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# The Effect of Leadership Style and Work Climate on Employee Performance In The Population and Family Planning Department of Manado City

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**Abstract.** The success of an organization is closely related to employee performance. It can even be said that employee performance is one indicator of its success. Employee performance determines the organization's success if it can carry out its duties and functions appropriately and adequately in realizing the set organizational goals. The purpose of this article is to measure Performance which is influenced by leadership style and work climate in Manado city. Researchers use this type of research with a quantitative approach. Researchers used a cross-sectional design to obtain information from respondents through a researched sample. The method of this study requires the variables to be measured by surveying the selected model. This quantitative approach is used to measure the level of success in the influence of leadership style and work climate on employee performance at the Manado City Population Control and Family Planning Office. The technique of collecting data and information in this quantitative approach is a questionnaire. The data method analysis in this study uses statistics, namely inferential statistics. Inferential statistics used in this study are parametric. The statistic is helpful for testing population parameters through sample data. This test population parameter is called a statistical hypothesis test. Parametric statistics requires the fulfillment of many assumptions. The results showed that leadership style significantly affected the employees' Performance at the Office of Population Control and Family Planning in Manado City with a contribution of 3.059 or 0.031%. So it can be concluded that the better the Leadership Style, the higher the performance of employees at the Office of Population and Family Control. Manado City Planning. Work climate does not significantly affect employee performance at the Manado City Population Control and Family Planning Office because it does not contribute to the dependent variable. The influence of leadership style and work climate together on the Performance of employees in the Department of Population Control and Family Planning Manado City is 11.3%.

**Keywords.** Leadership, Work Climate, Employee Performance

## A. Introduction

The national family planning program manager carries out its duties and authorities based on Law 52 of 2009 concerning population development. Family development is a planned effort to realize a balanced population growth and develop the population's quality in all dimensions of the population. The population is the essential capital and dominant factor of

development. So it is necessary to make efforts to create a quality population in which the right of the population to obtain information is within the framework of the fulfillment and protection of human rights. The authority and responsibility of the Government in population is to establish mid-term and long-term policies and programs for population/family development. In this Law, it is decided that the BKKBN is a non-ministerial government institution located under the President and is responsible to the President. In the regions, a Regional Population and Family Planning Board (BKKBD) is formed at the provincial and district/city levels in charge of implementing population control and administering family planning by formulating national policies, setting norms, standards, procedures, criteria, advocacy, and coordination, IEC, monitoring and evaluation, fostering, mentoring, and facilitation.

Manado City as an autonomous region cannot be separated from social problems that affect the improvement of society, including population growth. Therefore, this is clearly stated in Government Regulation no. 87 of 2014 concerning Population Development and Development of Family Planning and Family Information Systems is intended to achieve consistency in national, provincial, and district/city policies. This expectation is technically stated in Mayor Regulation 52 of 2016 Chapter III. The duties, functions, and work procedures of the Manado City Population and Family Planning Service are obvious.

This indicates that the family planning program is a national program that must inevitably be implemented for development in the national field. Therefore, to implement and succeed, the program must be carried out and carried out by government officials who have expertise in their areas, as people or individuals who run the wheels of Government, the apparatus must have a strategic role in carrying out general government and development tasks and by the demands of the times, especially to answer the needs of society and future challenges.

Qualified apparatus as human resources are needed to face future challenges. Therefore, the human resource factor will determine an organization's success because human resources are vital in improving an organization's performance, which is strongly influenced by employee performance. As the result of individual work in an organization. At the same time, organizational Performance is the totality of the work achieved by an organization. Employee performance and organizational Performance have a very close relationship. The achievement of organizational goals cannot be separated from the resources owned by the organization driven or run by employees who play an active role as actors to achieve the organization's goals, as Pasolong, 2012: 175) stated. Likewise, Widodo (2006:78) says that Performance is carrying out an activity and perfecting it by its responsibilities with results as expected.

In contrast, according to Prawirosentono in Widodo Joko (2001: 206), Performance is a work result that can be achieved by someone or groups of people in an organization, according to their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the Law and by morals and ethics. Performance is a term derived from the word job performance or actual Performance (actual work achievement or achievement achieved by someone) or the quality and quantity of work accomplished by an employee in carrying out his duties by the responsibilities given to him (Mangkunegara, 2010: 67; 2017: 9). Performance is a comparison of the results achieved with the participation of employees per unit time (usually per hour) (Kusriyanto, 2015: 3). Performance is an expression such as output, efficiency, and effectiveness which is often associated with productivity (Gomes, 2007:195). From the above definition, Performance is more emphasized on responsibility with the expected results as the goal of an organization.

