

Influence Of Organizational Climate, Engagement, And Commitment On Performance With Leadership As Moderation Variables

Determinants of Organizational Performance

Hiysman Noorfallah

Faculty of Economics and Business, Nusa Bangsa University; Bogor, Indonesia
E-Mail: hiysmannoorfallah09@gmail.com

2221

Isbandriyati Mutmainah

Faculty of Economics and Business, Nusa Bangsa University; Bogor, Indonesia
E-Mail: isbandriyati@yahoo.com

Rumna

Faculty of Economics and Business, Nusa Bangsa University; Bogor, Indonesia
E-Mail: zenna96962@gmail.com

Submitted:
17 AUGUST 2024

Accepted:
20 OCTOBER 2024

ABSTRACT

The purpose of the study is to determine the Organizational Climate, Engagement, and Commitment simultaneously on Performance with Leadership as a Moderation Variable (Empirical Study on ASN Directorate General of Regional Development, Ministry of Home Affairs). This study uses a type of causal associative research with a quantitative approach. The population in this case is all SUPD III employees and the total sample used is 67 respondents with a sampling technique using the Krecjie Table. Data collection was carried out by distributing questionnaires with data analysis using validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, autocorrelation test, multiple linear regression analysis, moderation regression analysis, determination test, t test and f test. Based on the results of the T test, it is known that each independent variable of Organizational Climate, Engagement, and Commitment has an effect on Performance. In the Coefficient of Determination (R²) test, it can be seen that the Adjusted R Square value obtained is 0.580 (58%). This shows that the independent variables of Organizational Climate, Engagement, and Commitment have a strong ability to explain the bound variables (Performance) in this case learning. The remaining 42% was influenced by other factors that could not be explained in this study.

Keywords: *Organizational Climate, Engagement, Commitment, Performance, Leadership.*

ABSTRAK

Tujuan penelitian untuk mengetahui Iklim Organisasi, Keterlibatan, dan Komitmen secara simultan terhadap Kinerja dengan Kepemimpinan sebagai Variabel Moderasi (Studi Empiris pada ASN Direktorat Jenderal Bina Pembangunan Daerah Kementerian Dalam Negeri). Penelitian ini menggunakan jenis penelitian asosiatif kausal dengan pendekatan kuantitatif. Populasi dalam hal ini adalah seluruh pegawai SUPD III dan jumlah sampel yang digunakan sebanyak 67 responden dengan teknik pengambilan sampel menggunakan Tabel Krecjie. Pengumpulan data dilakukan dengan cara menyebarkan kuesioner dengan analisis data menggunakan uji validitas, uji reliabilitas, uji normalitas, uji multikolinearitas, uji heteroskedastisitas, uji autokorelasi, analisis regresi linier berganda, analisis regresi moderasi, uji determinasi, uji t dan uji f. Berdasarkan hasil uji T diketahui masing-masing variabel bebas Iklim Organisasi, Keterlibatan, dan Komitmen berpengaruh terhadap Kinerja. Pada uji Koefisien Determinasi (R²) terlihat nilai Adjusted R Square yang diperoleh sebesar 0,580 (58%). Hal ini

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 12 No. 6, 2024
pp. 2191-2200
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v12i6.2899

menunjukkan bahwa variabel bebas Iklim Organisasi, Keterlibatan, dan Komitmen memiliki kemampuan yang kuat dalam menjelaskan variabel terikat (Kinerja) dalam hal ini pembelajaran. Sisanya sebesar 42% dipengaruhi oleh faktor lain yang tidak dapat dijelaskan dalam penelitian ini.

Kata kunci: Organizational Climate, Engagement, Commitment, Performance, Leadership.

INTRODUCTION

The main key to the success of an organization lies in the quality of Human Resources (HR) which acts as the main driver, source of inspiration, and brain of the organization's operations. The influence of HR on the organization is very significant. The high quality of human resources contributes directly to improving organizational performance. On the other hand, if the quality of human resources is low, it will negatively affect the performance of the organization, which can lead to collapse. Organizations must be able to manage and improve the quality of their human resources. Human resources play an important role in running an organization, Sari dan Astutiningsih (2021). One of the most important activities in an organization, where human resource management is the activity of getting the right people in the organizational climate. Both large and small organizations, in the HR approach, it means that all and every organization must be able to create a sense of security and satisfaction at work (Quality of work life) so that human resources in their environment become competitive. All organizations, workers/employees as HR need open communication within the boundaries of their respective authorities and responsibilities.

Smooth communication to obtain important information by workers/employees and delivered in a timely manner can create a sense of satisfaction and create positive work motivation. Human resource management pays great attention to the work process of employee performance in accordance with the workload in the organization by creating a harmonious environmental atmosphere, where the relationship between leadership and employee performance and the relationship between divisions/sections in an organization will have a healthy and comfortable impact among fellow employees, because employees are one of the important capital (Human Capital) for the organization. Castetter (2019) argues that in general, there are three main sources that affect the effectiveness of a person's performance, namely 2 individual factors, organizational factors and environmental factors, which include organizational climate. Organizational climate is a quality of the internal environment of an organization that is relatively ongoing, experienced by the members of the organization that affects their behavior and can be described in the sense of a set of characteristics or traits of the organization Repi, et al. (2019).

One of the efforts to improve employee performance is to have a very favorable work environment or organizational climate, this situation will require a leader to manage the organization effectively in order to create a good organizational climate. Human resources as one of the determining factors for the success of an organization in running its business must of course have the ability to work in accordance with the field it is in and require special skills in depth, in order to improve the quality of its performance. Performance appraisals are needed to see the extent of the employees' work progress and as evaluation material to produce maximum output. Performance is the degree of task preparation that regulates a person's work. Performance is a person or group of people to carry out an activity or improve it according to their responsibilities with the expected results. Performance is the outcome achieved by a person according to the measure applicable to the job in question, Afandi (2021).

Performance comes from the definition of performance as a work result or work achievement. However, performance actually has a broader meaning, not only the result of work, but also how the work process takes place. Expressions such as output, efficiency and effectiveness are often associated with productivity According to Gomes

in Iqbal, et al (2021). The results of work in quantity and quality achieved by an employee in carrying out their duties in accordance with the responsibilities given Mangkunegara (2019). Performance is about what 3 are done and how to do it, Sembiring (2021). Thus, performance is work achievement or work results, both quality and quantity, achieved by a person in accordance with the responsibilities given to him and how to do the work and the results achieved from the work.

Basically, improving performance both individually and in groups is the most important thing in an effort to improve organizational performance. By measuring performance, we can see whether a company is successful or not. Performance is also a measure that determines the employee's work results. Performance is supported or influenced by many facilities, this is because in achieving good performance must be supported by adequate factors as well. One of the things that can affect performance is that employee engagement describes the situation where members of an organization identify themselves with their work, so that a person will hire and express themselves physically, cognitively, and emotionally and show their performance. Companies with engaged employees have high employee retention which is the result of a decrease in employee turnover, which results in a lack of intention to leave the organization and improve employee performance.

