

# The Effect of Leadership Style, Work Climate and Welfare on the Work Performance of the Employees in Religion Education and Training Centre Manado

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**Abstract:** *The aim of this study is to observe the effect of the leadership style, work climate, and welfare on the work performance of employees in the Religion Education and Training Centre, Manado. This study used the correlational technique survey method. With the error level of 5% (0,05) and the number of population of 70 employees (N=70), it has been found the number of samples of 60 respondents (n=60). Data was collected based upon the questionnaires with Likert Scale. The result of the research showed the positive effect partially or simultaneously among the leadership style, work climate and welfare on the work performance of the employees in Religion Education and Training Centre Manado. The finding of the research showed the weak managerial skill in the division of monitoring. The work atmosphere was found conducive and dynamic but the coordination and communication was weak and there was an attempt to develop the welfare program with the nuance of spiritual satisfaction and the family day program. The effect of the development of the program in fact can reduce the work stress.*

**Keywords:** Leadership Style, Work Performance, Prosperity, Employee Performance

## 1. Background

Religion Education and Training Centre Manado is a government institution obliged to improve human resource at the level of Ministry of Religious Affair in three provinces: North Sulawesi, Gorontalo and North Maluku. Human resources available in Education and Training Centre include human resources in structural, functional, certain functional position and general functional position to the non-State Officers. If seen from the types of the position and the existence of the Human Resource, then Religion Education and Training Centre Manado needs to prepare the curriculum and syllabus, facilities and infrastructure and competent resources.

The competent, active, creative and innovative human resources are able to stimulate the progress of development in any aspects in an organization. Management, empowerment and development of the human resource to improve the work performance must be well prepared by relevant parties. As regulated in Law No. 13 of 2003 Passage I Sentence 9 on all activities to give, obtain, increase and develop the work competence, productivity, discipline, attitude, and work ethos at certain level of skill and expertise in accordance with the level and qualification of position and work<sup>1</sup>. Considering that law, it is then deemed important for the institution or organization to have the resources that are competent in their expertise.

Every organization must map the competence and do workload analysis in order to formulate and implement the

right and accurate program with an expectation that the task implementation is technically suitable with target and the result of work performance increases. Human resource is the mobilization, actor and determiner of any activities in duties and functions of organization. Hence, the human resources play a role in accordance with their own *job description* in order to make human resources to be the locomotive in organization.

Related to the duties and functions, Education and Training Centre of Ministry of Religion Number 04 of 2012 was then completed with Regulation of Minister of Religion Number 75 of 2015, Article 1, Sentence 28 that Religion Education and Training Centre hereinafter referred to as Balai Diklat Keagamaan is a unit of technical implementation of Religion Education and Training Centre located in the area and in charge of doing the education and training on administration, technical education and training on education and technical education and training on religion for the employees in each work area and be guided by the Policy of the Head of Research and Development Department and Education and Training of Ministry of Religion. Meanwhile, in passage 2 it is stated that the Implementation of Education and Training aims to: (a) improving the knowledge, expertise, skill and attitude of the employees to be capable of implementing the duties professionally based on the personality and ethic code of employees in accordance with the needs of Ministry of Religion; (b) generating the apparatus that is capable of acting as innovator, and creator of coalescence and unity of nation; (c) stabilizing the orientation of attitude and spirit of dedication oriented to service, protection and empowerment

<sup>1</sup> See: Law No. 13 of 2003, Article 1, Sentence 9.

of people and (d) generating the qualified employees, professional, having integrity and responsible<sup>2</sup>. In relation to the Regulation of that Minister of Religion, then the Religion Education and Training Centre in all parts of Indonesia is authorized to educate and train the employees in each work domain. This indicates that the Education and Training Centre is used as the pioneer for the development of human resources in the Department of Ministry of Religion, Indonesia Republic.

Technically, operation refers to the regulation of the Head of State Administration Institution (Locally called LAN or Lembaga Administrasi Negara) of Indonesia Republic. The competence of the committee of Education and Training includes: (a) consistent in maintaining the work ethos in the implementation of education and training; (b) able to understand the plan of the implementation of Education and Training; (c) implementing the coordination of the implementation of education and training; (d) implementing the administration of the implementation of the education and training; (e) consistent in giving the maximum service in the implementation of education and training; (f) always working in a team effectively; (g) preparing the facilities and infrastructure of Education and Training; (h) always building an effective communication in the implementation of education and training and (i) implementing the activities of field study<sup>3</sup>.