According to Mangkunegara (2010: 14), the factors that can affect employee performance are influenced by three factors, namely 1). Individual factors consist of abilities

and expertise, demographic background 2). Psychological factors include perception, attitude, personality, learning, motivation 3). Organizational comprised resources, leadership, rewards, structure, job design. According to Dewar (2009:33), there are 6 (six) factors that can affect Performance, namely (a) Ability (ability), (b) Capacity (capacity), (c) Help (assistance), (d) Incentive (incentive), (e) Environment (environment), and (f) Validity (legitimacy), then the internal environmental factors of the organization, external environmental factors and internal factors of employees or employees become 3 (three) factors that can affect Performance according to Wirawan, 2009:56 with an explanation as follows; 1). Employee internal factors are factors from within the employee: intrinsic factors from birth such as talent, personal nature, and physical and psychological conditions and factors obtained when he develops such as knowledge, skills, work ethic, work experience, and work motivation. 2). In carrying out their duties, employees need the organization's support because this support dramatically affects employee performance.

On the other hand, employee performance will decrease if the compensation system and organizational work climate are flawed. Other internal organizational factors include corporate strategy, support for the resources needed to carry out the work, and management and compensation systems. Therefore, executive management must create a conducive internal organizational environment to support and increase employee productivity. 3). Organizational external environmental factors such as circumstances, events, or situations that occur in the organization's external environment that affect employee performance. Motivational factors and corporate culture include factors that affect Performance. Motivation can play a role in increasing employee work activities. Employees who have basis will always try their best in completing any work assigned to them will achieve high Performance. Vice versa, employees whose Performance is low due to lack or absence of motivation at work, as well as organizational culture is a factor that affects employee performance so that culture A strong and rooted organization will be able to make a significant contribution to members of the organization in terms of a clear and straightforward understanding of a problem is resolved. However, otherwise, a bad organizational culture will significantly influence the attitudes and behavior of members of the organization.

Many factors can improve employee performance, including leadership style, organizational work climate, motivation, work culture, discipline, and enhancing employee work abilities. This is because employee performance is a determinant of the success and survival of the company. Therefore the achievement of company goals depends entirely on human resource factors that can provide high performance for the organization and vice versa. Of all the factors described above, related to their effect on Performance, the authors consider and determine 2 (two) factors that significantly influence employee performance, which will later become research variables, namely leadership style and work climate factors. The leadership style factor has a massive role in an organization that affects the performance of the employees he leads. The success of a leader is primarily determined by his leadership, including the ability and interaction of fellow leaders, subordinates, and superiors. A person's leadership style will significantly affect decisions and the organization's Performance he leads. Each leader will show leadership in certain situations that can be raised through speech, attitudes, and behavior by himself and by himself. The leadership style rarely allows his subordinates to make decisions, take the initiative, and buy a complaint of employees at the Manado City Population Control and Family Planning Office.

The work climate factor of an organization provides leverage and usability in building and generating employee performance towards the Performance of an organization. Creating a

good and conducive organizational climate can improve performance to achieve organizational goals. However, this is not easy because humans have different behavioral characteristics according to their needs. Suppose there is a difference or gap between the perception of members and the perception of the leadership regarding the perceived and expected climate. In that case, this will allow job dissatisfaction from members. It can lead to abuse rights and obligations, resulting in organizational goals not being fulfilled optimally, such as the administrative work climate. What happened at the Manado City Population Control and Family Planning Office.

This can be seen from the achievements/targets achieved from 2019 to 2020, which did not reach the expected targets at the Manado City Population Control and Family Planning Office. The distribution of achievements can be seen in the data below in the form of PPM Achievements of new PIL KB Participants until December 2020. Some studies reveal the influence of leadership, organizational culture, work discipline, work motivation, and commitment to Performance, namely research by Hendriani and Artati (2014) concluding that leadership and work discipline significantly affect employee performance. Mauliza et al. (2012) stated that personality, job satisfaction, organizational commitment affect employee performance. Handayani et al. (2012) concluded that extrinsic work motivation factors have more influence on employee performance than work motivation factors.

Intrinsic. Data obtained from field observations at the Department of Population Control and Family Planning of Manado City showed decreased employee performance. Data from the Pro-PN Monev report feedback (National Program Priority); BKR (31.6%), PIK-R (31%), BKL (35%), and have not reported UPPKS on Google form and New SIGA. This fact shows the non-achievement of the target targeted by the Manado City Population Control and Family Planning Agency to meet the demands set at 100%. Based on this fact, the researcher is very interested in researching this Employee Performance.

