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The Influence of Leadership and Organizational Climate on the Performance of Munungrejo Village Apparatus

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ABSTRACT

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This study aims to determine and analyze the simultaneous and partial influence of leadership variables, and organizational climate on the performance of Munungrejo village employees, Ngimbang District, Lamongan Regency. The analytical tool used is a questionnaire distributed to 38 village officials which produces an R value of 0.576, indicating the relationship between the independent variable and the dependent variable is strong, and the R² value is 0.331 or 33.1%. So that the variables of leadership, and organizational climate can explain employee performance and the remaining 66.9% is explained by other variables. The results of the F test of independent variables have a significant effect on the performance variable (Y), the value of Fcount is 4.959 > Ftable 2.87, at a significance of 0.018 < sig. (α) of 0.05. The results of the t test, the leadership variable (X1) has no significant effect on performance (Y), with a tcount of -1.774 < ttable 2.03011, and a significance value of 0.091 > 0.05. Then the organizational climate variable (X2) has a significant effect on performance (Y) with a significance value of 0.012 < 0.05 and a tcount value of 2.773 > ttable 2.03011.

Keyword: Leadership, Organization Climate, Employee Performance

ABSTRAKSI

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh secara simultan dan parsial variabel kepemimpinan, dan iklim organisasi terhadap kinerja perangkat desa Munungrejo Kecamatan Ngimbang Kabupaten Lamongan. Analisis yang digunakan yaitu kuesioner yang disebarakan kepada 38 perangkat desa yang menghasilkan nilai R 0,576, menunjukkan hubungan antara variabel bebas dan variabel terikat adalah kuat, dan nilai R² sebesar 0,331 atau 33,1%. Sehingga variabel kepemimpinan, dan iklim organisasi dapat menjelaskan kinerja pegawai dan sisanya 66,9% dijelaskan oleh variabel lain. Hasil uji F variabel bebas berpengaruh signifikan terhadap variabel kinerja (Y), nilai Fhitung 4,959 > Ftabel 2,87, pada signifikansi 0.018 < nilai sig. (α) sebesar 0.05. Hasil uji t, variabel kepemimpinan (X1) tidak berpengaruh signifikan terhadap kinerja (Y), dengan nilai thitung -1,774 < ttabel 2,03011, dan nilai signifikansi sebesar 0.091 > 0,05. Kemudian variabel iklim organisasi (X2) berpengaruh secara signifikan terhadap kinerja (Y) dengan nilai signifikansi sebesar 0.012 < 0,05 dan nilai thitung 2,773 > ttabel 2,03011.

Kata Kunci: Kepemimpinan, Iklim Organisasi, Kinerja

INTRODUCTION

Government is a group of people who, from the institutions where they work, manage authority, conduct leadership, and coordinate governmental efforts and community development (Endah, 2018). Article 1 point 6 of Government Regulation No. 72/2005 defines village government as "the organization of government affairs and the local community's interests under the system of government of the Unitary State of the Republic of Indonesia." Basic aspects, such as the professionalism of government actors and organizers, are needed for local government implementation in order to achieve good governance (Sabrina et al., 2020).

Every village is governed by a village head. According to Law of the Republic of Indonesia No. 6/2014 Article 1 Paragraph 3, the village head is the village government or what is known by another name and is aided by village apparatus as a component of village government organizers. The village head, who is assisted by officials who report to him, is solely responsible for all village government affairs. A village head is responsible for ensuring that the village apparatus he oversees carries out its duties effectively and generates quality results, so that it can ultimately contribute to the performance of the village organization as a whole.

The leadership role of a village head must be properly functioning in order to persuade subordinates to want to carry out their duties in accordance with what has been set. Leadership comprehensively studies how to guide, influence, and supervise others to execute tasks according to predetermined commands (Fahmi, 2016). Likewise, a village head is expected to provide guide, influence subordinates, and supervise their work so that they are motivated to carry out their responsibilities in line with the plan. In the framework of the village government, subordinates of the village head are village apparatus, consisting of: the village secretary, the head of affairs, and the head of territorial administration (RW and RT). A

leader, in this case a Village Head, is successful when he is able to provide guidance, exert influence, and motivate subordinates to desire to do their jobs properly. Therefore, it is expected that a leader will have a favorable impact on his subordinates' performance. Ritonga & Tarigan (2015), Suharmanto (2021), and other researchers have found that leadership has a positive and significant impact on performance.

