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Employee Performance: The Impact of Innovative Leadership Behavior and Organizational Climate Through Employee Achievement Spirit and Job Satisfaction at the East Bolaang Mongondow Human Resources Development and Personnel Agency

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Abstract

This study aims to analyze the factors that affect employee performance. The main focus of this study is to explore the relationship between innovative leadership behavior, organizational climate, Achievement Spirit, Employee Job Satisfaction and employee performance. The population in this study were all 35 permanent employees. The research results highlighted that innovative leadership behavior has no positive effect on employee performance, achievement spirit and employee job satisfaction, organizational climate has a positive and significant effect on employee performance and employee job satisfaction but has no significant effect on achievement spirit. Achievement spirit has a significant effect on employee performance, and employee job satisfaction has no significant effect on employee performance. It is recommended that the staffing and human resource development agency strengthen innovative leadership behavior and improve the organizational climate.

Keywords: Innovative Leadership Behavior, Organizational Climate, Spirit of Achievement, Employee Job Satisfaction, Employee Performance.

Introduction

Background

Performance is generally defined as a person's success in carrying out a job (Arianty, Bahagia, Lubis, & Siswadi, 2016). Employee performance is the work results achieved by a person in carrying out the tasks given to him to achieve work targets. Employees can work well if they have high performance so that they can produce good work. Employee performance is one of the determining factors for the success of an agency or organization in achieving its goals. For this reason, employee performance can affect the overall performance of the agency. To manage and control various subsystem functions in the organization so that they remain consistent with the goals of the organization, an innovative leader is needed, because innovative leadership is an important part of improving employee performance. Other factors include paying attention to a positive organizational climate that can create a supportive work environment, so that employees feel more motivated and enthusiastic in carrying out their duties and gain satisfaction in working.

The Bolaang Mongondow Timur Regency Human Resources Development and Personnel Agency is one of the regional government agencies tasked with improving professional human resources in their fields according to the needs of the organization in order to realize increased performance and accountability in carrying out its duties and functions in the field of personnel. The limited facilities and infrastructure at the Bolaang Mongondow Timur Regency Human Resources Development and Personnel Agency have become an issue and many complaints from employees are increasingly urgent and have the potential to cause more complex problems in the future. Inadequate workspace conditions have created a less conducive work environment and have a negative impact on employee health and welfare. Hot room temperatures can trigger fatigue, impaired concentration, and even health problems in employees. Uncomfortable room temperatures This condition not only affects individual work efficiency, but also disrupts coordination and cooperation between teams, thus potentially hindering the achievement of organizational targets, decreasing work motivation, In addition, periodic equipment damage can also increase the organization's operational costs due to repairs and replacements.

Other problems such as employees who do not have the skills and knowledge needed to carry out their duties effectively. This is caused by several factors, including lack of training and development. Employees do not receive sufficient training and development to improve their competence, there are no strict consequences for employee performance that does not reach targets or is not disciplined. This makes them not feel responsible for their own performance. Employees who excel also do not receive awards that are commensurate with their performance. This makes them feel unappreciated and unmotivated to continue to excel. Lack of communication and coordination between employees is also a problem. Lack of communication and

coordination can lead to overlapping work, inefficiency, and miscommunication. This hinders the achievement of organizational goals and reduces the quality of public services.

Effective Innovative Leadership can increase employee achievement motivation, which in turn can increase employee job satisfaction. Likewise, a conducive Organizational Climate can increase employee job satisfaction, which can then increase motivation in achievement. Both achievement spirit and high employee job satisfaction will have a positive impact on employee performance. By understanding how Innovative Leadership and organizational climate can increase employee achievement spirit and job satisfaction, organizations can design more effective strategies to improve employee performance. In addition, this study can also contribute to the development of leadership theory, organizational climate, achievement spirit, and employee job satisfaction. Based on this, the author is interested in conducting a study entitled Employee Performance: The Impact of Innovative Leadership Behavior and Organizational Climate Through Achievement Spirit and Employee Job Satisfaction at the East Bolaang Mongondow Human Resources Development and Personnel Agency.

Analyze

Research purposes

Based on the research background above, the objectives of this research are to:

1. Analyzing the Influence of Innovative Leadership Behavior on Employee Performance at the East Bolaang Mongondow Personnel and Human Resources Development Agency.
2. Analyzing the Influence of Innovative Leadership Behavior on the Achievement Spirit of the East Bolaang Mongondow Human Resources Development and Personnel Agency.
3. Analyzing the Influence of Innovative Leadership Behavior on Employee Job Satisfaction at the East Bolaang Mongondow Human Resources Development and Personnel Agency.
4. Analyzing the Influence of Organizational Climate on Employee Performance at the East Bolaang Mongondow Human Resources Development and Personnel Agency.
5. The Influence of Organizational Climate on the Spirit of Achievement at the East Bolaang Mongondow Human Resources Development and Personnel Agency.
6. Analyzing the Influence of Organizational Climate on Employee Job Satisfaction at the East Bolaang Mongondow Personnel and Human Resources Development Agency.