Employee performance describes the level of achievement of the implementation of activities/work achieved by a person or employee to achieve organizational goals within a specific time. Employee performance is an essential factor for a company. One of them is to realize the desired dream by increasing the capacity of human resources. Government officials are workers whom the Government pays to carry out technical government tasks to provide services to the community based on applicable regulations" (Setyawan, 2004:169). The results of the work of government officials can be seen from the Performance as an illustration of the level of achievement of the implementation of tasks in an organization. Therefore a performance appraisal is needed. Performance appraisal is an important activity because it can be used to measure the success of an organization in achieving its mission (Dwiyanto, 2006: 49). One of the problems related to the Performance of the government apparatus is the increasing population growth, especially in the city of Manado due to a relatively high crude birth rate and several other indicators due to the lack of families exposed to socialization about Family Planning and Reproductive Health by personnel/officers/officials/ KB cadres according to the 2020 BKKBN SKAP (Program Accountability Performance Survey) data.

The Performance of the government apparatus from the old order, the reform era, to the digital transformation era is currently still an actual object of study to be investigated as a bureaucratic organization that serves the community. It turns out that the Performance of our government apparatus is still not as we expected where the Performance of employees in the office Population Control and Family Planning Manado City does not seem to have given optimal results as expected where there are still some weaknesses in carrying out their main tasks and functions such as the distribution of contraceptive devices and drugs and the provision

of information related to mobile family planning services and reproductive health counseling as part of community needs. This can indicate that it is most likely that employees' work results from the service are still not optimal, which can be caused by various limitations, problems, and obstacles such as the influence of leadership style and the favorable atmosphere or work climate—impact on employee performance in carrying out their primary duties and functions to realize work programs.

## **B. Theoretical review**

### **1. Employee Performance Concept**

The concept of Performance can be seen from two aspects: employees (individuals) and organizational Performance. Employee performance results from individual work in an organization. In contrast, organizational Performance is the totality of work achieved by an organization. Employee performance and organizational Performance have a very close relationship. The achievement of organizational goals cannot be separated from the resources owned by the organization driven or run by employees who play an active role as actors to achieve the organization's objectives [1]. Widodo (2006) says that Performance is carrying out an activity and perfecting it according to its responsibilities with the expected results. Performance emphasizes responsibility for the desired results [2].

In contrast, according to Kusnadi (2002), "Performance is every movement, deed, implementation, activity or conscious action that is directed to achieve specific goals or targets." Without their Performance means no effort to achieve results or targets. Suppose humans have plans that are not accompanied by a performance [3]. In that case, the humans concerned are just wishful thinking that will never materialize into reality. According to Prawirosentono in Widodo Joko (2001), Performance can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities to achieve goals. The organization concerned legally does not violate the Law and is by morals and ethics. Performance is a term derived from the word *job performance* or *actual Performance* (*actual* work achievement or achievement achieved by someone) or the quality and quantity of work conducted by an employee in carrying out his duties by the responsibilities given to him (Mangkunegara, 2010: 67; 2017: 9). Performance is a comparison of the results achieved with the participation of employees per unit time (usually per hour). Performance is an expression such as *output*, efficiency, and effectiveness, often associated with productivity [3].

Performance is a systematic representation of the goodness and weaknesses of the work of individuals or groups. Although no in-between technical issues (such as the selection of formats) and the human problem itself (such as appraisers resistance and obstruction relationship between individuals), all of which can not be resolved by the assessor's Performance [4]. Performance is a function of motivation and the ability to complete a task or work. A person should have a certain degree of willingness and level of proficiency [5]. Performance is the willingness of a person or group to carry out an activity and perfect it according to their responsibilities with the expected results. Performance (*Performance*) is the result of work that can be accomplished person or group of people from an organization by the authority and responsibilities of each in the context of efforts to achieve the goals of the organization in question legally, do not break the law, and by moral and ethical [6].

## 2. Leadership Style Concept

The leadership style is a behavior or the way that selected and utilized leader in effect thoughts, feelings, attitudes, and behavior of members of the organization or subordinates [7]. According to Paul Hersey and Kenneth Blanchard, leadership style is a pattern of behavior when someone tries to influence others and accept it. According to them, four factors influence leadership style: the value system, confidence in subordinates, leadership inclination, and feelings of security in certain situations [8]. Leadership style is a pattern of behavior designed in such a way as to influence subordinates to maximize the Performance of their associates so that organizational Performance and organizational goals can be maximized and motivate employees so that it is expected to produce high productivity [9].