Public sector leaders, the majority of whom are baby boomers to members of generation X, must be able to adapt to global trends and effective learning, for example, the transfer of information with their surroundings. Most leaders enhance their abilities through experiences, independent study, and environmental observation. This presents a challenge for the local leadership development in the public sector as it pertains to Industry 4.0, which has implications for the improvement of technology and network-based public services (Raharja et al., 2019).

A village must be capable of creating a positive organizational climate inside the local village office in order to deliver good performance. According to Wirawan's explanation in Purnama (2017), organizational climate is "the perception of organizational members regarding what exists or occurs in the internal environment of the organization on a regular basis, which affects attitudes and behavior as well as organizational performance." The conclusion that can be drawn from this definition is that if an organization has a positive organizational climate, it will have a positive impact on the attitudes, behavior and performance of the organization. Therefore, the organizational climate can positively effect employee performance and, in turn, the overall performance of the organization. According to the findings of studies by Fauzi and Sarwoprasodjo (2014), Setiawan (2015), and Suharmanto (2021), organizational environment significantly and positively affects performance.

In order for village apparatus under the leadership of a village head to deliver good performance, a periodic and continuous evaluation

of the performance is required. Performance is the result of carrying out a specific professional job function in compliance with applicable rules and within a specified time frame, and is measured using specific indicators. Another duty that must be fulfilled is to evaluate the performance of village apparatus so that it can continue to be evaluated periodically, objectively, and measurably. The results of the performance review can then be used as a benchmark by a village head to decide what measures to take next, including if it is essential to transfer or even use the results as an evaluation factor for dismissing village apparatus.

As the lowest institution of the Indonesian government structure that has direct contact with the bureaucratic affairs and population administration of every resident, the village government is expected to deliver better services occasionally, and this will be achieved if the performance of village apparatus also improves regularly.

For this reason, the author was interested in examining what factors, such as leadership and village head, as well as organizational climate, can affect how well the village apparatus performs. The site of this research was decided to be conducted at the Munungrejo Village Head Office (Village Hall), Ngimbang District, Lamongan Regency, East Java 63372. It is situated on Tj. Wetan in Munungrejo Village, Ngimbang District, Lamongan Regency.

According to information obtained directly from the statement of the Munungrejo Village Head by the author, prior to serving as the Munungrejo Village Head, he was a soldier in the Indonesian National Armed Forces (TNI). During his time as a soldier in the Indonesian National Armed Forces (TNI), he possessed strong knowledge and leadership skills. In addition, his motivation for serving as Munungrejo Village Head was familial, as his father-in-law had previously held the position. This is an intriguing topic for research because a leader with a military experience must have knowledge of military leadership. The purpose of military leadership is to increase, retain, and strengthen the loyalty of members or soldiers to the nation, state, and organization. In the

perspective of the Indonesian army, loyalty is based on the nation's guiding concept, Pancasila, and the 1945 Constitution.

Therefore, the author intends to determine whether a change in the leadership of the village head held by a retired TNI officer with leadership knowledge and practice would have an impact on the performance of the village apparatus under him, in addition to the impact of the organizational climate that has been created in the Munungrejo Village Head office, Ngimbang District, Lamongan Regency, East Java.

Based on the problems that have been described, the following is the formulation of research problems:

1. Does Leadership have a significant effect on the Performance of Munungrejo Village Apparatus, Ngimbang District, Lamongan Regency?
2. Does Organizational Climate have a significant effect on the Performance of Munungrejo Village Apparatus, Ngimbang District, Lamongan Regency?
3. Do Leadership and Organizational Climate have a significant effect on the Performance of Munungrejo Village Apparatus, Ngimbang District, Lamongan Regency?

