

# THE INFLUENCE OF PSYCHOLOGICAL CLIMATE AND CHANGE-ORIENTED LEADERSHIP ON PERFORMANCE EMPLOYEES 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

Performance is the final result achieved in an activity at the company with the regulations set by the company at the beginning of the year. Performance can be said to be successful if it exceeds the set target and is at least equal to the target. 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 organization (Burso, 2018). The main factor that needs to be considered in achieving employee performance is the psychological climate. According to Mianto, et al. (2018) psychological climate refers to employees' perceptions of the organization, especially policies, procedures, behaviors that are valued, supported and expected. When they identify their work environment positively, they tend to increase work morale and perform better. Muchinsky (2017) states that psychological climate is an individual's reaction to assessing their daily work environment.

Founded on January 1, 1961 Waskita Karya is one of the leading state-owned companies in Indonesia which plays a major role in the country's development. Originating from a Dutch company called "Volker Maatschappij NV Aannemings", which was taken over based on Government Decree No.62/1961, Waskita Karya originally participated in water related developments including reclamation, port dredging, and irrigation. Since 1973, the legal status of Waskita Karya has been changed to "Persero" PT. Waskita Karya, better known as "Waskita". Since then, the company began to expand its business as a general contractor involved in a wider range of construction activities including highways, bridges, ports, airports, buildings, waste disposal plants, cement plants, factories and other industrial facilities. In 1980, Waskita began carrying out various projects involving advanced technology. 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

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

*Ali Efendi Siburian, Prihatin Lumbanraja, Sugih Arto Pujongkoro*

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.

### **Psychological Climate**

Psychological climate broadly refers to the perception people have in their work organization. Specifically valued policies, practices and procedures or behaviors that will be measured using indicators of support, autonomy, recognition, cohesion, innovation and pressure.

### **Change Oriented Leadership**

Change-oriented leadership consists of scanning and interpreting external events, articulating an attractive vision, designing innovative programs, calling for change, and creating coalitions to support and implement changes. Which will be measured using indicators of analytical ability, communication skills, courage, listening ability, assertiveness.

### **Employee Performance**

Performance is basically something that employees determine how much they contribute to the company in the form of production results and services provided. Basically, performance greatly influences the quality of a company, where performance determines the level of success of the running of a company from year to year which is produced by the human resources that own the company according to predetermined work standards. Low employee performance in the company. Established work standards. Low employee performance in the company. Which will be measured using indicators of work quality, work quantity, work constraints and work attitudes.

## 2. IMPLEMENTATION METHOD

### Types and Nature of Research

This research uses a quantitative type of research with an associative approach to determine the relationship of each variable. According to Sugiyono (2017), associative research is research that aims to determine the relationship between two or more variables. The associative approach attempts to examine how a variable is related or related to other variables, or whether a variable is influenced by other variables, or whether a variable is the cause of changes in other variables.

### Place and time of research

Place: This research was conducted at PT. Waskita Karya, North Sumatra Province.

Time: This research was conducted from April 2023 to June 2023.

## 3. RESULTS AND DISCUSSION

### 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
	Iklim Psikologis	0,475	.151	.007	4,296	.000
	Kepemimpinan Berorientasi Perubahan	0,398	.127	.256	2.724	.000

a. Dependent Variable: Kinerja Karyawan

Information:

- 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.

### Hypothesis test

#### a. t Test (Partial)

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

Ali Efendi Siburian, Prihatin Lumbanraja, Sugih Arto Pujongkoro

**1. 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  $t$  value is greater than  $t_{table}$  ( $4.296 > 1.980$ ), then  $H_0$  is rejected and  $H_1$  is accepted. So the hypothesis which states that there is an influence of organizational climate on the performance of employees of PT Waskita Karya, Tbk is partially accepted.

**2. 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  $t_{table}$  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  $t_{table}$  ( $3.643 > 1.980$ ), so  $H_0$  rejected and  $H_1$  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.

**b. TestF (Simultaneous)**

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

**c. Coefficient of Determination (R-Square)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724a	.524	.516	2,483
a. Predictors: (Constant), Change-Oriented Leadership, Psychological Climate				

From the table above it is found that the  $R$  value is 0.724. Or 72.4%, which means that the relationship between psychological climate and change-oriented leadership is 72.4%. The  $R$  square value in this study is 0.524, which means that 52.4% of the variation in employee performance is explained by the independent variables psychological climate and change-oriented leadership. Meanwhile, the remaining 47.6% is explained by variables not examined in this study. Then the Standard error of the estimated means measuring the variable from the predicted value. The standard error of the estimate is also called standard deviation. The standard error of the estimate in this study is 2.483, where the smaller the standard deviation means the model is better at predicting employee performance.

## DISCUSSION

Analysis of the findings of this research is an analysis of the suitability of theories, opinions and previous research that have been put forward by the results of previous research as well as behavioral patterns that must be carried out to overcome this. Following are three main parts that will be discussed in the analysis of the findings of this research, namely as follows:

### 1. 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  $H_0$  was rejected and  $H_1$  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. 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.

### 2. 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.



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

*Ali Efendi Siburian, Prihatin Lumbanraja, Sugih Arto Pujongkoro*

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.

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

*Ali Efendi Siburian, Prihatin Lumbanraja, Sugih Arto Pujongkoro*

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