7. Analyzing the influence of achievement spirit on employee performance at the East Bolaang Mongondow Personnel and Human Resources Development Agency.
8. Analyzing the influence of employee job satisfaction on employee performance at the East Bolaang Mongondow Personnel and Human Resources Development Agency.
9. Analyzing the spirit of achievement mediating innovative leadership behavior towards employee performance at the East Bolaang Mongondow Human Resources Development and Personnel Agency.
10. Analyzing Employee Job Satisfaction mediating Innovative Leadership Behavior on Employee Performance at the East Bolaang Mongondow Human Resources Development and Personnel Agency.
11. Analyzing employee achievement spirit mediating Organizational Climate on employee performance at the East Bolaang Mongondow Personnel and Human Resources Development Agency.
12. Analyzing employee job satisfaction mediating organizational climate on employee performance at the East Bolaang Mongondow Personnel and Human Resources Development Agency.

Literature Reviews

Employee Performance

According to (Tamsah et al., 2020) Employee performance is defined as the value of a series of employee behaviors that contribute, both positively and negatively, to achieving organizational goals.

Leadership Theory

Leadership is one of the assets owned by an organization that is one of the strengths to achieve the success of an organization. Effective leadership is believed to be a factor that also influences the performance of employees in an organization (Muhdiyanto, 2011).

Innovative Leadership Behavior

Desfitawarni et al (2022) stated that innovative leadership is leadership that has the character of carrying out innovation and making it grow and develop within the organization being led.

Organizational Climate

According to Firmansyah and Santy (2011), an organizational climate will basically be able to create a pleasant working atmosphere, a conducive organizational climate will encourage employees to work well.

Spirit of achievement

Achievement motivation is one of the motivation theories proposed by McClelland (1961). Motivation arises because of factors from within a person that drive and direct their behavior to achieve certain goals (Wirda et al., 2022).

Employee Job Satisfaction

According to (Weiss, 2002; Zembylas & Papanastasiou, 2006) Employee job satisfaction is a pleasant or positive emotional state resulting from the assessment of one's work or work experience. Employees feel job satisfaction because of certain underlying factors (Nasution et al., 2020).

Previous research

Cai Li, Habib Ur Rehman Makhdoom, and Shoaib Asim (2020) with title Impact of Entrepreneurial Leadership on Innovative Work Behavior: Examining Mediation and Moderation Mechanisms. The research results show that leadership has a significant positive influence on employee innovative behavior that the innovative environment acts as a mediator in the relationship between leadership and employee innovative behavior.

Bilal Afsar, B. Bin Saeed, et al (2019) with the title Does transformational leadership foster innovative work behavior? The roles of psychological empowerment, intrinsic motivation, and creative process engagement. The research results show that transformational leadership significantly drives employees' innovative work behavior, especially when supported by high levels of intrinsic motivation and psychological empowerment. This study makes an important contribution to the literature on leadership and innovation, and offers practical insights for organizations in creating an environment that supports creativity and innovation in the workplace.

Afshin Rezaee, Hooshang Khoshsiman, Esmail Zare-Behtash, and Abdollah Sarani (2020) with the title English teachers' job satisfaction: Assessing contributions of the Iranian school organizational climate in a mixed methods study. found that there is a significant positive relationship between organizational climate and job satisfaction in Iran. Some of the factors that most influence job satisfaction include Supportive and effective leadership style increases employee job satisfaction.

Huma Atta, Raza Hussain Lashari, Aiza Hussain Rana, Salwa Atta, Syed Hasnain Nazir (2019) with title The Role of Organizational Climate on Employee Performance: An Empirical Study of Government Hospitals of Lahore, Pakistan. The results of the study indicate that there is a significant positive relationship between organizational climate and employee performance in government hospitals in Lahore, Pakistan. In other words, a supportive and innovative work environment can increase employee motivation and productivity, which in turn has a positive impact on service quality.