Employee engagement makes employees have higher loyalty, reducing the desire to leave the organization voluntarily. Positive feelings and a high sense of enthusiasm for work can be called engagement. Employees who have high engagement tend to have better performance because they have positive feelings and do not make their work a burden, as a result they will direct their energy to work that is in line with the organization's goals. Based on articles created by Pham dan Avnet, They view the theory of engagement as seen based on the involvement of key regulations, such as the values of engagement can be conceptualized as 4 motivational forces experienced by a person as attraction or rejection of an object that comes from the process of achieving certain goals According to Pham & Avnet dalam Aldi, et al. (2020). Work engagement is also defined as a strength (vigor) or the level of effort and persistence, dedication or a sense of enthusiasm and inspiration of employees, and absorption or a sense of concentration and happiness in doing a job Aldi, et al. (2020). In addition, work engagement is also an integration of a person's physical, intellectual, emotional, and spiritual conditions in doing their work, Aldi, et al. (2020). Based on several theories that have been mentioned, work engagement is a psychological state of a person related to physical, intellectual, emotional, and spiritual aspects as a result of pursuing a job, which can cause a sense of enthusiasm, focus, and dedication.

In addition to organizational climate and employee engagement, the next thing that affects performance is commitment. improve its performance, both quality and quantity. Employee satisfaction with their work will make employees more productive. Employees who feel satisfaction at work tend to be more loyal and loyal to the organization over a long period of time. This loyalty can be interpreted as employees having a commitment to working for the organization. Commitment to the organization is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its continuous success and progress. Commitment shows employee loyalty to an organization or company. This loyalty can be in the form of a willingness to work harder to achieve the company's goals.

Commitment is an attitude or belief that reflects the relative strength, partiality, and involvement of individuals Lubis and Jaya (2019). The organizational commitment of employees can also be seen as a situation where an employee is partial to an organization and its goals, and is interested in maintaining membership in the organization. High commitment will make employees loyal to the organization and will work hard for the company's progress. Employees will try to contribute in the form of energy or thoughts for the progress and achievement of organizational goals. This commitment is a reciprocal result of what the company gives to employees. Employees

will be satisfied with their jobs if the organization is able to provide fair and decent reciprocity, which will increase the commitment that employees have to the organization. Organizations need to pay attention to the organizational commitment of employees and employee job satisfaction, because it provides positive reciprocity for the organization.

Employees who have a strong commitment feel emotionally attached to the organization and want to succeed the organization together. In the world of work, a person's commitment to their job and the organization where the employee works is often an important issue. In fact, some organizations dare to include the element of commitment as one of the requirements for holding a position or position, this shows the importance of commitment in the modern world of work. But unfortunately, even though it is very common, not a few employees still do not understand the meaning of commitment seriously. Leadership is an activity to influence people to be directed to achieve organizational goals. Leadership is the process of influencing the group towards the achievement of goals. Leadership as the ability to influence or encourage a person or group of people to work voluntarily to achieve a certain goal or goal in a certain situation. This provides a perspective that a leader can behave as a good leader. Afandi (2021).

A leader is a person who inspires, persuades, influences and motivates others. To distinguish leaders from non-leaders can be done by using a behavioral theory approach. Leadership can actually take place anywhere, because leadership is the process of influencing others to do something in order to achieve a goal with a definite goal. Afandi (2021). Leadership variables are variables that can moderate the relationship between Organizational Climate, Engagement, and Commitment with Performance. Leadership variables play an important role in organizational dynamics. As a moderating variable, the presence of effective leadership has great potential to change the interaction between Organizational Climate, Engagement, and Commitment and overall organizational performance. In this context, strong leadership may be able to lead to increased productivity and the achievement of organizational goals through wise management of factors such as work culture, employee engagement, and dedication to a common goal. Thus, the Leadership variable is not just an element in the organizational structure, but it is also a key that can influence how other factors interact and contribute to overall performance.

Hardi (2020) conducted a study on the Influence of Leadership and Work Ethic on Employee Commitment and Performance with Organizational Culture as a Moderation Variable. The research shows that Leadership has an effect on commitment The better the leader is in implementing every regulation in the office to all employees, without any element of favoritism or injustice in leadership, the more it will increase employee commitment. Leadership affects Employee Performance through employee commitment, Organizational Commitment affects employee performance and Organizational Culture moderates the influence of commitment on the performance of 7 employees. This means that the better the Organizational Culture applied to the agency, the stronger the influence of commitment on employee performance.

Mifta Choiri (2022) conducted a study on the Influence of Commitment on Employee Performance with Leadership as a Moderation Variable at the Muara Kelingi District Sub-district Office, Musi Rawas Regency The research showed that Commitment had an effect on employee performance at the Muara Kelingi Sub-district Office, Musi Rawas Regency and the Moderation Leadership on the Influence of Commitment on Employee Performance at the Muara Kelingi Sub-district Office, Musi Rawas Regency strengthened by 5.7%. Based on the background that has been disclosed above, therefore the author is interested in conducting research with the title: "The Influence of Organizational Climate, Engagement, and Commitment to Performance with Leadership as a Moderation Variable" (Case Study on ASN Directorate General of Regional Development of the Ministry of Home Affairs).

LITERATURE REVIEW

Human Resource Management

Human resources (HR) are productive individuals who work as the driving force of an organization, both in institutions and companies that have a function as an asset so that their abilities must be trained and developed. The definition of macro human resources generally consists of two, namely macro human resources, namely the number of people of productive age in a region, and micro human resources in a narrow sense, namely individuals who work for an institution or company. According to Ajabar (2020), human resources are the main key for organizations in carrying out their goals. According to Ni Kadek & John (2019), Human Resource Management is the process of conveying organizational goals through utilizing people or the people contained in it. Individuals or employees who are managed so that they have the competencies and good abilities needed to support their work.

Organizational Climate

According to Zamzam & Yustini (2021), organizational climate is the feeling felt by organizational members about how the current conditions in the internal and external environment of the organization are continuous that cause comfort in doing work, either directly or indirectly will affect the pattern of work relationships, work communication, and work comfort of organizational members. According to Timpe in Elvera et al (2022) there are four principles of factors that affect the organizational climate, namely: 1) Management or leadership, 2) Employee behavior, 3) Group behavior 4) External factors of the organization

An organizational climate that is perceived positively by individuals (pleasant) will provide a good and effective work display that will affect the success of the organization. The organizational climate dimension is the element, factor, trait, or characteristic of the organizational climate variable. The dimensions of organizational climate consist of various types and are different in each organization. According to Lussier in Elvera et al (2022), the dimensions of organizational climate include: 1) Structure, 2) Responsibility, 3) Reward, 4) Warmth, 5) Support, 6) Organizational Identity and Loyalty, 7) Risk. According to Kusnan in Fakhry & Tien (2021), the dimensions and indicators of the organizational climate are as follows: 1) Responsibility, 2) Individual identity in the organization, 3) Warmth between employees, 4) Support, 5) Conflict.

Engagement

Based on the article made by Pham and Avnet, they view engagement theory as seen based on the involvement of key regulations, such as engagement values can be conceptualized as the motivational power experienced by a person as an attraction or rejection of an object that comes from the process of achieving a certain goal. Pham & Avnet in Aldi, et al. (2020). According to Mulyadi in Muhammad, et al. (2021) states that employees who have high employee engagement are characterized as follows: 1) Focus on completing one job and also on the next job, 2) Feeling that they are part of a team and something bigger than themselves, 3) Feeling capable and not feeling pressure to make a leap in work, 4) Work with change and approach challenges with mature behavior.