The success of an organization is closely related to employee performance. It can even be said that employee performance is one indicator of its success. Employee performance determines the organization's success if it can carry out its duties and functions appropriately and adequately in realizing the set organizational goals. In carrying out the task, leadership style can affect employee performance, work climate can affect leadership style, and work climate can affect employee performance [10]. Conversely, employee performance can affect leadership style. Employee performance can affect work climate. Employee performance can affect leadership style and work atmosphere. This can be distinguished as follows:

1) Employee performance results from individual work in an organization. In contrast, organizational Performance is the totality of work achieved by an organization. Employee performance and organizational Performance have a very close relationship. The achievement of organizational goals cannot be separated from the resources owned by the organization driven or run by employees who play an active role as actors to achieve the organization's goals [11].

2) Leadership style is the behavior or method chosen and used by the leader in influencing the thoughts, feelings, attitudes, and behavior of members of the organization or their subordinates.

3) Work climate is the nature of the organization's work environment or psychological environment. It is considered to influence the attitudes and behavior felt by workers or members of the organization and is believed to influence the attitudes and behavior of workers towards their work [12].

Leadership style and or work climate becomes a crucial part of employee performance or vice versa in influencing, encouraging, guiding, directing, and mobilizing resources to achieve predetermined organizational goals. These abilities will further promote the implementation of tasks, functions, and activities. Responsibility appropriately and adequately. Leadership style and organizational work climate can be good and right if they improve attitudes and behavior. Changes in the mindset of employees/apparatus/officers are marked by a high commitment and loyalty of employees to their leaders who drive them with their leadership style and a highly conducive work climate in carrying out their duties, functions, and responsibilities.

Meanwhile, employee performance is indicated by leadership styles and a conducive work climate. Through a high leadership style and work climate, it will improve the Performance of subordinates. Thus it can be said that leadership style and work climate can be positively correlated with employee performance. The readiness of the apparatus is a factor that significantly determines the ability of a region to carry out its household affairs properly because the implementation of Government is highly dependent on humans as the implementers [13].

The Performance of the apparatus in service to the community contains specific values that characterize the work of government officials in carrying out their duties [14]. Assessment of public service performance is very important for an organization. With these activities, an organization can see to what extent human factors can support the goals of an organization. Organizations can select or place the right person to occupy a specific position subjectively through service performance assessment. Performance measurement is a method for assessing the progress that has been achieved compared to the goals that have been set. Performance measurement is used to determine the success, failure of implementing policies, programs, and activities with predetermined goals and objectives to realize the Government's vision and mission so that it can be said that a good leadership style supported by a conducive work climate will have a positive impact on employee performance. Moreover, if channeled in the right and helpful direction will lead to high and profitable work results for the organization [15].

### **C. Research methods**

Researchers use this type of research with a quantitative approach. As stated (Sugiyono 2016:8) that quantitative research is defined as a research method based on the philosophy of positivism, used to examine specific populations and samples, data collection using research instruments, data analysis is quantitative/statistical to refer to the established hypothesis. Researchers used the cross-sectional design to obtain information from respondents through the studied samples. The method of this study requires the variables to be measured by surveying the selected model. This quantitative approach is used to measure the level of success in the influence of leadership style and work climate on employee performance at the Manado City Population Control and Family Planning Office.

There are three variables in this study. Two of the variables studied are independent variables, namely Leadership Style (denoted by X1) and Work Climate (denoted by X2). In contrast, one other variable, namely Employee Performance (denoted by Y), is the dependent variable. The paradigm of this research seeks to discover or find out the effect caused by the independent variable on the dependent variable. This research was carried out at the Manado City Population Control and Family Planning Office for about three months, namely September to November 2021. Sampling in this study used a probability sampling technique, namely "proportionate stratified random sampling." Probability sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a sample member. Proportionate stratified random sampling is used when the population has members/elements that are not homogeneous and proportionally stratified. In this technique, the population is grouped or categorized, called strata (*Stratified*). These strata can be in age, city, gender, religion, education level, income level, type and nature of work, etc.