RESEARCH METHODS

The method explains how the research is conducted, including research design, data collection, research instrument and analytic methods. This part should be narrated

This research used a quantitative method. The objective of this study was to determine and analyze the simultaneous and partial effects of the leadership variable, and organizational climate on the performance of Munungrejo village apparatus, Ngimbang District, Lamongan Regency. The analytical tool used was a questionnaire distributed to 38 village apparatus, which was the population in the study, then further analyzed using SPSS version 25.

This study used three variables, specifically:
1) Leadership; 2) Organizational Climate; 3)

Performance. The operational definitions of each variable are as follows:

1) Leadership

Fahmi (2016) defines leadership as: "Leadership is a science that comprehensively studies how to guide, influence, and supervise others to execute tasks according to predetermined commands." Leadership assessment is measured using the following indicators: (a). Leaders have a good personality, (b). Leaders can provide clear work direction, (c). Leaders have the authority to make decisions, (d). Leaders can influence subordinates to carry out their instructions.

2) Organizational Climate

Wirawan in (Purnama, 2017) defines organizational climate as: "the perception of organizational members regarding what exists or occurs in the internal environment of the organization on a routine basis, which affects attitudes and behavior, as well as organizational performance." Measurement of organizational climate, through indicators mentioned by Litwin and Stringer in (Purnama, 2017) are as follows: (a). responsibility, (b). Identity, (c). Warmth, (d). Support

3) Conflict, Performance

Performance is the result achieved from a certain professional job function carried out in accordance with applicable rules, and within a certain time, and assessed using certain indicators. The indicators used to measure performance in this study are in accordance with those submitted by Abdullah (2014): (a). Effective, (b). Efficient, (c). Quality, (d). Punctuality, (e). Productivity, (f). Safety,

The following is the hypothesis in this study:

1. 1st hypothesis (H1): Leadership partially has a significant positive effect on the performance of Munungrejo Village Apparatus, Ngimbang District, Lamongan Regency.
2. 2nd hypothesis (H2): Organizational climate partially has a significant positive effect on the performance of Munungrejo Village

Apparatus, Ngimbang District, Lamongan Regency"

3. 3rd hypothesis (H3): Leadership and organizational climate simultaneously have a significant effect on the performance of Munungrejo Village Apparatus, Ngimbang District, Lamongan Regency.

RESULTS AND DISCUSSION

Results and discussion contain research findings and discussion. Write down the findings obtained from the results of the research that has been carried out and must be supported by adequate data. Research results and findings must be able to answer the research questions or hypotheses in the introduction.

1) T-test (Partial Test)

The following are the results of the partial test of the leadership independent variable and the organizational climate independent variable on the performance dependent variable:

the partial or individual hypothesis test can be explained as follows:

1. The Sig. value for the effect of X_1 (Leadership Variable) on Y (Performance Variable) was $0,091 > 0,05$ and the t_{count} value was $-1,774 < t_{table} 2,03011$, so it can be concluded that the leadership variable has no partial effect on the performance variable.
2. Sig. value for the effect of X_2 (Organizational Climate Variable) on Y (Performance Variable) was $0,012 < 0,05$ and the t_{count} value was $2,773 > t_{table} 2,03011$, so it can be concluded that the organizational climate variable partially affects the performance variable.

2) F Test (Simultaneous Test)

F statistical test or simultaneous test is a test to determine the extent of simultaneous influence (simultaneously) between the

independent variable (X) on the dependent variable (Y).

The results indicate that the significant value for the simultaneous effect of variables X_1 and X_2 on variable Y was $0,018 < 0,05$ and the value of $F_{\text{count}} 4,959 > F_{\text{table}} 3,26$. Therefore, it is arguable that the independent variables, namely the leadership variable and the organizational climate variable, have a simultaneous effect on the dependent variable, specifically the performance variable.

3) Multiple Determination Coefficient (R^2)

The coefficient of determination measures the magnitude of the influence of the independent variable on the dependent variable; it is computed by multiplying R square (R^2) by 100% ($R^2 \times 100\%$) (Sarwono, 2013). The R square value ranges from 0 to 1; the lower the value, the weaker the relationship between the two variables (independent variable and dependent variable); conversely, the closer R square is to 1, the greater the relationship between the two variables (independent variable and dependent variable).