According to Watts in Muhammad, et al. (2021) Several factors that affect employee engagement, namely: 1) Job Resource, 2) Peers, 3) Organizational Communication, 3) Work Culture, 4) Supervision. According to Schaufeli in Erwina, et al (2020) Employee Engagement consists of three dimensions, namely: 1) Vigor (Spirit). 2) Dedication and 3) Absorption. Based on the results of the research conducted, of the three dimensions or indicators, the highest employee perception of employee engagement is in the vigor dimension while the lowest dimension is absorption. According to Watts in Muhammad, et al. (2021) Indicators of employee engagement, namely, as follows; 1) Vigor, 2) Dedication, 3) Absorption.

Commitment

Commitment is an attitude or belief that reflects the relative strength, partiality, and involvement of individuals Lubis and Jaya (2019). Commitment is the ability and willingness to align personal behavior with needs, priorities and goals. Teenagers who have a commitment are teenagers who have a strong desire to be better, have a strong ability to strive for the common good, have trust and acceptance of values and take an active role in helping the nation change. Aisyah (2019). Factors that affect organizational commitment. According to Mowdayet in Azis, et al. (2019) Factors that affect organizational commitment, namely: 1) Personal character, 2) Job characteristics and roles, 3) Organizational structure characteristics, 4) Work experience, 5) Organizational support. The dimension of organizational commitment according to Allen in Alifia, et al (2021) is divided into 3 namely Affective commitments, Continuity commitments, and Normative commitments.

Indicators of affective commitment, according to Busro in Eliana et al (2021), include: 1) Identification with the organization, 2) Involvement of members with the organization, 3) Strong trust and acceptance of the organization's values and goals, 4) Loyalty to the organization, and 5) Willingness to use efforts for the benefit of the organization. The indicators of continuity commitment according to Busro in Eliana et al (2021) include: 1) Having the need to become a member of the organization, 2) Taking into account the benefits of continuing to work in the organization; and 3) Calculate losses if leaving the organization. Indicators in normative commitment according to Busro in Eliana et al (2021) include: 1) Behaving in a certain way so as to fulfill the goals 2) Organizational interest with confidence to take the right action, 3) Willingness to work; and 4) Responsibility to advance the organization.

Performance

according to Simamora in Sinarwati et al, (2019) stated that performance is the achievement of certain requirements which in the end can be directly reflected in the output produced both in quantity and quality. Basically, improving performance both individually and in groups is the most important thing in an effort to improve organizational performance. According to Gomes in Sinarwati et al, (2019) there are several factors that can affect employee performance, as follows: 1) Job quality, 2) Job knowledge and skills, 3) Creativity, 4) Cooperation, 5) Constancy, 6) Initiative, 7) Personal quality.

Dimensions are a set of particulars called performance indicators. According to Robbin in Anissa et al, (2022) stated that the dimensions and performance indicators can be measured as follows: 1) Work Quality. The quality of work is how well an employee does what he or she is supposed to do. The dimension of work quality is measured using three indicators, namely: a. Neatness. b. Accuracy. c. Work results, 2) Work quantity. The quantity of work is how long an employee spends in one day. This work quantity can be seen from the work speed of each employee. The dimension of work quantity is measured by two indicators, namely: a. Speed. b. Ability. 3) Responsiveness. Responsibility for work is an awareness of the employee's obligation to carry out the work given by the company. The dimension of responsibility is measured using two indicators, namely: a. Work results. b. Obtaining Decisions, 4) Cooperation. The willingness of employees to participate with other employees or employees vertically and horizontally both inside and outside the work so that the work results are better. The dimension of cooperation is measured using two indicators, namely: a. Cooperation relationships. b. Cohesiveness. 5) Initiative. An initiative from within the company members to do work and overcome problems at work without waiting for orders from superiors or showing responsibility in work that has become the obligation of employees and employees. The dimension of initiative is measured using one indicator, namely the ability to overcome problems without waiting for orders from superiors. So it can be concluded that employee performance indicators can be

measured starting from the dimensions of work quality, work quantity, responsibility, cooperation, and initiatives carried out by the employees themselves.

METHODS

The type of research that will be used in this study is in the form of associative causal. According to Sugiyono (2019), associative research is research that aims to determine the influence or relationship between two or more variables, so that a theory is built that functions to explain, predict and control a phenomenon. This study uses a quantitative research method, according to Sugiyono (2019) the quantitative method is a research method based on the philosophy of positivism, used to research on a specific population or sample. The data collection technique used in this study is a survey with a questionnaire technique. Questionnaire is a data collection technique carried out by giving a set of written statements to respondents for Sugiyono (2019) to answer. The survey was conducted by distributing questionnaires to ASN of the Directorate General of Regional Development of the Ministry of Home Affairs. The scale used in this study is the Likert scale as a measure of the answers from the questionnaire. The Likert Scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about the social phenomenon Sugiyono (2019). According to Sugiyono (2019), the independent variable is the variable that affects or is the cause of the dependent variable. The independent variables in this study were Organizational Climate (x1), Engagment (x2), and Commitment (x3). According to Sugiyono (2019), bound variables are variables that are influenced or are the result of the existence of independent variables. The bound variable used in this study is Performance (Y). According to Sugiyono (2019), moderation variables are variables that affect (strengthen and weaken) the relationship between independent and dependent variables. The moderation variable used in this study is Leadership (Z).

RESULTS

Descriptive Analysis Results

Description of Organizational Climate Variables (X1)

Table 1. Organizational Climate Variable Score

NO	STATEMENT	Average Score
1	The agency where I currently work is Clarity of roles and responsibilities in the organization	4,2
2	The agency where I currently work has a division of duties and authority in the organization is carried out fairly and evenly	4,0
3	The agency where I currently work has clear and specific responsibilities to all employees	3,9
4	The agency where I currently work demands strong individual responsibility in achieving organizational goals	4,1
5	The agency where I currently work provides opportunities for employees to get higher positions	3,9
6	The agency where I currently work regularly gives awards to employees who have superior performance	3,5
7	The agency where I currently work provides assistance to employees who have problems while carrying out their work	3,9
8	The agency where I currently work has a supportive work environment to develop myself and the career of employees	4,0
9	The agency where I currently work has a culture that this organizational achievement is an important part of the individual achievements of employees	4,0
10	When faced with a choice, I will choose to stay at the agency where I currently work	4,1
11	The agency where I currently work always identifies the risks that arise from the failure to implement a program	3,9
Average Organizational Climate Variable Score		3,9

In this study, various indicators of the Organizational Climate are reflected, including Responsibility, Individual Identity in the Organization, Warmth between employees, Support, Conflict. Overall, the score of the Organizational Climate variable statement has an average score of 3.9, meaning at the Directorate General of Regional Development of the Ministry of Home Affairs SUPD III. Where statements regarding Organizational Climate have the highest average of 4.2. Respondents as a whole, the results of the descriptive analysis showed that ASN of the Directorate General of Regional Development of the Ministry of Home Affairs SUPD III had a positive perception of the Organizational Climate. agreed with the statement that the statement of the Agency where I am currently working has clarity of roles and responsibilities in the organization. Meanwhile, the statement about the agency where I am currently working is less responsive to the possibility of risks arising from a policy has the lowest average of 3.5. Although there are variations in some aspects, a relatively high average score indicates a strong Organizational Climate among employees.

