Analysis of employee performance drivers: Sustainable development efforts at the organizational level

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Abstract. Sustainable development based on human resources is an effort to increase effectiveness at the organizational level. This study aims to examine and analyze the influence of organizational climate and leadership on employee performance in the general secretariat of the House of Representatives of the Republic of Indonesia as a sustainable development effort at the organizational level. Sampling using convenience sampling by using multiple linear regression analysis techniques. The results showed that the organizational and leadership climate partially or simultaneously had a significant effect on employee performance. Leadership is the most influential variable on improving performance, so that the effectiveness of sustainable development can be achieved through increasing the role of leaders at each level in the organization.

1. Introduction

The issue of sustainable development has been a hot topic for decades in almost all organizations in all countries [1], as a consequence of organizational change and challenges both from the environment and internal organization [2]. Organizations are beginning to realize the importance of overcoming the problem of sustainability in order to provide benefits to stakeholders and shareholders through strategic efforts in the form of increasing competitiveness and performance [3]. Sustainable development has become a positive idea adopted by almost all organizations, so managers have put the issue of sustainable development as the main driver in their success and existence [4].

Sustainable development based on human resources is an effort to increase effectiveness at the organizational level. Sustainable development of human resources can be in the form of increased competence, motivation and employability [5]. Study [6] assumes that sustainability is a universal phenomenon so that it is relevant to be applied to human resource management. The ongoing substance in the organization can be identified from its contribution to the organization. Furthermore [6] explained that sustainability in organizations was adopted from the bottom line based on the principles of environmental and social justice.

Sustainable development is increasingly important for organizations because of the demands of the fourth industrial revolution at all levels of the organization [7]. Sustainable development is a big challenge for organizations to make a transformation to face the rapidly changing external environment. One of the demands of the fourth industrial revolution for sustainable development is to increase productivity and individual performance in organizations [8]. The concept of sustainable development offers a transformative approach for organizations to improve individual performance [9].
Human resources as the most valuable assets owned by the organization compared to other factors of production [10]. Efforts to maintain productive individuals in the organization at both the team and group levels are part of the sustainable development effort at the organizational level based on efficiency and effectiveness [11]. Referring to previous studies have mentioned several key variables that affect performance directly, but the most crucial variables are organizational climate and leadership [12,13,14,15]. Organizational climate as a characteristic in the internal environment of the organization, experienced by its members, affects their behavior, and can be described in the values of certain groups.

Organizational climate has characteristics that maintain relationships with the work environment and have certain resilience despite changes due to the critical situation to the organization [16]. The next factor is leadership, leadership effectiveness can be achieved if leaders are able to maximize all methods to maintain their excellence if problems or challenges arise [17]. This study aims to analyze the level of relationship both partially and simultaneously between organizational climate and leadership variables on employee performance.

2. Methods
This study aims to test the general hypothesis explaining the characteristics of the relationships between the independent variables to the dependent variable. The research variable is the object of research or what is the focus of research. In this study there are 2 (two) independent or independent variables, namely organizational climate and leadership and one dependent or dependent variable, namely performance. The hypothesis of this research is (a) H1: There is a significant influence of organizational climate partially on employee performance; (b) H2: There is a significant influence of leadership partially on employee performance; (c) H3: There is a significant influence of organizational climate and leadership together on employee performance.

There are two methods to draw samples, namely probability and non probability sampling. This distribution is based on whether or not there is an opportunity (probability) that each member of the population has to be sampled or not. The sampling technique in this study uses a non-probability sample technique using convenience sampling that is the sample of respondents selected directly from the population. Through the convenience sampling method, researchers draw samples based on the convenience found or the willingness of certain population members. From the total population, the authors took a sample of 100 respondents.

The study population was employees (both civil servants and honorariums) within the Secretariat General of the Indonesian House of Representatives. The sample is a small part of a population whose characteristics are to be investigated and considered to be representative of the whole population. The population number is not known with certainty, so the authors limit to sampling as many as 100 people. The data source in this study is primary data obtained from filling out the questionnaire. Questionnaires are carried out directly or indirectly.

