, the Fcount for the psychological climate and change-oriented leadership variables was 4,001 for a 5% error in the 2-party test and  $dk = n-k-1 (119-2-1 = 116)$ , obtained Ftable 3.07. If  $Fcount > Ftable$  then there is an influence between psychological climate variables and change-oriented leadership on employee performance, and vice versa if  $Fcount < Ftable$  then there is no influence of psychological climate and change-oriented leadership on employee performance. In this case,  $Fcount = 4.001 > Ftable = 3.07$ . This means that there is an influence between psychological climate variables and change-oriented leadership on employee performance at PT. Waskita Karya (Persero), Tbk.

**DISCUSSION**

**The Influence of Psychological Climate on Employee Performance**

Based on the results of the research above between psychological climate and change-oriented leadership on employee performance, it was obtained that the tcount value was greater than ttable ( $4.296 > 1.980$ ), so H0 was rejected and H1 was accepted. So the hypothesis states that there is an influence of the psychological climate on the performance of PT employees. Wakita Karya (Persero), Tbk. partially accepted.

From the results of data processing, it was found that there was a positive and significant influence of the Psychological Climate variable (X1) on employee performance (Y) at PT. Wakita Karya (Persero), Tbk. Based on research conducted by (Yee, et al. 2014) it is stated that psychological climate has a significant and positive correlation value on performance and is supported by research results from (Mianto, et al.. 2018) which explains that there is a significant positive influence between climate variables. psychology on its interaction with performance and states the results that the psychological climate can have a significant positive effect on performance variables. Byrne, et al. (2005) examined the moderating potential of psychological climate in its relationship with performance and found that psychological climate predicted and had a significant positive effect on job performance. When they identify their work environment positively, they tend to increase work morale and perform better.

The psychological climate can also make employees feel comfortable and happy when doing their work. So when the psychological climate is pleasant and a leader in a company serves his employees well, the employees who work in that company will feel comfortable when they are in the office and doing their jobs. The psychological climate plays a role in organizations or companies in sharing opinions regarding behavior, personality attitudes, work, motivation and thought patterns that influence the performance of the company or organization (Hassan, et al., 2012). Because a positive work climate in a company can create good socialization with fellow employees, so that the atmosphere in carrying out work is comfortable and enjoyable (Soeghandi, et al., 2013). The behavior of individuals in a company can be caused by many things, one of which is the work environment. Companies always try to create a good psychological climate or working atmosphere in the organization so that it can create the desired behavior and lead to success in the company or organization in the future.

### **The Influence of Change-Oriented Leadership on Employee Performance**

Based on the results of the research above, between psychological climate and change-oriented leadership on employee performance, it was found that the tcount value was greater than ttable ( $3.643 > 1.980$ ), so  $H_0$  was rejected and  $H_1$  was accepted. So the hypothesis states that there is an influence of change-oriented leadership on the performance of PT employees. Wakita Karya (Persero), Tbk. partially accepted. From the results of data processing, it was found that there was a positive and significant influence of the change-oriented leadership variable (X2) on employee performance (Y) at PT. Wakita Karya (Persero), Tbk. Leadership as an ability to influence the motivation or potential of other individuals in a company. A leadership orientation that is able to direct and guide employees well in achieving the company's goals is required to support efforts to maintain the existence of the company or organization. To find out what employees think about the company or organization, leaders need to have active communication with their employees.

To obtain good performance, you need the right leadership style that can overcome the problems faced by subordinates or the agency. True change-oriented leaders are when they help raise the needs of subordinates in achieving what is desired and in achieving actualization, leaders help in achieving a higher level of moral maturity and when leaders are able to move their subordinates to let go of their own interests. for the good of the agency or company. Employee performance cannot be separated from the role of leader. The function of a leader or superior in an organization or agency is very necessary for achieving company goals. This is because leadership style can direct organizational or agency goals, motivate behavior towards achieving these goals and a leader can influence employee motivation and job satisfaction, security, quality of work life, and especially the level of achievement of an organization or agency. The challenges in developing organizational or agency strategies depend on a leader's leadership style. Usually in an organization or agency the leaders apply a change-oriented leadership style.

Change-oriented leadership is leadership that is based on various factors, especially external factors. Clearly, environmental changes will result in pressure on organizations to make organizational changes. In the midst of the strong current of environmental change, especially globalization, without appropriate and significant changes in itself, the organization will undoubtedly falter, and will even die crushed by the law of change.

**The Influence of Organizational Climate and Change-Oriented Leadership on Employee Performance at PT. Waskita Karya Persero, Tbk.**

Based on the research results, the results showed that there was an influence of the psychological climate and change-oriented leadership on employee performance at PT. Waskita Karya (Persero), Tbk. From the ANOVA (Analysis of Variance) test in the table above, the Fcount is 4.001, while the Ftable is known to be 3.07. Based on these results, it can be seen that the significance level is  $0.000 < 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted. So it can be concluded that the psychological climate variables and change-oriented leadership together have a significant effect on employee performance at PT. Waskita Karya (Persero), Tbk. This is in line with research by (Sahin, 2019) "The Interaction of Self Leadership and Psychological Climate on Job Performance", the results of the research show that the interaction between self-leadership and psychological climate explains a significant positive relationship to employee performance. Company performance will not be optimal without the support of employee performance. The performance of a company is essentially a result of the work requirements that must be met by employees. Employee performance influences how much employees contribute to the company (Burso, 2018).

The main factor that needs to be considered in achieving employee performance is the psychological climate. The behavior of individuals in a company can be caused by many things, one of which is the work environment. A positive work climate in a company must also be considered so that socialization between employees is well established, creating a more pleasant work atmosphere (Sahin, 2019). To obtain good performance, you need the right leadership style that can overcome the problems faced by subordinates or the agency. Leadership is a talent or trait that a leader must have so that they can influence their subordinates in doing their work. So with change-oriented leadership, employee performance will also increase. So it can be said that the organizational climate and change-oriented leadership influence employee performance at PT. Waskita Karya (Persero), Tbk., meaning that if the company has a good psychological climate and has leaders who are change-oriented, employee performance will increase.

**4. CONCLUSION**

Based on the analysis of research results, the conclusions obtained are as follows:

1. Psychological climate has a significant effect on employee performance at PT Waskita Karya (Persero), Tbk.
2. Change-oriented leadership has a significant effect on employee performance at PT Waskita Karya (Persero), Tbk.
3. The percentage contribution of the psychological climate and change-oriented leadership to employee performance was 52.4%, while 47.6% was caused by other factors not examined in this research.
4. Psychological climate and change-oriented leadership have a significant effect on employee performance at PT Waskita Karya (Persero), Tbk.

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