According to the data, the coefficient of determination in this study is equal to or 33,1%, which means that the leadership variable and the organizational climate variable explain the employee performance variable. The remaining 66,9% is influenced or explained by variables not included in this study.

4) First Hypothesis Testing

The first hypothesis in this study is that leadership partially has a significant positive effect on the performance of Munungrejo Village Apparatus, Ngimbang District, Lamongan Regency. This first hypothesis testing used the t test with the basis for decision making:

1. H_0 : If sig. $> 0,05$, or $t_{\text{count}} < t_{\text{table}}$, then there is no partial influence between variables X_1, X_2 on variable Y.

2. H_a : If sig. $< 0,05$, or $t_{\text{count}} < t_{\text{table}}$, then there is a partial influence between variables X_1, X_2 on variable Y.

According to the t-test, the Sig. Value for the effect of X_1 (Leadership Variable) on Y (Performance Variable) was $0,091 > 0,05$ and the $t_{\text{count}} -1,774 < t_{\text{table}} 2,03011$, so there was acceptance of H_0 and rejection of H_a , indicating that there is no partial influence between the leadership variable (X_1) and the performance variable (Y).

5) Second Hypothesis Testing

The second hypothesis is that the organizational climate partially has a significant positive effect on the performance of Munungrejo Village apparatus, Ngimbang District, Lamongan Regency. The testing of this second hypothesis was done with t-test with the basis for decision making :

1. H_0 If sig. $> 0,05$, or $t_{\text{count}} < t_{\text{table}}$, then there is no partial influence between variables X_1, X_2 on variable Y.
2. H_a : If sig. $< 0,05$, or $t_{\text{count}} > t_{\text{table}}$, then there is a partial influence between variables X_1, X_2 on variable Y.

The results of the second hypothesis test are shown in table 5. The sig. value for the effect of X_2 (Organizational Climate Variable) on Y (Performance Variable) was $0,012 < 0,05$ and the $t_{\text{count}} 2,773 > t_{\text{table}} 2,03011$, so it can be concluded that there is acceptance of H_a and rejection of H_0 , indicating that there is a partial influence between the organizational climate variable (X_2) and the performance variable (Y).

6. Third Hypothesis Testing

The third hypothesis is that leadership and organizational climate simultaneously have a significant effect on the performance of Munungrejo Village Apparatus, Ngimbang Subdistrict, Lamongan Regency. Testing this third hypothesis used the F test with the basis for decision making:

1. H_0 : If sig. $> \alpha 0,05$, or $F_{\text{count}} < F_{\text{table}}$, then there is no simultaneous influence

between variables X1, X2 on variable Y.

2. H_a : If sig. $< \alpha$ 0,05, or $F_{count} > F_{table}$, then there is a simultaneous influence between variables X1, X2 on variable Y.

the results of the third hypothesis test reveal that the multiple linear regression calculation yields an F_{count} value of 4,959 $>$ F_{table} 2,87 with a df numerator of 2 and a denominator of 20. Therefore, it is evident that $F_{count} > F_{table}$. H_a is therefore accepted but H_o is refused. This indicates that both organizational climate and leadership variable have a significant impact on performance variables.

Discussion

1. The partial influence of leadership and organizational climate on the performance of apparatus at Mungrejo Village, Ngimbang District, Lamongan Regency
 - a. Partial influence of leadership on the performance of Mungrejo Village apparatus

A successful leader is able to set an example for others, identify solutions to problems that others are facing, and direct subordinates on how to carry out their duties more effectively. Thus, an individual's leadership in an organization has a significant impact on the performance of his subordinates. If a leader supports their team with strong leadership, subordinates will be able to perform at their highest level.

According to the results of the SPSS version 25 analysis, the leadership variable (X_1) accepts H_o but rejects H_a , indicating that there is no partial impact of X_1 on performance (Y).