Description of Engagement Variables (X2)

Table 2. Engagement Variable Score

NO	STATEMENT	Average Score
1	I always have good resilience to get the job done even in difficult conditions	4,2
2	I am always passionate about getting work done	4,2
3	I am always challenged when facing new work tasks	4,2
4	The job I was given encouraged to keep learning.	4,3
5	The work I was given gave me a great sense of accomplishment.	4,0
6	I take all the work given to me seriously	4,3
7	In my opinion, the work given to me requires strong concentration to complete	4,2
8	In my opinion, the work given to me requires a high level of seriousness	4,1
9	I always enjoy all the work that is given to me	4,1
Average Engagement Variable Score		4,2

In this study, various indicators of Engagement are reflected, including Vigor, Dedication, and Absorption. Overall, the score of the Engagement variable statement has an average score of 4.2, meaning at the Directorate General of Regional Development of the Ministry of Home Affairs SUPD III. Where the statement regarding the Jobs given to me encourages me to continue learning and I consider it important that all the jobs given to me have the highest average of 4.3. Overall, the results of the descriptive analysis show that the Engagement Variable has a positive perception of the ASN of the Directorate General of Regional Development of the Ministry of Home Affairs SUPD III. agreed with the statement that the Jobs given to me encouraged me to continue learning and I considered it important that all the jobs given to me had the highest average. Meanwhile, the Job statement given to me gave me a feeling of great accomplishment having the lowest average of 4.0.

Description of Commitment Variables (X3)

Table 3. Commitment Variable Score

NO	STATEMENT	Average Score
1	I will remain loyal to the agency I am currently working for even if there is a better job offer from another agency	3,7
2	In my opinion, every employee has the same perception that employee problems are also agency problems	3,6
3	In my opinion, every employee at the place where I work today has an emotional bond with the agency in achieving organizational goals	3,9
4	I feel that I should continue to work at the agency where I am currently working because of the welfare benefits that I receive.	3,8
5	I feel that leaving the agency where I currently work will bring great financial losses to me	3,4
6	I feel that I have to keep working at the agency where I am currently working	3,4

	because I can't find another job in equally good condition	
7	have the responsibility to be a competent professional in my work.	4,1
8	In my opinion, the agency where I currently spell deserves my loyalty	3,8
9	In my opinion, I have benefited from the agency I am currently working for, so this is too valuable to Abandoned	3,7
Average Commitment Variable Score		3,7

In this study, various indicators of Commitment are reflected, including identification with the organization, involvement of members with the organization, strong trust and acceptance of organizational values and goals, loyalty to the organization, willingness to use efforts for the benefit of the organization, responsibility. Overall, the score of the Commitment variable statement has an average of 3.7, meaning that the ASN of the Directorate General of Regional Development of the Ministry of Home Affairs SUPD III has a positive perception of the Commitment Climate. Where is the statement about having the responsibility to be a competent professional in my work. has the highest average of 4.1. The respondents agreed with the statement, that I have the responsibility to be a competent professional in my work. Meanwhile, the statement about I feel that leaving the agency where I am currently working will bring great financial losses to me and I feel that I should continue to work at the agency where I am currently working because I cannot find another job with the same conditions as having the lowest average of 3.4.

Description of Performance Variables (Y)

Table 4. Performance Variable Score

NO	STATEMENT	Average Score
1	Employees who are placed in the agency where I work master the assigned field of work.	3,7
2	Employees at the agency where I work are able to overcome the problems of the assigned work.	3,9
3	In the agency where I work, the leader is objective in placing employees to support the achievement of organizational goals.	3,7
4	In the agency where I work, the placement of employees is always with consideration to facilitate the achievement of goals Organization.	3,8
5	Di instansi tempat saya berkerja, kehadiranIn the agency where I work, the placement of employees is always with consideration to facilitate the achievement of goals	4,2
6	Organizing employees on time is the main thing in improving discipline. In the agency where I work, employees complete the work according to the set time.	4,0
7	In the agency where I work, there is a scope of work to focus more on a task.	3,8
8	In the agency where I work, each employee has their own main duties and functions.	3,8
9	In the agency where I work, employees work without waiting for orders from their superiors.	3,2
10	In the agency where I work, employees have a high level of initiative in working.	3,7
Average Score of Performance Variables		3,7

In this study, various indicators of Performance are reflected , including Work Quality, Quantity, Punctuality, Effectiveness, and Independence. Overall, the score of the Performance variable statement has an average of 3.7, meaning that the ASN of the Directorate General of Regional Development of the Ministry of Home Affairs SUPD III has a positive perception of Performance. Where the statement regarding In the agency where I work, the presence of employees on time is the main thing in improving discipline, having the highest average of 4.2. Meanwhile, the statement regarding In the agency where I work, employees work without waiting for orders from their superiors. has an average of 3.2. Because, not all respondents show proofeness in working.

Description of Leadership Variables (Z)

Table 5. Leadership Variable Score

No	Statement	Average Score
1	Leaders are able to see the problem holistically	3,8
2	Our leaders are able to understand how each decision will affect the balance and interaction between different elements of the organization	3,9
3	Leaders have a clear vision of the direction of change needed in the organization	4,0
4	Leaders provide the support and resources needed to implement organizational change.	4,0
5	Organizational leaders encourage team members to think outside the box and explore new solutions	4,0
6	Leadership in our organization creates an environment where new ideas are supported and promoted	4,0
7	Leaders prioritize the needs and well-being of team members over their own personal interests	3,8
8	Leaders communicate openly and honestly with team members, and they pay attention to the opinions and input of Everyone	4,0
9	Leaders have the ability to bring teams with different backgrounds and expertise together to achieve goals Together	4,1
10	Leaders have the ability to plan, organize, and direct various organizational activities efficiently	4,0
11	Be a good role model by demonstrating high work ethics and integrity	4,1
12	Leaders encourage collaboration and knowledge exchange between team members to enrich each other.	4,0
13	The vision delivered by our leaders inspires trust and commitment from the members of the organization	4,1
14	Leaders are able to bring the organization's vision into reality through concrete and measurable steps	4,1
Average Score of Leadership Variables		4,0

In this study, various indicators of Leadership are reflected , including system thinkers, change agents, creators, servants and administrators, polychronic coordination, instructors and training, and visionaries. Overall, the score of the Leadership variable statement has an average of 4.0, meaning that the ASN of the Directorate General of Regional Development of the Ministry of Home Affairs SUPD III has a positive perception of Leadership. Where statements about Leaders have the ability to unite teams with different backgrounds and expertise to achieve common goals, Be a good role model by demonstrating high work ethics and integrity, The vision conveyed by our leaders inspires trust and commitment from the members of the organization, Leaders are able to bring the vision of the organization into reality through concrete and measurable steps have the highest average of 4.1 Respondents Agree with the statement Meanwhile, the statement about Leaders being able to see the problem holistically and Leaders prioritizing the needs and well-being of team members over their own personal interests had the lowest average of 3.8. because, not all respondents feel that Leaders are able to see the problem holistically and Leaders prioritize the needs and well-being of team members over their own personal interests

Validity test on Organizational Climate variables (X1)

The validity test of the Organizational Climate variable, with a total of 12 statements submitted to 67 ASN respondents of the Directorate General of Regional Development of the Ministry of Home Affairs. Where r table is obtained by the number of respondents minus the number of statements, in other words $67 - 11 = 56$ with $\alpha = 0.05$ which is 0.258.