Considering those competences, then it can be interpreted they are the effort for improving the quality of the implementation of the education and training. This shows how serious the government, in this case the apparatus of ministry of religion, is to improve the quality of human resource. They are the strategic factors and have a role in achieving the organization purpose. For the management and the empowerment and the improvement of human resource, it must be well planned.

The competence of the empowerment of human resources will be found out in its implication towards the contribution in the achievement of the organizational purpose through the outcome of each group or individual. It can be understood if the Religion Education and Training Manado expects the result of qualified education and training, then the participation of the group and individual must be integrated well started from planning, input, *process*, *output* and *outcome*. Meanwhile, in the accumulation of the implementation, it needs the work ethics and other technical skills to support the implementation of those activities.

The improvement of quality on management and quality of the human resources in Religion Education and Training Manado can be seen from the improvement of vision and mission of organization. Hence, the employees can improve the work performance with the support of policy from leaders, such as the conducive work atmosphere, adequate facilities and infrastructure and just prosperity.

Also, formulating, drafting, managing the programs of development, managing structure or work pattern from the personnel in teamwork and clear work distribution, hierarchy of authority are formulated well supported with balanced rationality in the achievement of purpose, clear procedural system for managing work situation, proper regulation system on the rights and duties for the functionaries, and impersonal relation. As stated by Robbins, abilities that must be owned by the employees include: 1) *intellectual ability* – ability required to do any mental activities in thinking, reasoning and solving problem; 2) *physical ability* – this is quite important for the work achievement; 3) *properness of competence and work* – this predicts and explains the attitude of individual to have different competences<sup>4</sup>

The concept above shows that to build a good organization, it must be supported with a good management such as man, money, material, machine, method and market as well as structure and certain positions in organization i.e. division of planning, implementing, public relation, supervisor and other in line with the needs of organization.

To achieve the purpose of the education and training is highly related to the system. It also needs to make coordination on the perspective of training, the improvement of the human resources in Ministry of Religion in general. Therefore, the demand for the management quality and good service of education and training from the aspects of human resource development program, facilities and infrastructure becomes the priority in education and training. It is expected that it can provide the administrative service and technical service on the implementation optimally. Thus, the benefits from the result of the implementation of education and training can fulfil the interests of organization, committee or stakeholders.

In general, the Department of Education and Training cannot be apart from the success for the improvement and development of human resource in Ministry of Religion. This is related to the implementation of education and training viewed to have competence and experience in any levels and types of training. They plan and manage the strategies of training related to: Need Assessment, the establishment of objectives and measures, design and delivery of the training, evaluation<sup>5</sup>. Based on that concept, the characteristics of organization implementing the training and development needs the top management committed to the training and its development. Training is related to the purpose and strategies related to the organization and there is a systematic and comprehensive approach to the training, and commitment to invest the resources required.

The requirements in the implementation of education and training include competence, knowledge, and strategies in the process of education and training in designing, identifying and evaluating the education and training. It also is related to monitoring, and managing in accordance with

<sup>2</sup> See: Regulation of Minister of Religion No. 75 of 2015

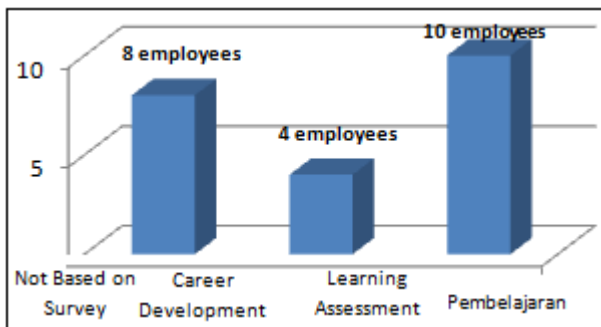
<sup>3</sup> See; Regulation No. 4 of 2013 on the Guidance in the Implementation of Education and Training on the technical of the implementation of education and training

<sup>4</sup> Robbin P. Stephen. *Perilaku Organisasi*. 12nd Ed. (Jakarta: Salemba Empat, 2008) pp., 57

<sup>5</sup> Wibowo. *Manajemen Kinerja*, 6<sup>th</sup> Ed. (Jakarta: Rajawali Pers, 2012)h.,445

the accreditation standards from State Administration Institution (LAN). The implementation of education and training is also responsible for the institution (Education and Training Centre) and *stakeholder* morally. For this they must attempt to assist, motivate and give the assessment to the participants to make them able to follow the education and training well. With the regulations of the quality improvement of the implementation of education and training, some problems in the administration, monitoring, and reporting are still found that later create the ignorance for the duty and responsibilities, monotonous work patterns, and lack of work spirit and innovation.