Research Model and Hypothesis

Research Model

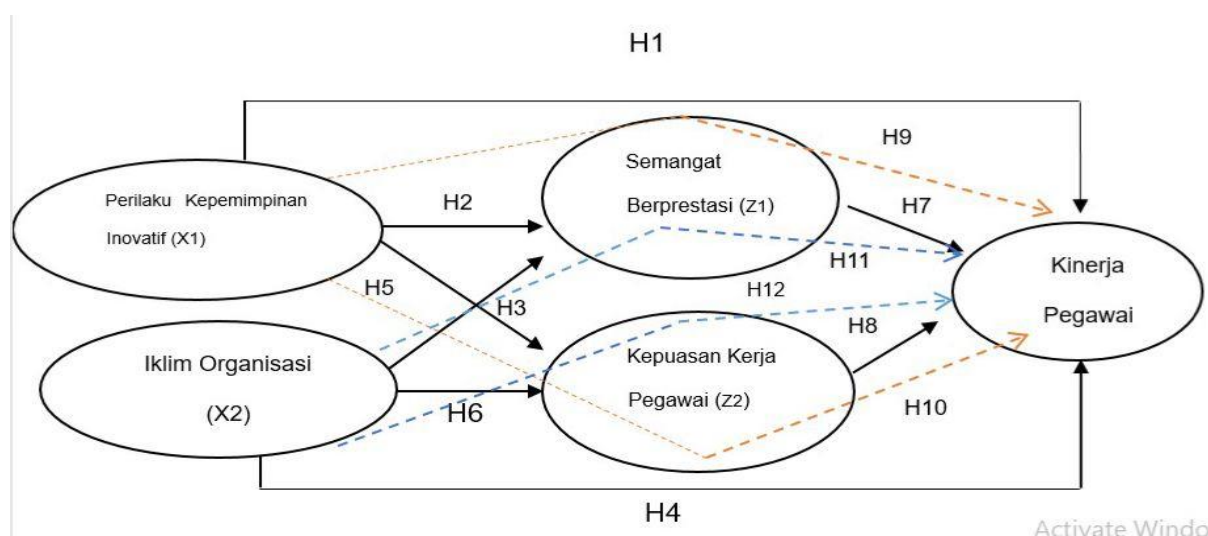


Figure 1. Research Model

Source: Results of Theoretical and Empirical Studies, 2024

Hypothesis

There should be a little explanation regarding the research model, namely:

H1: It is suspected that there is an influence of innovative leadership behavior on employee performance at the East Bolaang Mongondow Human Resources Development and Personnel Agency.

H2: It is suspected that there is an influence of innovative leadership behavior on the spirit of achievement at the East Bolaang Mongondow Human Resources Development and Personnel Agency.

H3: It is suspected that there is an influence of innovative leadership behavior on employee job satisfaction at the East Bolaang Mongondow Personnel and Human Resources Development Agency.

H4: It is suspected that there is an influence of organizational climate on employee performance at the East Bolaang Mongondow Human Resources Development and Personnel Agency.

H5: It is suspected that there is an influence of organizational climate on the spirit of achievement at the East Bolaang Mongondow Human Resources Development and Personnel Agency.

H6: It is suspected that there is an influence of organizational climate on employee job satisfaction at the East Bolaang Mongondow Personnel and Human Resources Development Agency.

H7: It is suspected that there is an influence of the spirit of achievement on employee performance at the East Bolaang Mongondow Personnel and Human Resources Development Agency.

H8: It is suspected that there is an influence of employee job satisfaction on employee performance at the East Bolaang Mongondow Personnel and Human Resources Development Agency.

H9: It is suspected that the spirit of achievement mediates innovative leadership behavior towards employee performance at the East Bolaang Mongondow Personnel and Human Resources Development Agency.

H10: It is suspected that employee job satisfaction mediates innovative leadership behavior on employee performance at the East Bolaang Mongondow Human Resources Development and Personnel Agency.

H11: It is suspected that the spirit of achievement mediates Organizational Climate on employee performance at the East Bolaang Mongondow Personnel and Human Resources Development Agency.

H12: It is suspected that employee job satisfaction mediates organizational climate on employee performance at the East Bolaang Mongondow Personnel and Human Resources Development Agency.

Research Methods

This study uses quantitative research methods with a descriptive approach. This study uses data derived from the results of distributing questionnaires to respondents.

Location and Place of Research

The research location was conducted at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency (Jl Trans Lingkar Selatan Tutuyan).

Method of collecting data

1. A questionnaire is a set of written questions given to respondents.
2. Observation is a method carried out by directly observing activities and problems related to this research.

Population and Research Sample

The sampling technique used in this study is saturated sampling which is included in non-probability sampling. Saturated sampling is a sampling determination technique when all members of the population are used as samples (Sugiyono, 2018). Saturated sampling is often done when the population is relatively small. The population used is all permanent employees at the Personnel and Human Resource Development Agency of East Bolaang Mongondow Regency consisting of 35 permanent employees.

Data analysis

Data analysis was conducted using the Partial Least Square (PLS) method using SmartPLS software version 4. PLS is one of the Structural Equation Modeling (SEM) solution methods which in this case is better than other SEM techniques. Measurement Model or outer model (Validity and Reliability Test) Structural Model or Inner and hypothesis testing

Research Instruments

The data sources used in this study come from primary data, where researchers obtain respondent data through distributing questionnaires which are then filled out by respondents as a form of answer. Scoring in this study is measured using a Likert scale of 5 (five) answer options. The Likert scale is used to measure attitudes, opinions, and perceptions of a person or group about social phenomena.