Table 6. Results of SPSS Validity Test of Organizational Climate Variables

Variable	Item	Corrected Item-Total Correlation	R table	Information
Organizational Climate	P1	0,805	0,258	Valid
	P2	0,795	0,258	Valid
	P3	0,710	0,258	Valid
	P4	0,691	0,258	Valid
	P5	0,764	0,258	Valid
	P6	0,826	0,258	Valid
	P7	0,796	0,258	Valid
	P8	0,828	0,258	Valid
	P9	0,780	0,258	Valid
	P10	0,654	0,258	Valid
	P11	0,460	0,258	Valid

Based on the table above, it can be concluded that statements one to 11 of the Corrected Item-Total Correlation. It is known that 11 statements $r_{count} > r_{table}$. So that all statements in the Organizational Climate variable are in a valid state.

Validity test on Engagement variables (X2)

The validity test for the Engagement variable, with a total of 9 statements submitted to 67 ASN respondents of the Directorate General of Regional Development of the Ministry of Home Affairs. Where r_{table} is obtained by the number of respondents minus the number of statements, in other words $67 - 9 = 58$ with $\alpha = 0.05$ which is 0.254

Table 7. Results of SPSS Validity Test of Engagement

Variable	Item	Corrected Item-Total Correlation	R table	Information
Engagement	P1	0,717	0,254	Valid
	P2	0,722	0,254	Valid
	P3	0,787	0,254	Valid
	P4	0,747	0,254	Valid
	P5	0,518	0,254	Valid
	P6	0,817	0,254	Valid
	P7	0,625	0,254	Valid
	P8	0,787	0,254	Valid
	P9	0,748	0,254	Valid

Based on the table above, it can be concluded that statements one to 9 of the Corrected Item-Total Correlation or $r_{count} > r_{table}$. So that all statements in the Engagement variable are valid.

Validity test against the Commitment variable (X3)

The validity test of the Commitment variable, with a total of 9 statements submitted to 67 ASN respondents of the Directorate General of Regional Development of the Ministry of Home Affairs. Where r_{table} is obtained by the number of respondents minus the number of statements, in other words $67 - 9 = 58$ with $\alpha = 0.05$ which is 0.254.

Table 8. Results of SPSS Validity Test of Commitment

Variable	Item	Corrected Item-Total Correlation	R table	Information
Commitment	P1	0,665	0,254	Valid
	P2	0,358	0,254	Valid
	P3	0,582	0,254	Valid
	P4	0,600	0,254	Valid
	P5	0,692	0,254	Valid
	P6	0,520	0,254	Valid
	P7	0,461	0,254	Valid
	P8	0,667	0,254	Valid
	P9	0,758	0,254	Valid

Based on the table above, it can be concluded that statements one to 9 of the Corrected Item-Total Correlation or r count $>$ r table. So that all statements in the Commitment variable are valid.

Validity test against Performance variables (Y)

The validity test of the Performance variable, with a total of 15 statements submitted to 67 ASN respondents of the Directorate General of Regional Development of the Ministry of Home Affairs. Where r table is obtained by the number of respondents minus the number of statements, in other words $67 - 10 = 57$ with $\alpha = 0.05$ which is 0.256.

Table 9. Results of SPSS Validity Test of Performance

Variables	Item	Corrected Item-Total Correlation	R table	Information
Performance	P1	0,786	0,256	Valid
	P2	0,721	0,256	Valid
	P3	0,559	0,256	Valid
	P4	0,564	0,256	Valid
	P5	0,617	0,256	Valid
	P6	0,683	0,256	Valid
	P7	0,630	0,256	Valid
	P8	0,694	0,256	Valid
	P9	0,428	0,256	Valid
	P10	0,752	0,256	Valid

Based on the table above, it can be concluded that statements one to 10 of the Corrected Item-Total Correlation. It is known that 10 statements r calculate $>$ r tables. So that the statement in the Performance variable is valid.

Validity test on the Leadership variable (Z)

The validity test for the Leadership variable, with a total of 14 statements submitted to 67 ASN respondents of the Directorate General of Regional Development of the Ministry of Home Affairs. Where r table is obtained by the number of respondents minus the number of statements, in other words $67 - 14 = 53$ with $\alpha = 0.05$ which is 0.265.

Table 10. Results of SPSS Validity Test of Leadership

Variables	Item	Corrected Item-Total Correlation	R table	Information
Leadership	P1	0,806	0,265	Valid
	P2	0,834	0,265	Valid
	P3	0,861	0,265	Valid
	P4	0,860	0,265	Valid
	P5	0,783	0,265	Valid
	P6	0,831	0,265	Valid
	P7	0,744	0,265	Valid
	P8	0,904	0,265	Valid
	P9	0,930	0,265	Valid
	P10	0,849	0,265	Valid
	P11	0,751	0,265	Valid
	P12	0,756	0,265	Valid
	P13	0,836	0,265	Valid
	P14	0,928	0,265	Valid

Based on the table above, it can be concluded that statements one to 14 of the Corrected Item-Total Correlation or r count $>$ r table. So that all statements in the Commitment variable are valid.

Reliability Test

Table 11. Reability Test Result

No	Variabel	Nilai Cronsbach's Alpha	Keterangan
1	Organizational Climate	0,916	Reliable
2	Engagement	0,882	Reliable
3	Commitment	0,760	Reliable
4	Performance	0,839	Reliable
5	Leadership	0,964	Reliable

Based on the data shown in the table above, it can be known that Cronsbach's alpha in the five variables tested, where all variables have values greater than 0.60. Therefore, it can be concluded that most of the variables in the test have good internal consistency. Overall, the conclusion that can be drawn is that most of the variables in such tests are realible.

Classical Assumption Test

Table 12. Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		67
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.13253729
Most Extreme Differences	Absolute	.108
	Positive	.108
	Negative	-.075
Test Statistic		.108
Asymp. Sig. (2-tailed)		.051 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Based on the results of the normality test with the Kolmogorov-Smirnov One-Sample, the Asymp. Sig. (2-tailed) value was obtained 0.26. The data is said to be normally distributed if the significance value is > 0.05. The significance value obtained is 0.051 > 0.05 so it can be concluded that the data above is normally distributed data.

Table 13. Multicolilinary Test Result

		Coefficients ^a						Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
		B	Std. Error	Beta					
1	(Constant)	12,637	4,265		2,963	,004			
	Klim Organisasi	,524	,081	,663	6,433	,000	,628	1,593	
	Engagement	-,284	,130	-,225	-2,190	,032	,632	1,582	
	Komitmen	,395	,120	,328	3,304	,002	,675	1,482	

a. Dependent Variable: Performance

Based on the table above, it can be seen that the tolerance value in the Organizational Climate variable is 0.628, the Engagement variable is 0.632 and the Commitment is 0.675. The VIF value of the Organizational Climate Variable is 1.593, the Engagement Variable is 1.582, and the Commitment is 1.482. It can be concluded

that the tolerance value of each variable > 0.1 and the VIF value of each factor < 10. So that each of the research variables does not show multicollinearity.