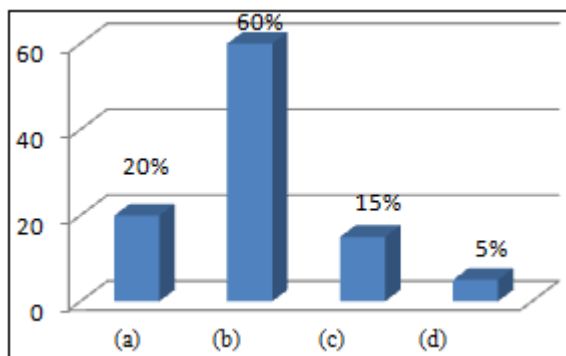
From the initial interview, the results have been found as follows:



**Figure 1:** Problems in Education and Training Planning

From Figure 1 above, there are 8 (eight) employees stating that the problem in recruitment of resource is not totally based on the needs of the education and training centre. 4 (four) of them stated that the improvement of the resources is not in line with the main duties of the education and training centre, 10 (ten) employees stated that the resources have not been facilitated in joining the education of *Training of Course(TOC)*, *Master of Trainer (MOT)*, and *Training of Trainer (TOT)*.

Furthermore, the report accomplishment of the implementation of education and research in 2014/2015 experienced the retardation:



**Figure 2:** Report Accomplishment of Education and Training

From the figure above, it can be seen that the report accomplishment in the Office of Religion Education and Training Centre Manado is various: (a) the report is accomplished on time (20%); b. report is not complete administratively (60%); (c). The file is missing (15%); and (d). report has not been made yet (5%). This then showed

that the report of the implementation of education and training is estimated 80% unfinished by the time determined. Therefore, this becomes a question of IRJEN in the audit of work performance from the findings: not accurate in time, standard and target; as a consequence, it leads to the category of budget abuse. This is assumed as the implication of the work performance of the employees is not optimal. In the initial assumption, it is caused by a number of factors: first, internal employees, such as knowledge, skill, work attitude, and weak. Secondly, the external employee, such as the support of management: Leadership Style, Work Climate, Welfare of Employees, placement of employees not suitable with competence, quite high work load, and unbalanced distribution, inaccurate policy on target, sanction, and disproportional reward.

The explanation above shows that the work performance of the employees in Religion Education and Training Centre Manado can be influenced by the factor and it therefore can make the work performance of the employees not optimal. Based on that fact that has been explained, through this research, it will analyse “the Effect of Leadership Style, Work Climate, and Welfare on the Employees in Religion Education and Training Manado”.

## 2. Methodology and Data Analysis

### Research Method

Method used in this research was the correlational technique survey method. The use of this method was based upon the opinion as stated by Donald Aryet al., stating that the survey can be done for the real data and can be used to detect the relation or to test the hypothesis<sup>6</sup>. Meanwhile, MasriSingarimbun and Sofian Effendi stated that the survey research is the research taking the sample from two populations and uses the questionnaires as the tool to collect the core data<sup>7</sup>. In this research, the techniques of correlation and regression were used to assess the relation and effect of leadership, work climate, welfare on the work performance of the employees individually and in group.<sup>8</sup>

### Population and Sample

Population is all units or individuals in a scope to be studied. The number of observations or the members of a population is called as the size of population. Meanwhile, a value describing the feature or characteristic of population is called as parameter<sup>9</sup>. The population in this research included the State Officers and Non-State officers in the religion Education and Training Centre Manado as many as 70 employees. The method used to determine the number of

<sup>6</sup>Arikunto S. *Prosedur Penelitian Suatu Pendekatan Praktik*. (Jakarta :Rineka Cipta, 2006) p. 252.