#### **1. Data collection technique**

The essential stage of research is data collection. According to Djam'an Satori and Aan Komariah (2009: 103), "Gathering data is nothing but a process of procuring data for research purposes." Data collection techniques are closely related to the instrument to be determined. The data collection carried out is, of course, also related to the problem and research objectives. Various data collection techniques can obtain accurate and valid research data. Data collection techniques using data collection designs can be done by interview (interview), questionnaire (questionnaire), observation (observation), and a combination of the

three (Sugiyono, 2017: 137). In this study, the authors used data and information collection techniques in this quantitative approach with the "**Questionnaire.**" Arikunto (2016: 102) explains that "Questionnaire is a list of questions given to other people with the intention that the person given is willing to respond according to user requests." The person who is expected to give this response is called the respondent. A questionnaire is an efficient data collection technique if the researcher knows the variables to be measured and what can be expected from the respondents. The nature contained in the questionnaire is that there is an interaction between the object being observed and the observer or data collector.

The making of the questionnaire must pay attention to the determination of the measurement scale (*rating scale*) to see an overview of the general characteristics of the respondents and the respondents' assessment of each variable in the questionnaire. The researcher uses a Likert scale quoted from Sugiyono's book (2016: 134) that "The *Likert scale* is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena." With a *Likert* scale, the variables to be measured are translated into variable indicators. Then the indicator is used as a starting point for compiling instrument items in the form of statements or questions. The type of questionnaire that the author uses in this study is a closed questionnaire, namely a questionnaire presented in such a way that the respondent only puts a tick (√) or a cross (x) in the appropriate column or place and has been provided. In addition, in making the questionnaire, of course, must pay attention to the determination of the measurement scale (*rating scale*) to see an overview of the general characteristics of respondents and respondents' assessment of each variable in the questionnaire. In this study, researchers used a Likert scale. The Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2015: 134). With a Likert scale, the variables to be measured are translated into variable indicators. Then the indicator is used as a starting point for compiling instrument items in the form of statements or questions. Form scales Likert were used in this study as a form checklist.

## 2. Data analysis technique

In quantitative research, data analysis is an activity after data from all respondents or other data sources have been collected. The objectives are to answer research problems and prove research hypotheses. Compose and interpret data that have been obtained, make it easier for readers to understand research results, explain the suitability of theories and findings in the field, explain arguments for discoveries in the area.

The data analysis technique in this study is to use statistics, namely inferential statistics. (Sugiyono 2016:116). Inferential statistics is a process of concluding the character of the population based on the data obtained from the sample where the statistics are used to analyze the sample data. The results are applied to the population where the sample is taken. This statistic will be suitable if the sample is taken from a clear population. The sampling technique from the population is done randomly. This statistic is called probability statistics because the probability is the truth of the conclusions applied to the population based on the sample data. The opportunity is expressed in a percentage called the significance level. If the error probability is 5%, the confidence level is 95%. If the error probability is 1%, the confidence level is 99%. Testing the significance level of the results of an analysis is based on the table according to the analytical technique used.

Inferential statistics used in this study are parametric statistics used for testing population parameters through statistics (sample data). This test population parameter is called

a statistical hypothesis test. The use of parametric statistics requires the fulfillment of many assumptions,

#### **D. Results and Discussion**

Based on the F test that has been carried out, it is known that the calculated F value is 5.266. Table F shows that the value of the F table with *Degree of Freedom* (df)  $n_1 = 2$  and  $n_2 = 83$  is 3.107. Thus, it can be seen that  $5.266 > 3.107$ , or the calculated F value is greater than the table F value. From the above test, it is also known that the significant value is  $0.007 < 0.05$ . So from the test results, it can be seen that the decision taken is to reject  $H_0$  and accept  $H_a$ . So, it can be concluded that there is a significant simultaneous influence between the variables of Leadership Style (X1) and Work Climate (X2) on Employee Performance at the Office of Population Control and Family Planning in Manado City (Y). Thus, the third hypothesis is accepted. Then, from the analysis results above, it is obtained that the value of  $R_{\text{square}}$  indicates the magnitude of the contribution of the two independent variables in this study simultaneously on the dependent variable. The results of the analysis in this study  $R_{\text{square}}$  of 0.113 identified that the leadership style variable (X1) and work climate (X2) simultaneously affected the Performance of employees at the Manado City Population Control and Family Planning Service (Y) by 11.3%. Other variables influence the remaining 88.7 %.