Research Results and Discussion

Research result

Validity Test Results

Table 1. Results of Outer Loading Validity Test

	Organizational Climate	Job satisfaction	Employee Performance	Innovative Leadership Behavior	Spirit of Achievement	Information
X1.1				0.794		VALID
X1.10				0.820		VALID
X1.2				0.896		VALID
X1.3				0.754		VALID
X1.4				0.867		VALID
X1.5				0.848		VALID
X1.6				0.884		VALID
X1.7				0.915		VALID
X1.8				0.940		VALID
X1.9				0.876		VALID
X2.1	0.864					VALID
X2.10	0.759					VALID
X2.2	0.639					VALID
X2.3	0.856					VALID
X2.4	0.870					VALID

X2.7	0.763					VALID
X2.8	0.800					VALID
X2.9	0.826					VALID
Y1			0.812			VALID
Y2			0.742			VALID
Y3			0.636			VALID
Y5			0.700			VALID
Y6			0.778			VALID
Y9			0.824			VALID
Z1.1					0.745	VALID
Z1.10					0.723	VALID
Z1.2					0.744	VALID
Z1.3					0.679	VALID
Z1.4					0.732	VALID
Z1.6					0.847	VALID
Z1.7					0.640	VALID
Z1.8					0.658	VALID
Z1.9					0.874	VALID
Z2.10		0.878				VALID
Z2.2		0.603				VALID
Z2.4		0.715				VALID
Z2.5		0.730				VALID
Z2.6		0.764				VALID
Z2.8		0.735				VALID
Z2.9		0.861				VALID

Source: SmartPLS Algorithm Output (2024)

Validity testing in PLS with reflective indicators is evaluated using the outer loading or loading factor value. The loading factor value on the latent variable is declared valid if the outer loading > 0.6. Referring to the calculation results above, it is known that most of the outer loading values > 0.6. so it can be concluded that the indicators of all variables are valid.

Discriminant Validity Test Results

Table 2. Heterotrait-monotrait ratio (HTMT) – Matrix

	Organizational Climate	Job satisfaction	Employee Performance	Innovative Leadership Behavior	Spirit of Achievement
Organizational Climate					
Job satisfaction	0.888				
Employee Performance	0.719	0.610			
Innovative Leadership Behavior	0.930	0.783	0.541		
Spirit of Achievement	0.620	0.511	0.879	0.370	

Source: SmartPLS Algorithm Output (2024)

The HTMT matrix shows that discriminant validity is well met for all constructs. The HTMT values between variables are below the threshold of 0.9 which ensures adequate differences between each construct. The strongest relationship is seen between

organizational climate and job satisfaction (0.888), with values still below 0.9. Thus overall, all variables in the model show adequate discriminant validity.

Convergent Validity Test Results

Table 3. Results of Values Average Variance Extracted(AVE)

	Average Variance Extracted (AVE)
Organizational Climate	0.534
Job satisfaction	0.496
Employee Performance	0.370
Innovative Leadership Behavior	0.742
Spirit of Achievement	0.512

Source: SmartPLS Algorithm Output (2024)

Based on Table 3 above, it can be seen that the Average Variance Extracted (AVE) value of each variable to be measured has met the requirement of ≥ 0.50 , meaning that there is a positive correlation between an indicator and other indicators in the same construct in each variable to be measured.

Reliability Test Results

Table 4. Reliability Test Results

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Organizational Climate	0.884	0.915	0.912
Employee Job Satisfaction	0.885	0.916	0.905
Employee Performance	0.771	0.847	0.826
Innovative Leadership Behavior	0.961	0.973	0.966
Spirit of Achievement	0.891	0.920	0.910

Source: SmartPLS Algorithm Output (2024)

The Cronbach's Alpha and composite reliability (CR) or Rho_a values are declared reliable if the values are > 0.7 . Based on Table 4. above, the following results are obtained: (1) The Innovative Leadership Behavior variable has a Cronbach's Alpha value = 0.961 and a Composite Reliability (CR) value = 0.973. These two values are > 0.7 , so it can be concluded that the Innovative Leadership Behavior construct is reliable. (2) The Organizational Climate variable has a Cronbach's Alpha value = 0.884 and a Composite Reliability (CR) value = 0.915. These two values are > 0.7 , so it can be concluded that the Organizational Climate construct is reliable. (3) The Employee Performance variable has a Cronbach's Alpha value = 0.771 and a Composite Reliability (CR) value = 0.847. These two values are > 0.7 , so it can be concluded that the Employee Performance construct is reliable. (4) The Achievement Spirit variable has a Cronbach's Alpha value = 0.891 and a Composite Reliability (CR) value = 0.920. These two values are > 0.7 , so it can be

concluded that the Achievement Spirit construct is reliable. (5) The Employee Job Satisfaction variable has a Cronbach's Alpha value = 0.885 and a Composite Reliability (CR) value = 0.916. These two values are > 0.7, so it can be concluded that the Employee Job Satisfaction construct is reliable.

Model Fit Test Results

Table 5 Fit Summary

	Saturated Model	Estimated Model
SRMR	0.014	0.015
NFI	0.784	0.689

Source: SmartPLS Algorithm Output (2024)

Looking at Table 5 of the fit model above, it can be seen that the SRMR value is 0.014, which is smaller than 0.10, so the model is concluded to meet the fit model requirements. Then, if you look at the NFI value, which is 0.784, it means that it meets the fit model criteria.