<sup>7</sup>MasriSingarimbun and Sofian Effendi, *Metode Penelitian Survei*(Jakarta: LP3ES: 1989), p.3

<sup>8</sup>YudiatmajaFridayana. *Analisis Regresi Dengan Menggunakan Aplikasi Komputer Statistik SPSS* (Jakarta: Gramedia Pustaka Utama, 2013) p., 48

<sup>9</sup>Kusmayadi and Sugiarto, Endar.*Metode Penelitian dalam Bidang Kepariwisata* (Jakarta: PT GramediaPusataka Utama:2000).p. 46

samples was the formula of Slovin in the book of Ridwan (2005)<sup>10</sup>, stating:

Taking the sample in this research was with the number of population (N) = 70 and the tolerance limit of errors was 0,05, then it can be explained:

$$n = \frac{70}{1 + 70 (0.05^2)}$$

$$n = \frac{70}{1,175}$$

n = 59,57 or rounded into 60 based on the result, then the number of samples in this research was 60 (n=60).

The statistical-descriptive analysis technique explained in the form of table and diagram to facilitate and simplify the variables to be analysed. The statistical-inferential analysis technique was used to see the significance of the effect of leadership, work climate and welfare and the work performance of the employees in Religion Education and Training Centre Manado and to test the hypothesis; each of which used t-test and simultaneously F-test.

To facilitate the statistical-descriptive and inferential (correlation) data analysis, then the computer program SPSS 20.00 was used. With the function of doubled regression above, then we can see to what extent the effect of leadership, work climate and welfare on the work performance of the employees in Religion Education and Training Centre Manado is.

### 3. Discussion of Research Results

#### 1. The Effect of Leadership Style on the Work Performance of Employees in Religion Education and Training Manado

Based upon the hypothesis test, (value of  $t_{count} > t_{table}$  or 3,482 > 2,001) was proven that the leadership style has a positive effect on the work performance of the employees in the Religion Education and Training Centre, Manado. The fact can be understood as the form of confirmation between the theoretical frames developed with the empirical fact obtained.

A number of theories in this research show that the leadership style has an effect on the performance of the employees in Religion Education and Training Centre Manado. One of the leadership styles is the *Duty Oriented Leadership Style*. This is characterized with the leader that is capable of directing and giving total trust to his or her staffs. The leader also must do the task as instruction given, and is always oriented to the work or duty implementation rather than the guidance and development of the potentials of the subordinates<sup>11</sup>. According to the writer, the concept above has some strengths and weaknesses. For the strengths, the staffs always have direction in doing the duty

without any hesitation. They are also confident and responsible. This is the concept that must be embedded and done by each staff when doing a work. However, staffs do a work not merely using knowledge, skill, power and stamina but also involving psychological matter. If the mental is not safe for the continual supervision and instruction in doing the work, then, the knowledge, skill and energy the staff has will be less effective, and finally the work target is not achieved. Then, it is supposed to have some new strategies in succeeding the work program of organization or company including: 1) packaging the work, 2) determining the execution time, 3) determining the value, and 4) determining the bonus. Thus, the supervision and instruction of leader, at the beginning so dabble, would turn to be competitive if packaged in competition and bonus and then it can reduce pressure for the staff. The concept above is the experience of the writer when working as a staff in a plastic company in Medan in 1983.

Furthermore, in the bureaucracy, there is a leadership style that is dominant to the staff or subordinate oriented. It has the following characteristics: leader with the orientation to give motivation rather than to give supervision to the staff, leader always involves the staff in making decision, and the leader tends to prioritize the kinship, cooperation, trust, and respect to each other in one unit of organization<sup>12</sup>. According to the writer, this leadership style has some advantages and disadvantages. The advantages include: firstly, the leader: (a) in planning, implementation process, and evaluation; and (b) the development and supervision of organization. Those two points become the responsibility for all. Second, the staff: (a) implementing the work without any pressure; and (b) being proud of participating in determining the organization program. The disadvantages include: (a) difficult to make a decision fast, (b) the use of cost, facilities and infrastructure, time, less effective; (c) bureaucracy system of organization is not simple and an hinder the work process; and (d) misunderstanding. From the analysis on the advantages and disadvantages, then there should be a solution to increase and develop the performance of the organization without any adverse consequence to the rights of other people. The writer viewed that the leader (a) builds the work structure: First, mapping the main tasks of organization in detailed. Second, it is to mapping the competence of Human Resources. Thirdly, it is to draft the organization structure required and fourthly, drafting the analysis on workload. Fifth, it is to drafting the regulation and work ethics. (b) Building the master of work follow-up: First, drafting the work contract; second, drafting the annual work target. Thirdly, it is to planning the monthly work target. Fourth, it is to drafting the daily work target. c. Building networking: First, involving the stakeholder in planning; second involving the participants, experts and stakeholder in the implementation process. Third, it is to involve participants, experts and stakeholder in the evaluation process. The concept above describes the involvement of any parties relevant to the development of organization and the improvement of work performance. Thus, an ideal organization can grow and develop by the

<sup>10</sup>Riduwan, *Skala Pengukuran Variabel-Variabel Penelitian* (Bandung: Alfabeta, 2005) p. 112

<sup>11</sup>Likert, Rensis, *Organisasi Manusia: Nilai dan Manajemen*, New Ed, translated, (Jakarta: Erlangga:1986), p. 120.