The partial test findings do not support the theory proposed by Fahmi (2016), which suggests that the motivation and spirit of leadership possessed by a leader is able to drive an organization in

the desired direction through the performance of his subordinates, but if the quality and competency of a leader is insufficient to assist push towards organizational progress, then the performance of his subordinates will be less fulfilling because of this.

In addition, the aforementioned partial test results do not support earlier studies claiming that the leadership variable has a significant or positive influence on performance variable. For example, findings from a study conducted by (Pradityo et al., 2013) concluded that leadership has a significant influence on the employee performance at PT. Telkom Indonesia Semarang.

Likewise, research by (Ritonga & Tarigan, 2015) states that leadership has a positive and significant influence on the employee performance of the Sub Dolog Region IV Office of Padangsidempuan. In addition, according to study by (Gunawan, 2017), leadership has an impact on how well employees at the PT Pos Indonesia (Persero) Boyolali Branch perform. Then, research by (Susanti, 2018) indicates that leadership has a partial significant influence on the employee performance at the South Tangerang Hospital. Lastly, according to study by (Suharmanto, 2021), leadership has a significant impact on the performance of employees at the Bureau of Leadership Administration of the Secretariat General of the Ministry of Home Affairs.

On the other hand, research that supports the results of this study is also present, such as research conducted by (Kusdianto et al., 2020) titled "The Effect of Organizational Climate and Leadership Style on Employee Performance at PT. Federal International Group Palopo Branch." According to the findings, leadership does not significantly affect employee performance.

The findings of the current study indicate that the leadership of the village head of Munungrejo Village do not prioritize personality, guiding, authority, or the ability to influence subordinates. Therefore, it can be inferred that the leadership of the Munungrejo Village Head has a contradicting relationship with the performance of the Village apparatus.

The local villagers elected the Village Head of Munungrejo by taking into account blood relations (kinship) or descendants of the former Village Head. The community in Munungrejo Village, Ngimbang District, Lamongan Regency, still finds value in the principle of leadership in kinship. Kinship leadership is a style of governance (power) used by a group of individuals throughout a lineage and family from generation to generation. A relationship based on marriage, society, culture, and religion is known as kinship. Since the family ties in the village are still quite strong, the leadership in the kinship of the community continues to be exceptionally strong (Balandier, 1986).

b. The Partial Influence of Organizational Climate on the Performance of Munungrejo Village Apparatus

According to Litwin and Stringer in (Setiawan, 2015), organizational climate can be determined by gathering the perceptions and subjective responses of organizational members to the organizational climate through the organizational climate dimensions. These dimensions are features that can directly measure the organizational climate's determinants in order to provide an overview of the organization's status.

Based on the results of hypothesis testing with SPSS version 25, the Sig. value for the effect of X_2 (organizational climate variable) on Y (performance variable) was $0,012 < 0,05$ and the t_{count} value was $2,773 > t_{table} 2,03011$; therefore, it is concluded that there is acceptance of

H_a and rejection of H_o , indicating that there is a partial influence between the organizational climate variable (X_2) on the performance variable (Y).

The above partial test results support the theory proposed by Litwin and Striger in (Purnama, 2017), which indicates that organizational climate is the perspective of organizational members regarding what exists or occurs in the organization's internal environment on a regular basis, which affects attitudes, behavior, and organizational performance. Therefore, a healthy organizational climate will be able to positively influence the attitudes and behaviors of an organization's members or employees, thereby enhancing both individual and organizational performance.

The results of the aforementioned partial tests are also confirmed by earlier research, which indicates that factors affecting organizational climate have a significant impact or a positive impact on the performance variable. According to research by Pradityo et al. (2013), the organizational culture significantly affects the productivity of employees of PT Telkom Indonesia Semarang. Then, study by Fauzi & Sarwoprasodjo (2014) indicates that organizational climate has a significant impact on the performance of the Situ Udik Village Government apparatus, followed by research by Setiawan (2015) stating that organizational climate has a significant impact on the performance of executive level employees in the Operations Division of PT Pusri Palembang.