Collinearity Statistic (VIF) Test Results

Table 6. Inner VIF Value

	VIF
Organizational Climate > Job Satisfaction	0.000
Innovative Leadership Behavior > Job Satisfaction	0.000
Job Satisfaction > Spirit of Achievement	0.000
Innovative Leadership Behavior > Spirit of Achievement	0.000

Source: SmartPLS Algorithm Output (2024)

In the analysis of the inner model partial least square, it is also required that there are no multicollinearity problems between variables, which can be seen in the results of the PLS Algorithm test by looking at the collinearity statistic (VIF), the criteria for the value is > 5 meaning there is multicollinearity between constructs while < 5 means there is no multicollinearity between constructs, Sarstedt et al (2017). Based on Table 5 above, it can be concluded that the correlation between independent variables does not show symptoms of multicollinearity because the value of each variable is < 5.

R Square Test Results

Table 7. R Square Values of Variables

	R Square	R Square Adjusted
Employee Job Satisfaction	0.708	0.689
Employee Performance	0.824	0.770

Spirit of Achievement	386	347
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Source: SmartPLS Algorithm Output (2024)

The R Square value is used to see the predictive ability of the relationship between variables. Based on Table 7 above, the following results are obtained: (1) The employee satisfaction variable has an R-square value of 0.708. This value shows that 70.08% of the variance in the job satisfaction variable is able to explain the contribution to innovative leadership behavior and organizational climate. (2) The employee performance variable has an R-square value of 0.824. This value shows that 82.40% of the variance in the employee performance variable can be explained by job satisfaction and achievement spirit. (3) The achievement spirit variable has an R-square of 0.386, which means that 38.60% of the variance in the achievement spirit variable can be explained by innovative leadership behavior and organizational climate.

f-square test results

Table 8. Values *f-square*

	Job satisfaction	Employee Performance	Spirit of Achievement
Organizational Climate	387	068	375
Job satisfaction		002	
Innovative Leadership Behavior * job satisfaction		507	
Innovative Leadership Behavior * Spirit of Achievement		649	
Organizational Climate* job satisfaction		040	
Organizational Climate* spirit of achievement		130	
Innovative Leadership Behavior	032	016	077
Spirit of Achievement		175	

Source: SmartPLS Algorithm Output (2024)

This value indicates how much influence a construct has when the variable is removed from the model. A common interpretation is that a value of 0.02 indicates a small effect, 0.15 a moderate effect, and 0.35 a large effect (Chin, 1998).

1. The influence of organizational climate on job satisfaction has an f-square of 0.387, indicating a large influence.
2. The influence of organizational climate on employee performance has an f-square of 0.068, indicating a moderate influence.

3. The influence of organizational climate on the spirit of achievement has an f-square value of 0.375, indicating a large influence.
4. The influence of job satisfaction on employee performance shows an f-square value of 0.002 indicating a small influence.
5. The influence of innovative leadership on employee performance with job satisfaction as a moderating variable has an f-square value of 0.507 indicating a large influence.
6. The influence of innovative leadership on employee performance with the spirit of achievement as a moderating variable has an f-square value of 0.649 indicating a large influence.
7. The influence of organizational climate on employee performance with job satisfaction as a moderating variable has an f-square value of 0.040 indicating a moderate influence.
8. The influence of organizational climate on employee performance with the spirit of achievement as a moderating variable has an f-square value of 0.130 indicating a moderate influence.
9. The influence of innovative leadership on job satisfaction has an f-square value of 0.032 indicating a moderate influence.
10. The influence of innovative leadership on employee performance has an f-square value of 0.016 indicating a small influence.
11. The influence of innovative leadership on the spirit of achievement has an f-square value of 0.077 indicating a moderate influence.
12. The influence of achievement spirit on employee performance has an f-square value of 1.175 indicating a large influence.

Research Hypothesis Test Results

Hypothesis testing is done using bootstrapping techniques. The data used for bootstrapping is data that has been carried out in the Measurement stage. This bootstrapping test also aims to determine the direction of the relationship and the significance of the relationship of each latent variable.

Results of the Direct Effect Path Coefficient Test

Table 9. Path Coefficient Test Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Climate -> Job Satisfaction	.669	7.757	.000
Organizational Climate -> Employee Performance	.313	3.045	.0148
Organizational Climate -> Spirit of Achievement	.955	9.503	.000
Job Satisfaction -> Employee Performance	.043	1.193	.2424
Innovative Leadership Behavior -> Job Satisfaction	.193	1.026	.3152
Innovative Leadership Behavior -> Employee	.123	1.545	.1293

Performance			
Innovative Leadership Behavior -> Spirit of Achievement	.432	448	074
Spirit of Achievement -> Employee Performance	934	298	000

Source: SmartPLS Algorithm Output (2024)

The following is the interpretation of the values in Table 9 above:

1. The influence of innovative leadership behavior on employee performance has a Path Coefficient of 0.193, with T-Statistics = 1.026 and P-Value = 0.152. These results show a P-value > 0.005 which can be concluded that Innovative Leadership Behavior does not have a significant influence on employee performance.
2. The influence of innovative leadership behavior on the spirit of achievement has a Path Coefficient of -0.123, with T-Statistics = 0.545 and P-Value = 0.293. These results show a P-value > 0.005 which can be concluded that Innovative Leadership Behavior does not have a significant influence on the Spirit of Achievement.
3. The influence of innovative leadership behavior on employee job satisfaction has a path coefficient of -0.432, with T-Statistics = 1.448 and P-Value = 0.074. These results show a P-value > 0.005 which can be concluded that innovative leadership behavior does not have a significant influence on employee job satisfaction.
4. The influence of Organizational Climate on employee performance has a Path Coefficient of 0.669, with T-Statistics = 3.757 and P-Value = 0.000. These results show a P-value < 0.005 which can be concluded that Organizational Climate has a Positive and significant effect on Employee Performance.
5. The Influence of Organizational Climate on Achievement Spirit has a Path Coefficient of 0.313, with T-Statistics = 1.045 and P-Value = 0.148. These results show P-value > 0.005 which can be concluded that Organizational Climate does not have a significant influence on Achievement Spirit.
6. The influence of Organizational Climate on employee job satisfaction has a Path Coefficient of 0.955, with T-Statistics = 3.503 and P-Value = 0.000. These results show a P-value < 0.005 which can be concluded that Organizational Climate has a positive and significant effect on employee job satisfaction.
7. The influence of the Spirit of Achievement on employee performance has a Path Coefficient of 0.934, with T-Statistics = 5.298 and P-Value = 0.000. These results show a P-value < 0.005 which can be concluded that the Spirit of Achievement has a positive and significant effect on employee performance.
8. The influence of Employee Job Satisfaction on employee performance has a Path Coefficient of -0.043, with T-Statistics = 0.193 and P-Value = 0.424. These results show a P-value > 0.005 which can be concluded that Employee Job Satisfaction does not have a significant influence on employee performance.

Indirect Effect Path Coefficient Test Results

Table. 10 Indirect Effect Path Coefficient Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value s
Organizational Climate -> Job Satisfaction -> Employee Performance	0.024	0.027	0.157	0.154	0.878
Innovative Leadership Behavior -> Job Satisfaction -> Employee Performance	0.007	0.005	0.052	0.133	0.894
Organizational Climate -> Achievement Spirit -> Employee Performance	0.916	0.859	0.254	3.604	0.000
Innovative Leadership Behavior -> Achievement Spirit -> Employee Performance	-0.423	-0.375	0.238	1.778	0.078

Source: SmartPLS Algorithm Output (2024)

The following is the interpretation of the values in Table 10 above:

1. The influence of innovative leadership behavior on employee performance through the Spirit of Achievement has a Path Coefficient of -0.423, with T-Statistics = 1.778 and P-Value = 0.078. These results show a P-value > 0.005 which can be concluded that Innovative Leadership Behavior does not have a significant influence on employee performance through the Spirit of Achievement.
2. The Influence of Innovative Leadership Behavior on Employee Performance through Employee Job Satisfaction has a Path Coefficient of 0.007, with T-Statistics = 0.133 and P-Value = 0.894. These results show a P-value > 0.005 which can be concluded that Innovative Leadership Behavior Does Not Have a Significant Influence on Employee Performance through Employee Job Satisfaction.
3. The influence of Organizational Climate on employee performance through Achievement Spirit has a Path Coefficient of 0.916, with T-Statistics = 3.604 and P-Value = 0.000. These results show a P-value < 0.005 which can be concluded that Organizational Climate has a Positive and significant influence on employee performance through Achievement Spirit.
4. The influence of Organizational Climate on employee performance through Employee Job Satisfaction has a Path Coefficient of 0.024, with T-Statistics = 0.154 and P-Value = 0.878. These results show P-value > 0.005 which can be concluded that

Organizational Climate does not have a significant influence on employee performance through Employee Job Satisfaction.

Discussion

Innovative Leadership Behavior on Employee Performance

The results of the study indicate that innovative leadership behavior does not have a significant effect on employee performance. The path coefficient obtained is 0.193 with a t-statistic value of 1.026 and a p-value of 0.152. A p-value greater than 0.05 indicates that the hypothesis is rejected. Several factors may be the cause of the insignificant implementation of innovative leadership behavior at the East Bolaang Mongondow Human Resources Development and Personnel Agency may not be optimal or consistent. Employees may not have directly felt the positive impact of this leadership behavior in their daily lives.

Innovative leadership behavior towards achievement spirit

The results of the study indicate that there is no significant relationship between innovative leadership behavior and employee achievement spirit at the East Bolaang Mongondow Human Resources Development and Personnel Agency. This is indicated by a path coefficient of -0.123 with a t-statistic value of 0.545 and a p-value of 0.293. A p-value that exceeds the significance threshold of 0.05 indicates that the proposed research hypothesis is rejected. This finding indicates that innovative leadership behavior implemented by leaders has not been able to stimulate an increase in employee achievement spirit. One of the main factors that may be the cause is because the innovative leadership behavior implemented has not been felt in real terms by employees. In addition, other internal and external factors that were not measured in this study can also affect employee achievement spirit.