##### 1. The Influence of Leadership Style on Employee Performance at the Manado City Population Control and Family Planning Agency

Leadership style is a pattern of behavior designed in such a way as to influence subordinates to maximize the Performance of their subordinates. Thus organizational Performance and organizational goals can be achieved optimally and can motivate employees so that it is expected to produce high productivity for the organization itself [16]. Thus, leadership style can be interpreted by behavior made or attached to the leader to regulate and influence his subordinates. The leadership style here helps direct employees, so it is expected to support employee performance within the organization itself. Based on the results of the analysis that has been carried out in this study, it shows that Leadership Style has a significant positive effect on Employee Performance at the Office of Population Control and Family Planning in Manado City. So, the analysis results can be interpreted if the better the leadership style of the leader in an organization, the better the level of employee performance at the Manado City Population Control and Family Planning Service [17].

Employee performance in an organization can be used as a benchmark in achieving the organization's goals. Agus Dwiyanti (2006) argues that performance appraisal in a company is an activity that is considered very important to be used as a measure of organizational success in achieving previously designed goals [18]. Employee performance or *individual Performance* in an organization can also be supported by the leadership style of a good leader. A good leadership style and the goals to be achieved from the organization itself can encourage employee performance to be even better [19]. Thus, a suitable and appropriate leadership style is expected to prepare or make the Performance of employees at the Department of Population Control and Family Planning in Manado City to be even better and be able to carry out their duties in serving the community better [20]. Able to increase community satisfaction with the Performance of the Department of Population Control and Family Planning in Manado City [21].

2. The Effect of Work Climate on Employee Performance at the Manado City Population Control and Family Planning Agency

Another factor that is considered to affect the Performance of employees at the Office of Population Control and Family Planning in Manado City is the Work Climate. Based on the results of the analysis that has been carried out in this study, it shows that the work climate has no significant effect on employee performance [22]. Thus, it can indicate that the work climate in an organization does not affect employees' good or bad Performance [23]. The work climate can be said to reflect the internal conditions of an organization because members of the organization can only feel the work climate. The work climate can also determine the causes of employees' negative behavior in the organization itself, Amundson in Martini and Ristiana (2003) [24]. Thus, it can be considered that the work climate affects employees' Performance in an organization in achieving its goals [25].

However, the analysis results in this study indicate that the work climate does not affect whether or not the Performance of employees in the Office of Population Control and Family Planning in Manado City is working climate [26]. Thus, the work climate is not used as a benchmark or guideline in improving employee performance. Therefore, it is better if the Manado City Population Control and Family Planning Office, namely the Work Climate, can improve the Performance of its employees by considering other variables compared to the work climate variable. The analysis results show that the work climate in an organization does not affect employee performance—the organization itself [27].

3. The Effect of Leadership Style and Work Climate Together on Employee Performance in the Office of Population Control and Family Planning of Manado City

From the analysis that has been carried out in this study, as explained in the previous discussion, the leadership style variable partially has a significant effect on employee performance [28]. Still, the work climate variable has no significant impact on employee performance at the Office of Population Control and Family Planning in Manado City [29]. The simultaneous test analysis shows the impression of both leadership style and works climate. These variables simultaneously significantly affect employee performance at the Office of Population Control and Family Planning in Manado City [30]. Leadership Style and Work Climate are two things that are considered quite crucial so that they can affect the Performance of employees at the Office of Population Control and Family Planning in Manado City [31]. The analysis also shows that the effective influence of the leadership style and work climate variables simultaneously on the Performance of employees at the Department of Population Control and Family Planning of Manado City with a contribution of 11.3%. Thus, it can be concluded that other things or other variables can affect employee performance, in addition to leadership style and work climate variables [32].

**E. Conclusion**

Based on the results of the research that has been done. It is known that the conclusions of the study are as follows:

1. Leadership style has a significant effect on employee performance at Manado City. Population Control and Family Planning Service with a contribution of 3.059 or 0.031%, so it can be concluded that the better the Leadership Style, the higher the employee performance at the Manado City Population Control and Family Planning Service. The results of this study support the research results by Iqbal Nazili (2012) and Regina Aditya Reza (2010).

2. Work climate does not significantly affect employee performance at Manado City. Population Control and Family Planning Office do not contribute to the dependent variable. Therefore, the improvement in the work climate does not lead to an increase in the Performance of employees at the Manado City Population Control and Family Planning Office. The results of this study are different from the results of research from Rofiatun and Masluri (2011).

3. The influence of leadership style and work climate together on the Performance of employees in the Department of Population Control and Family Planning Manado City is 11.3%. This shows that other variables or things other than leadership style and work climate also affect employees' Performance at the Manado City Population Control and Family Planning Office. The results of this study support the research results by Iqbal Nazili (2012).

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