Table 14. Autocorrelation Test Result

Model	R	R Square	Std. Error of the Estimate	Durbin-Watson
1	.762 ^a	.580	3.206	1.758

Based on the results above, the Durbin Watson score obtained is 1.758. The next step is to look at the Durbin Watson table with a sample or n 67 and the number of free variables or k 3. In Durbin Watson's table, it is known that the dl value = 1.512 and the du value is 1.698. Then $4 - dl = 2.488$ and $4 - du = 2.302$ and $4 - dw = 2.02$. The results were $du < dw < 4 - du$ or $1,698 < 1,758 < 2,302$ which means that no positive or negative correlation was found.

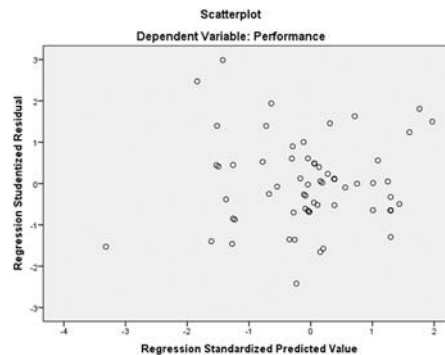


Figure 1. Heteroscedasticity Test Result

From the image above, it can be seen that the dots are randomly spread both below and above the number 0 on the Y axis. Therefore, it can be concluded that there is no heteroscedasticity in the regression model and the model is suitable for use in this study.

Multiple Regression Analysis

Table 15. Multiple Regression Analysis Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.637	4.265		2.963	.004
Organizational Climate	.524	.081	.663	6.433	.000
Engagement	-.284	.130	-.225	-2.190	.032
Commitment	.395	.120	.328	3.304	.002

a. Dependent Variable: Performance

From Model above can be interpreted as follows :

- a. $\beta_0 = 12,637$. The magnitude of the average performance when the Organizational Climate, Engagement and Commitment have no effect or = 0
- b. $\beta_1 = 0,524$. By keeping other variables constant, an increase in Organizational Climate by 1 unit will cause an increase in Performance by 0.524 units. It can be interpreted for the Organizational Climate variable (X1), the regression coefficient is positive so that it can be interpreted that if the Organizational Climate increases, the Performance will increase.
- c. $\beta_2 = -0,284$. By keeping other variables constant, a decrease in Engagement by 1 unit will cause a decrease in performance by -0.284 units. It can be interpreted for the Engagement variable (X2), the regression coefficient is

negative so it can be interpreted that if engagement decreases, performance will decrease further.

- d. $\beta_3 = 0,395$. By keeping other variables constant, an increase in Commitment by 1 unit will cause an increase in Performance by 0.395 units. It can be interpreted for the Commitment variable (X3), the regression coefficient is positive so that it can be interpreted that if Commitment increases, Performance will increase.

It can be concluded from these three variables, namely Organizational Climate, Engagement, and Commitment have a positive & negative influence on Performance with different influences.

Moderation Regression Analysis

Table 16. Moderation Regression Analysis Result

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VF
1	(Constant)	13,401	3,558		3,766	,000		
	Iklim Organisasi	,058	,130	,073	,443	,660	,152	6,574
	Engagement	-,358	,104	-,283	-3,445	,001	,610	1,639
	Komitmen	,400	,105	,332	3,804	,000	,539	1,856
	Leadership	,398	,071	,771	5,588	,000	,216	4,626
	CIKL_X_LDR	0.0000000001347	,000	,085	1,175	,245	,793	1,261
	CENG_X_LDR	-0.00000000009823	,000	-,077	-,872	,386	,530	1,888
	CKOM_X_LDR	-0.00000000004291	,000	-,028	-,368	,714	,706	1,417

a. Dependent Variable: Performance

From the model above it can be interpreted as follows :

- a. The constant value is 13.401 which means, if the Organizational Climate, Engagement and Commitment are assumed to be constant or equal to 0, then the average value of Performance is 13.401 units.
- b. The regression coefficient of the Organizational Climate variable is positive, meaning that when the Organizational Climate increases, the Performance value will increase, and vice versa. The regression value obtained is 0.058 and can be interpreted by keeping other variables constant or fixed, if the Organizational Climate increases by 1 unit, then the Performance value will increase by 0.058 units, and vice versa
- c. The regression coefficient of the Engagement variable is negative, meaning that when Engagement decreases, Performance will decrease, and vice versa. The regression value obtained is -0.358 and can be interpreted by keeping other variables constant or fixed, if Engagement decreases by 1 unit, then Performance will decrease by -0.358 units, and vice versa.
- d. The regression coefficient of the Commitment variable is Positive, meaning that when Commitment increases, Performance will increase, and vice versa. The regression value obtained is 0.400 and can be interpreted by keeping other variables constant or fixed, if the commitment increases by 1 unit, then the Performance will increase by 0.400 units, and vice versa.

- e. The regression coefficient of the Leadership variable is positive, meaning that when the Performance increases, the Performance value will increase, and vice versa. The regression value obtained is 0.398 and can be interpreted by keeping other variables constant or fixed, if Performance increases by 1 unit, then the Performance value will increase by 0.398 units, and vice versa.
- f. The regression coefficient of interaction between Organizational Climate and Leadership is 0.000000001347. The relationship between the interaction of Organizational Climate with Leadership and Performance is Positive, so assuming other variables are constant or fixed, when there is an increase in the interaction of Organizational Climate with Leadership by 1 unit, the Performance value will increase by 0.000000001347 units, and vice versa.
- g. The regression coefficient of interaction between Engagement and Leadership is -0.0000000009823. The interaction relationship between Engagement and Leadership and Performance is negative, so assuming other variables are constant or fixed, when there is an increase in the interaction between Engagement and Leadership by 1 unit, then the value of Performance will further decrease by -0.0000000009823 units, and vice versa.
- h. The regression coefficient of the interaction between Commitment and Leadership is -0.0000000004291. The relationship between Commitment and Leadership and Performance interaction is Negative, so assuming other variables are constant or fixed, when there is a decrease in the interaction between Commitment and Leadership by 1 unit, the Performance value will decrease by -0.0000000004291 units, and vice versa.

Coefficient Of Determination

Table 17. R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.580	.560	3.206

- a. Predictors: (Constant), Commitment, Engagement, Organizational Climate
- b. Dependent Variable: Performance

In testing the determination coefficient, the determination coefficient (R^2) was obtained with an R square of 0.580 and an Adjusted R Square value of 0.560. This shows that around 58% of the performance variables in this study can be explained by the variables of Organizational Climate, Engagement, and Commitment or in other words, the influence of independent variables on dependent variables is 58%, while the remaining 42% is explained by variables that affect outside the study.