In addition, Gunawan (2017) found that the organizational climate has a positive and significant impact on the performance of PT Pos Indonesia (Persero) Boyolali Branch employees. Then, according to research conducted by (Ramnah, 2017), the organizational climate has a partially significant effect on the performance of employees at the Youth

Sports Culture and Tourism Office of Hulu Sungai Tengah Regency. The study by Susanti (2018), which follows, reveals that organizational climate has a partially significant impact on how well South Tangerang Hospital employees perform. Lastly, study by (Suharmanto, 2021) indicates that the organizational climate has a significant impact on the performance of employees of the Bureau of Lead Administration of the General Secretariat of the Ministry of Home Affairs.

However, there are results that contradict the findings of this study, such as the research conducted by (Kusdianto et al., 2020) titled “The Effect of Organizational Climate and Leadership Style on Employee Performance at PT. Federal International Group Palopo Branch”. The results of his study indicate that the organizational climate does not significantly affect employee performance.

The organizational climate that encourages the performance enhancement of Munungrejo Village apparatus is accomplished through fostering a conducive work environment. It is achieved by a sense of responsibility, identification, warmth, support, and dispute resolution from members or apparatus of Munungrejo Village.

2. The effect of leadership and organizational climate simultaneously on the performance of Munungrejo Village apparatus, Ngimbang District, Lamongan Regency

Leadership is a state of interdependence in which reliance necessitates coordination, and coordination necessitates communication, resulting in the formation of an organizational climate, which is the atmosphere of the workplace that each employee experiences. Without leadership that creates a positive organizational climate, an organization will not exist.

Based on the results of testing the third hypothesis, there is a positive and significant influence between the leadership variable (X_1) and the organizational climate variable (X_2) on the performance variable (Y) of the Munungrejo Village apparatus in Ngimbang District, Lamongan Regency. This is indicated by the F_{count} value $4,959 > F_{table} 2,87$ with 2 as the df numerator and 20 as denominator, at a significance of $0,018 < sig. value (\alpha)$ of 0,05

The test results are supported by (Pradityo et al., 2013), which states that leadership and organizational climate simultaneously have a significant effect on the performance of employees of PT Telkom Indonesia Semarang. In addition, Gunawan (2017) found that leadership and the organizational climate simultaneously have a significant effect on the performance of PT Pos Indonesia (Persero) Boyolali Branch employees. Then, according to research conducted by (Ramnah, 2017), the organizational climate and leadership style simultaneously affect the performance of employees at the Youth Sports Culture and Tourism Office of Hulu Sungai Tengah Regency. The study by Susanti (2018), which follows, reveals that leadership and organizational climate have a simultaneous significant impact on how well South Tangerang Hospital employees perform. Lastly, study by (Suharmanto, 2021) indicates that leadership and the organizational climate have a significant simultaneous effect on the performance of employees of the Bureau of Lead Administration of the General Secretariat of the Ministry of Home Affairs.

However, there are results that do not support the findings of this study, such as the research conducted by (Kusdianto et al., 2020) titled “The Effect of Organizational Climate and Leadership Style on Employee Performance at PT. Federal International Group Palopo Branch”.

CONCLUSION

Based on the results of the research that has been conducted, the following conclusions can be drawn:

1. In partial testing, the following conclusions were obtained :
 - a. Leadership Variable (X_1) does not partially affect the performance variable (Y) of the apparatus at Munungrejo Village, Ngimbang District, Lamongan Regency. This is indicated by a significance value of $0,091 > 0,05$ and a t_{count} value of $-1,774 < t_{table} 2,03011$.
 - b. Organizational Climate Variable (X_2) partially affects the employee performance (Y) of the apparatus at Munungrejo Village, Ngimbang District, Lamongan Regency. This is indicated by a significance value of $0,012 < 0,05$ and a t_{count} value of $2,773 > t_{table} 2,03011$
2. The results of simultaneous testing indicate that there is a positive and significant influence of the leadership variable (X_1) and organizational climate (X_2) on the performance variable (Y) for Munungrejo Village apparatus in the Ngimbang District of the Lamongan Regency. This is shown by the F_{count} value of $4,959 > F_{table} 2,87$, with a df numerator of 2 and a denominator of 20, at a significance value of $0,018 < sig. (\alpha)$ of 0,05.

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