Innovative Leadership Behavior Towards Employee Job Satisfaction

The results of the study indicate that there is no significant relationship between innovative leadership behavior and employee job satisfaction at the East Bolaang Mongondow Human Resources Development and Personnel Agency. The path coefficient obtained is -0.432 with a t-statistic value of 1.448 and a p-value of 0.074. A p-value greater than 0.05 indicates that the hypothesis is rejected. Several potential causal factors are Implementation is not optimal Even though leaders have demonstrated innovative behavior, its implementation may not have been carried out consistently and comprehensively. This can be caused by various factors such as lack of support, resistance to change from employees, or lack of adequate resources. Both Employee perception may not fully understand or appreciate the value of innovative leadership behaviors implemented by leaders. This may be due to a lack of effective communication or a lack of understanding of the purpose of the innovations implemented by the three Organizational context factors such as a rigid organizational culture, a bureaucratic organizational structure, or a reward system that does not support innovation, can

hinder the influence of innovative leadership behavior on job satisfaction.

Organizational Climate on Employee Performance

The results of this study provide significant findings regarding the influence of organizational climate on employee performance. Path Coefficient 0.669, with T-Statistics = 3.757 and P-Value = 0.000, shows a strong and statistically significant relationship between these two variables. The p-value far below the significance threshold (0.05) strengthens the belief that the influence of organizational climate on employee performance is not a coincidence, but a real cause-and-effect relationship. This study is in line with the results of previous research by Saqdiah Pasaribu (2023) that organizational climate has a significant influence on employee performance. According to Wirawan (2008) who stated that a conducive organizational climate is an important prerequisite for achieving optimal employee performance. Organizational climate, which includes employee perceptions of the work environment, can affect work motivation, job satisfaction, and ultimately have a direct impact on their performance.

Organizational Climate Towards the Spirit of Achievement

The results of the study showed that there was no significant influence between organizational climate and the spirit of achievement. East Bolaang Mongondow Human Resources Development and Personnel Agency This is indicated by the path coefficient of 0.313, the t-statistic value of 1.045, and the p-value of 0.148. The p-value obtained is greater than the specified significance level (0.05), so the proposed hypothesis is rejected. This means that improving the organizational climate at the East Bolaang Mongondow Human Resources Development and Personnel Agency has not been able to encourage an increase in employee achievement spirit. Several factors that may be the cause of this insignificance include: Existing policies may not be fully understood or implemented by all employees, Employees feel uninvolved in the process of forming or developing a conducive organizational climate, Individual factors such as personality, intrinsic motivation, and previous work experience may have a greater influence on the spirit of achievement than organizational climate.

Organizational Climate on Job Satisfaction

The results of this study indicate a very significant influence between organizational climate and employee job satisfaction. Reported from the data analysis, a path coefficient of 0.955 was obtained with a t-statistic of 3.503 and a significance value (p-value) of 0.000. The p-value which is far below 0.05 indicates that the relationship between these two variables is very strong and does not occur by chance. This finding is in line with previous research by Saqdiah Pasaribu (2023) which also found a significant influence of organizational climate on employee job satisfaction. This finding is in line with the literature review, as stated by Firmansyah and Santy (2011), which states that a positive organizational climate can create a conducive work atmosphere, encourage employees to give their best performance, and ultimately increase the level of job satisfaction.

Spirit of Achievement Towards Employee Performance

The results of this study indicate a significant influence of achievement spirit on employee performance where the Path Coefficient is 0.934, with T-Statistics = 5.298 and P-Value = 0.000. These results show a P-value < 0.005 . With a P value far below the significance level of 0.005, it can be concluded that the influence of achievement spirit on employee performance is significant. This study is in line with research by Anwar Haryono (2012) which states that achievement motivation has a significant effect on employee performance. As stated by Kusuma and Sutanto (2018), which states that work spirit, including achievement spirit, is a driver for employees to achieve optimal performance. Individuals with high achievement spirit tend to be more motivated to achieve targets, improve work quality, and make greater contributions to the organization.

Employee Job Satisfaction on Employee Performance

The results of the data analysis showed that there was no significant relationship between employee job satisfaction and employee performance. This is indicated by a path coefficient of -0.043 with a t-statistic value of 0.193 and a p-value of 0.424. A p-value greater than 0.005 indicates that the effect of job satisfaction on performance is not statistically significant. The results of the study at the East Bolaang Mongondow Human Resources Development and Personnel Agency were caused by several complex factors. One possible factor is the existence of other factors that are more dominant in influencing performance, such as an unbalanced workload, lack of training and development, or lack of support from superiors. In addition, a suboptimal performance appraisal system can also be a cause. An assessment system that is not objective or transparent can reduce employee motivation to improve performance, even though they are satisfied with their work.