HYPOTHESIS TEST

Table 18. Partial T Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.401	3.558		3.766	.000
Organizational Climate	.058	.130	.073	.443	.660
Engagement	-.358	.104	-.283	-3.445	.001
Commitment	.400	.105	.332	3.804	.000
Leadership	.398	.071	.771	5.588	.000
IKL_X_LDR	0.000000001347	.000	.085	1.175	.245
ENG_X_LDR	-0.0000000009823	.000	-.077	-.872	.386
KOM_X_LDR	-0.0000000004291	.000	-.028	-.368	.714

1. Results of the t-Test on the Influence of Organizational Climate on Performance : Based on the results of the table above, the significance value for the Organizational Climate variable is $0.660 > 0.05$, the α (alpha) value used is 5%, so it can be concluded that the Organizational Climate does not have a significant effect on Performance.
2. Results of the t-Test on the Effect of Engagement on Performance : Based on the results from the table above, the significance value for the Engagement variable is $0.001 < 0.05$, the α (alpha) value used is 5%, so it can be concluded that Engagement has a significant effect on Performance.
3. Results of the t-Test on the Effect of Commitment on Performance : Based on the results of the table above, the significance value for the Commitment variable is $0.000 < 0.05$, the α (alpha) value used is 5%, so it can be concluded that Commitment has a significant effect on Performance.
4. Results of the Leadership Ability Test in Moderating the Influence of Organizational Climate on Performance: The significance value obtained was $0.245 > 0.05$, the α (alpha) value used was 5%, so it was concluded that Leadership could not moderate the influence of Organizational Climate on Performance.
5. Results of the Leadership Ability Test in Moderating the Influence of Engagement on Performance: The significance value obtained was $0.386 > 0.05$, the α (alpha) value used was 5%, so it was concluded that Leadership could not moderate the influence of Engagement on Performance.
6. Results of the Leadership Ability Test in Moderating the Influence of Commitment on Performance: The significance value obtained was $0.714 > 0.05$, the α (alpha) value used was 5%, so it was concluded that Leadership could not moderate the influence of Commitment on Performance.

Table 19. Results of F Test F Organizational Climate, Engagement, and Commitment to Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	894.535	3	298.178	29.005	.000 ^b
Residual	647.644	63	10.280		
Total	1542.179	66			

a. Dependent Variable: Performance

b. Predictors: (Constant), Commitment, Engagement, Organizational Climate

Based on the results from the table above, it shows that the F value is calculated at 29.005 and the significance level is $0.000 < 0.05$, the α value (alpha) used is 5%. Thus, it can be concluded that Organizational Climate, Engagement, and Commitment simultaneously have a significant effect on Performance.

Table 20. The results of the F test of Leadership ability moderated the influence of Organizational Climate, Engagement, and Commitment (simultaneous) on Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1167.760	7	166.823	26.288	.000 ^b
Residual	374.419	59	6.346		
Total	1542.179	66			

a. Dependent Variable: Performance

b. Predictors: (Constant), KOM_X_LDR, IKL_X_LDR, Commitment, ENG_X_LDR, Engagement, Organizational Climate

Based on the table above, it shows that the F value is calculated as 26.288 and the significance level is $0.000 < 0.05$, the α value (alpha) used is 5%. Thus, it can be concluded that the ability of Leadership to moderate the influence of Organizational Climate, Engagement, and Commitment simultaneously has a significant effect on Performance

Based on the results of the research that has been described previously, the final model is as follows:

$$Y = 13,401 + 0,058 X1 - 0,358 X2 - 0,400 X3 + 0,398 Z + 0,0000000001347 X1 Z + - 0,00000000009823 X2 Z + -0.00000000004291 X3Z + e$$

So, the explanation is:

1. The Influence of Organizational Climate on Performance

From the results of the research conducted on the Organizational Climate on the Performance of ASN employees of the Directorate General of Regional Development of the Ministry of Home Affairs, SUPD III, South Jakarta City. That Organizational Climate has a positive influence on Performance. Based on the results of the t-test (X1), it is known that the sig value > 0.05, the X1 variable with a significant value of 0.660 which shows that there is an insignificant influence of the Organizational Climate variable on Performance. The value of the Organizational Climate regression coefficient of 0.660 shows that the coefficient has a positive value. The results of this study support the results of research by Mustika Ramadhani and Tika Nirmala Sari (2023) which states that the Organizational Climate variable has a significant effect on Performance.

2. The Effect of Engagement on Performance

From the results of the research conducted regarding Engagement on the Performance of ASN employees of the Directorate General of Regional Development of the Ministry of Home Affairs, SUPD III South Jakarta City. That Engagement has a positive influence on Performance. Based on the results of the t-test (X2), it is known that the sig value is < 0.05, the X2 variable with a significant value of 0.000 which shows that there is a significant influence of the Engagement variable on Performance. The value of the Engagement regression coefficient is -0.358, this shows that the coefficient has a negative value. The results of this study support the results of research by Hafidzunnur (2021) which states that the Engagement variable has a significant effect on Performance.

3. The Effect of Commitment on Performance

From the results of the research conducted regarding the Commitment to the Performance of ASN employees of the Directorate General of Regional Development of the Ministry of Home Affairs, SUPD III South Jakarta City. That Commitment has a positive influence on Performance. Based on the results of the t-test (X3), it is known that the sig value < 0.05. Variable X3 with a significant value of 0.000 which shows that there is a significant influence of the Commitment variable on Performance. The value of the Commitment regression coefficient of 0.400 shows that the coefficient has a positive value. The results of this study support the results of research by Bonaventura Hendrawan Maranata, Dian Prasetyo Widyaningtyas, and Ardani Nur Istiqomah (2022) which stated that the Commitment variable has a significant effect on Performance.

4. Leadership Ability in Moderating the Influence of Organizational Climate on Performance

The ability of Leadership to moderate the influence of Organizational Climate on Performance has a significance value of 0.245 > 0.05, it can be concluded that Leadership is not able to moderate (strengthen) the influence of Organizational Climate on Performance.

5. Leadership Skills in Moderating the Influence of Engagement on Performance

The ability of Leadership to moderate the influence of Engagement on Performance has a significance value of 0.386 > 0.05, it can be concluded

that Leadership is not able to moderate (strengthen) the influence of Engagement on Performance.

6. Leadership Ability in Moderating the Influence of Commitment on Performance

The ability of Leadership to moderate the influence of Commitment on Performance has a significance value of $0.714 > 0.05$, it can be concluded that Leadership is not able to moderate (strengthen) the influence of Commitment on Performance.

CONCLUSION

Based on the results of the research that has been discussed regarding the Influence of Organizational Climate, Engagement, and Commitment with Leadership as Moderation Variables of the Empirical Study on ASN of the Directorate General of Regional Development of the Ministry of Home Affairs in the City of South Jakarta, it can be concluded as follows: Based on the respondents' perception of Organizational Climate (X1), Engagement Style (X2), Commitment (X3), Leadership (Z) and Performance (Y) in the ASN of the Directorate General of Regional Development of the Ministry of Home Affairs of Jakarta as a whole on average gave a positive response or voted to agree and strongly agree with the statement given. With this, the respondents' perception of Organizational Climate (X1), Engagement Style (X2), Commitment (X3), Leadership (Z) and Performance (Y) can be said to be good.

Organizational Climate, Engagement, Commitment have a significant effect on the dependent variable with a significance of < 0.05 . This indicates that in general, without considering the moderation effect of these three variables, it is important to explain the dependent variable. Then after including the moderation effect only engagement and commitment that remains able to have a significant influence < 0.05 , this shows that the influence of organizational climate on the dependent variable depends on the interaction with other variables or that the effect decreases when the moderation interaction is taken into account, in other words the organizational climate does not have a significant direct influence on the dependent variable when the moderation variable is taken into account.