3. Research Results and Discussion

3.1. Profile of Respondents
The results of the distribution of the questionnaire obtained results in the form of respondent characteristics that aim to determine the diversity of respondents based on gender, education level, age, and length of work. The respondent profile provides a clear description of the condition of the respondent in relation to the purpose of the study, the profile is presented as follows.
Table 1. Profile of Respondents.

| Characteristics       | Percentage (%) |
|-----------------------|----------------|
| Gender                |                |
| Male                  | 70             |
| Female                | 30             |
| Total                 | 100            |
| Level of education    |                |
| Diploma               | 5              |
| Bachelor degree       | 44             |
| Master                | 51             |
| Total                 | 100            |
| Age (years old)       |                |
| 20 – 30               | 55             |
| 31 – 40               | 35             |
| 51 – 60               | 10             |
| Total                 | 100            |
| Length of work        |                |
| < 1 year              | 5              |
| 1 – 5 years           | 70             |
| 6 – 10 years          | 15             |
| > 10 years            | 10             |
| Total                 | 100            |

From a total of 100 respondents there were 70% men and 30% women. This indicates that men still dominate as employees specifically even in the DPR RI secretariat. This reality needs to be considered in the future, the participation of women is further enhanced. In the highest education category, employees are dominated by tertiary education graduates with master level education. This is good news that the human resources within the DPR-RI Secretariat General in particular even at the DPR RI Secretariat are already sufficient both in terms of quantity and quality so that it is expected that the output produced will also be better.

In terms of age, dominated by ages 20 to 30 as much as 55%, age is often also referred to as millennial who are very familiar with information technology, where age is at a very productive level. This is an opportunity for the future, where the quality produced is increasing. The length of work dominated by employees who had worked with a period of 1 to 5 years by 70%. The Secretary General of the DPR-RI needs to take advantage of the potential of these loyal employees to maximize the performance of the secretariat and legislative members.

3.2. Partial Regression Coefficient

T test is used to determine the effect of partially independent variables (organizational climate and leadership) on the dependent variable (employee performance), below is presented Table 2.

Table 2. T test (partial).

| Variables                  | Regression Coefficient | T-test | Sig.  |
|----------------------------|------------------------|--------|-------|
| (Constant)                 | 0.510                  | 1.439  | 0.153 |
| Organizational Climate     | 0.208                  | 3.560  | 0.001 |
| Leadership                 | 0.812                  | 7.357  | 0.000 |

Based on the results of data processing in Table 2, the significance value of organizational climate variable is 0.001 and leadership variable is 0.000, which means that organizational and leadership
climate has a significant and positive influence on employee performance. The regression coefficient value of organizational climate variable is 0.208 which means that the contribution of organizational climate variable to performance is 20.8%. The regression coefficient value of leadership variable is 0.812 which means that the contribution of leadership variable to performance is 81.2%.

3.3. Discussion
The results of multiple linear regression analysis showed that the first hypothesis (H1), second (H2), and third (H3) were accepted, organizational climate and leadership variables proved to have a positive and significant effect on employee performance both partially and simultaneously. The results of this study are supported by several previous studies such as the study of [12] exploring an innovative organizational climate is proven to have a major impact on improving performance. [18] confirms that organizational climate plays an important role in the growth of employee performance in business and non-profit organizations. Study of [19] have placed leadership variables as a key factor in organizational success in achieving superior performance. Effective leadership can increase employee involvement, so the leadership of a manager must adjust their style to suit a particular situation. Leadership has the power and ability to influence or change the values, beliefs, behavior and attitudes of employees, leaders who are able to effectively achieve some good results or achievements, gain the trust of their employees.

4. Conclusions
The success of sustainable development at the organizational level can be achieved by increasing the role of organizational climate and leadership on employee performance. Leadership contribution is greater to employee performance than organizational climate variables, so that the role of the leader is very large at all levels in the organization. The role of the leader in developing human resources as a concrete effort to sustainability in the organization. Sustainability that focuses on transforming employee performance for the better is also supported by a conducive organizational climate. The results of this study emphasize the urgency of organizational climate and leadership on employee performance in the scope of sustainable development. The findings of this study can be practical implications for managers to answer the challenges of sustainable development.

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