Spirit of Achievement Through Innovative Leadership Behavior Towards Employee Performance

The results of this study show interesting findings related to the influence of innovative leadership behavior on employee performance through the spirit of achievement. Path Coefficient -0.423, with T-Statistics = 1.778 and P-Value = 0.078. These results show P-value > 0.005 so that the hypothesis is rejected. This shows that statistically, the effect of innovative leadership behavior on employee performance through achievement spirit is not significant. Some possible causes in the organization are the lack of clarity of the role of innovative leadership, understanding among employees may vary. The absence of real examples of successful innovative leadership behavior can make it difficult for employees to imitate and apply it in their work, the lack of a fair and transparent reward system for innovative behavior can reduce employee motivation to innovate. Limited resources such as budget, technology, and time can hinder the implementation of innovative ideas. An organizational culture that is too bureaucratic and resistant to change can hinder the growth of innovation. Employees may not have the competencies

needed to implement innovation in their work.

Employee Job Satisfaction Through Innovative Leadership Behavior Towards Employee Performance

The results of this study indicate the influence of innovative leadership behavior on employee performance through job satisfaction. Path Coefficient 0.007, with T-Statistics = 0.133 and P-Value = 0.894. These results show P-value > 0.005. This means that the influence of innovative leadership behavior on employee performance through job satisfaction is not significant so the hypothesis is rejected. One possible factor is lack of infrastructure support and adequate resources to support innovation. The absence of adequate facilities, technology, or budget can hinder employees from implementing innovative ideas. In addition, rigid and goal-oriented organizational culture/procedure can hinder the emergence of new initiatives and reduce employee motivation to innovate. Lack of innovative leadership competencies at the managerial level can also be a constraint. Education level can also moderate the relationship between research variables.

Spirit of Achievement Through Organizational Climate on Employee Performance

The results of the study indicate that the influence of organizational climate on employee performance through the intervening variable of achievement motivation has a positive and significant influence. Path Coefficient 0.916, with T-Statistics = 3.604 and P-Value = 0.000. These results show a P-value < 0.005 indicating that there is a significant causal relationship between organizational climate and employee performance when mediated by achievement motivation. These results are in line with previous research by Trisno Wardoyo (2018) that organizational climate and achievement motivation affect employee performance. According to Robbins (2013) defines that organizational climate refers to the perceptions of all members in the organization about their organization and work environment. Motivation arises because of factors from within a person that drive and direct their behavior to achieve certain goals (Wirada et al., 2022). A positive organizational climate can be a strong motivator for employees. When employees feel appreciated, supported, and have the opportunity to develop, they tend to be more motivated to give their best contribution to the organization. This motivation will then manifest in the form of a spirit of achievement, where employees will strive to achieve the set performance targets.

Employee Job Satisfaction Through Organizational Climate on Employee Performance

The results of the study indicate that the influence of organizational climate on employee performance through the intervening variable of job satisfaction is not significant. has a Path Coefficient of 0.024, with T-Statistics = 0.154 and P-Value = 0.878. These results show a P-value > 0.005. Indicates that the relationship between these variables is not statistically strong. A p-value greater than 0.05 indicates that there is a high probability that the

relationship found occurs by chance. Other factors such as unbalanced workload, lack of training and development, or lack of support from superiors can also significantly affect performance. A performance appraisal system that is not objective or transparent can also be a barrier to improving performance, even though employees are satisfied with their jobs. External conditions such as government policies or local political dynamics can also have a significant influence on employee performance, thus mediating the relationship between job satisfaction and performance. Finally, individual employee characteristics such as personality, intrinsic motivation, and level of organizational commitment can also moderate this relationship. To better understand this phenomenon, further research is needed involving a more detailed analysis of the specific context of the organization and the characteristics of individual employees.

Conclusion

1. Innovative leadership behavior does not have a significant influence on employee performance, achievement spirit, or employee job satisfaction.
2. Organizational climate has been proven to have a positive and significant influence on employee performance and employee job satisfaction, but is not significant on the spirit of achievement.
3. The spirit of achievement has a positive and significant influence on employee performance.
4. Job satisfaction does not have a significant influence on employee performance.
5. Organizational climate has a significant influence and affects employee performance through the spirit of achievement, but not through job satisfaction.

Suggestion

1. Further efforts need to be made to improve the effectiveness of innovative leadership behavior. For example, through more intensive leadership training and development, or by involving employees in innovative decision-making processes.
2. Organizations need to continue to strive to create a more positive and supportive organizational climate. This can be done in a variety of ways, such as improving communication between employees, rewarding achievement, and creating a more flexible work environment.
3. Organizations need to focus more on efforts to improve employee achievement. For example, by setting clear and challenging goals, providing constructive feedback, and celebrating success.
4. Further research is needed to identify other factors that can affect employee performance, besides organizational climate and achievement spirit. In addition, research is also needed to test the generalization of the results of this study in different

organizational contexts.

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