Partially, Leadership cannot moderate the influence of Organizational Climate on Performance and Leadership moderates the influence of Organizational Climate, Engagement, and Commitment simultaneously have a significant effect on Performance. Partially, Leadership cannot moderate the influence of Engagement on Performance and Leadership moderates the influence of Organizational Climate, Engagement, and Commitment simultaneously have a significant effect on Performance. Partially, Leadership cannot moderate the influence of Commitment on Performance and Leadership moderates the influence of Organizational Climate, Engagement, and Commitment simultaneously have a significant effect on Performance.

REFERENCES

- [1] Almer Villajos, C. G. (2019). Job crafting labor union representatives : its impact on and work engagement and job satisfaction. *Vol 8. No. 21*.
- [2] Anfira, A. (2019). Pengaruh Iklim Organisasi Terhadap Kepuasan Kerja Karyawan pada PT Sage Konstruksi Indonesia Bandung.
- [3] Ma'rufi, A. R, C. A. (2019). Faktor yang mempengaruhi komitmen organisasi . *ISSN: 2715-7121, 442-446*.
- [4] Choiri, M. (2022). Pengaruh Komitmen terhadap Kinerja Pegawai dengan Kepemimpinan sebagai Variabel Moderasi di Kantor Camat Kecamatan Muara Kelinci Kabupaten Musi Rawas.
- [5] Ciptadi. (2021). Pengaruh Job Satisfaction Dan Career Development Terhadap Intention To Stay Dengan Organizational Commitment Sebagai Variabel Mediasi (Pada Perawat Berstatus THL Di Rumah Sakit Dr. Soedirman Kebumen).
- [6] Fitriah, M. (2023). Pengaruh Iklim Organisasi, Kemampuan Kerja Dan Semangat Kerja Terhadap Kinerja Pegawai Dinas Perikanan Kabupaten Balangan. *Vol. 6, No. 3, July 2023*.
- [7] Hardi SF, Machasin, Rosyetti. (2020). Pengaruh Kepemimpinan dan Etos Kerja Terhadap Komitmen serta Kinerja Pegawai dengan Budaya Organisasi Sebagai Variabel Moderasi pada Dinas Energi dan Sumber Daya Mineral Provinsi Riau. *Vol. 31, No. 2, Des 2020*.
- [8] Hartanti, T. (2020). *Peran Manajemen Sumber Daya Manusia Dalam*. Bandar Lampung.

- [9] Mufingatun. (2020). Analysis of factors affecting adoption of mobile banking application in Indonesia: an application of the unified theory of acceptance and use of technology.
- [10] Putra Aditya Bagus Setyaki,, & Muh Ghifari Al Farqan. (2021). KEPEMIMPINAN (LEADERSHIP) BERKARAKTER DALAM KEMAJUAN ORGANISASI. *Jurnal Ilmu Pengetahuan Sosial*, 427-435.
- [11] Raharjo, S. B., Usran Masahere, & Wahyu Widodo. (2021). Komitmen organisasi sebagai strategi peningkatan kinerja dan loyalitas karyawan: studi tinjauan literatur. *Entrepreneurship Bisnis Manajemen Akuntansi* , 143 -156.
- [12] Rostini, H. A. (2022). Manajemen Sumber Daya Manusia (Menciptakan SDM Berkualitas). Yogyakarta: Rizmedia Pustaka Indonesia.
- [13] Susan, E. (2019). Manajemen Sumber Daya Manusia. *Volume. 9, No. 2 Agustus 2019*, 952-962.
- [14] Tedla, B. A. (2022)). An Essence of Leadership, its Styles: A Review. 175-183.
- [15] Andri, W. N, S. E. (2019). The Influence of Transformational Leadership Organizational Culture on Employee Performance with Job Satisfaction as Mediating Variable in Ibnu Sina Hospital in West Sumater.
- [16] Sugiyono. (2019). *Metode Penelitian Kuantitatif Dan R&D*. Bandung: Alfabeta.
- [17] Purnamasari, D. (2022). Pengaruh Iklim Organisasi Terhadap Produktivitas Kerja Pegawai Di Kantor Desa Ciherang Kecamatan Banjarsari Kabupaten Ciamis.
- [18] Insan, M. Y. (2021). Analisis faktor-Faktoryang Mempengaruhi Keterikatan Kerja Perawat Di Medan Pada Era Covid 19. *e-ISSN 2775-4049*, 36 - 37.
- [19] Fitrianti, A. (2021). Gambaran Komitmen Organisasi pada Guru di Lembaga Pendidikan Pesantren. *Jurnal Basicedu Vol 5 No 6*, 6168 - 6176.
- [20] Eliana Sari. (2021). Meningkatkan Komitmen Guru melalui Optimalisasi Kepemimpinan Kepala Sekolah. *Volume 01 No 04 ISSN: 2776-267X*, 250 - 264.
- [21] Safitri, A. N. (2022). Pengaruh Lingkungan Kerja, Pemberdayaan, Dan Kepemimpinan Terhadap Kinerja Karyawan (Studi Di Pt.Phapros,Tbk Semarang). *Jurnal Ekonomi dan Bisnis, Vol. 11 No. 2 E - ISSN : 2654-5837*, 14 - 25.
- [22] Adiawaty, S. (2020). Dimensi Dan Indikator Kepemimpinan Dan Budaya Organisasi Yang Mempengaruhi Pemberdayaan. *Jurnal Manajemen Bisnis, Vol. 23 No. 3*, 397 - 403.
- [23] Iqbal Arraniri, H. F. (2021). *Manajemen Sumber Daya*. Jl. Evakuasi, Gg. Langgar, No. 11, Kalikebat Karyamulya, Kesambi, Cirebon: Insania.
- [24] Syarifuddin, & Saudi, I. AL. (2022). Metode Riset Praktis Regresi Berganda dan SPSS (S. Al Saudi, Ed.). Bobby Digital Center.
- [25] Ramadhani, M., & Tika Nirmala Sari. (2023). PENGARUH IKLIM ORGANISASI DAN KEPEMIMPINAN TERHADAP KINERJA PEGAWAI PT. PRIMA TERMINAL PETIKEMAS BELAWAN. *Jurnal Ilmu Manajemen, Ekonomi dan Kewirausahaan Vol.1, No.2 e-ISSN: 2963-5225; p-ISSN: 2963-5284*, 148-161.
- [26] Hafidzunnur. 2021. Pengaruh Work Engagement Terhadap Kinerja Karyawan Smk Negeri 2 Singosari Di Masa Pandemi. Skripsi. Fakultas Psikologi Universitas Islam Negeri Maulana Malik Ibrahim: Malang.
- [27] Maranata, B. H., Dian Prasetyo Widyaningtyas, & Ardani Nur Istiqomah. (2022). PENGARUH KOMITMEN ORGANISASI TERHADAP KINERJA KARYAWAN PADA PT. BANK BUMN KOTA SEMARANG. *JURNAL ARIMBI (APPLIED RESEARCH IN MANAGEMENT AND BUSINESS)*, 1 - 10.