<sup>12</sup>*Ibid.*, p. 120.



interest altogether, later expected to achieve the progress and success for all.

Davis and Newstrom stated that there are some choices for a leader to cope with the problem including:

- a) Letting the work just the way it is and only hiring the employees that like the rigid environment with routine specialization based on the classic design. Not all employees reject such work form. Some even might like it for feeling secured and the support of duty presented.
- b) Letting the work just the way it is but giving the employees the higher amount of salary to make them accept the situation more. Classical design commonly emerges the economic profit in which the leader can attempt to get the profit with the employees.
- c) Mechanizing and automatizing the routine work to make the employees that do not like the work are no longer needed. Let the industrial robots do the routine work.
- d) Redesigning the work to have some features people want and redesigning the organization to create an environment that people like. This approach attempts to improve the quality of work life.<sup>13</sup>

Though those four choices are beneficial in certain situation, the writer argued that the choice that attracts people is the choice number four. It is because it has an opportunity for the employees to have bigger challenges, more comprehensive task and using more improved skill, more chances to grow and bigger opportunity to give ideas. The findings in this research in Religion Education and Training Centre, Manado are in the aspect of leadership style, weak supervision in the division of planning and implementation.

## **2. The Effect of Work Climate on the Work Performance of Employees in Religion Education and Training Centre Manado**

Based on the hypothesis test (in fact the value of  $t_{count} < t_{table}$  or  $1.684 < 2.001$ ) was proven that the work climate has positive but insignificant effect on the work performance of the employees in Religion Education and Training Centre Manado. This fact can be understood from the form of confirmation between the theoretical framework developed and empirical fact obtained.

An individual perception of one certain object can be changed dependent upon the situation or place of each individual. For this, it can be stated that climate in an organization can be varied dependent upon who, when and how perceive it. This matter might also be the condition in the individuals or certain group such as if a similar condition occurs, it might be felt different by other individual or groups in an organization.

Stephen Robbins stated that to form the effective team as explained below.

- a) Work Design. In a team, it is effective to work together and to be responsible for accomplishing the urgent duties. Thus, in an organization, it is not only a team but collectiveness in accomplishing the duty. Any forms of work design include any variables such as independence and autonomy, having potency to implement the different skills and expertise, having competence to accomplish the

work that can give contribution or big effect on organization.

- b) Composition. This is related to the variables relevant with the ability to make formation in a team. For this, it must concern with ability and affective from the team members, giving a role for each member and must be consistent in teamwork.
- c) Context. At least there are 4 (four) most noticeable factors of context and relevant with the outcome of teamwork including: having sufficient resources, effective leader, conducive climate, and evaluation of work outcome and retaining system giving contribution to the team.
- d) Process. It is related to the effectiveness of the team in relation to the things that must be concerned, in this case variable of process. The process is related to the organization commitment in achieving the target, specifically in determining the goal of team, excellence of team, and the level of conflict well managed and minimising the laziness among the team members.<sup>14</sup>

From the explanation above, the writer argued that there are four main factors that can influence the situation of the work climate in organization: a. teamwork that has agreements; b. commitment to the work morality; c. colleague; d. supervision of manager or leader. This matter is commonly found in a organization. The concept, if well applied, can create the conducive and dynamic work climate. The demand of work climate to make the employee working in a unit of organization can be measured and done based on the job description from each of employees. Work climate can be in the physical and non-physical form. With a good work climate, it is expected that the employees can reach the target that has been determined by the leader.

The writer argued that the essence of work climate has an effect on the work performance improvement, the creation of cooperative team, accepting and understanding the members, and commitment and relevant work retain. If the work climate can be managed well, then each member in an organization is responsible for the goal, target orientated to work that is done collectively. The team members individually must learn what responsibility they have and they must be responsible for it together.

If the work climate nuance is conducive, then it can bring a positive effect on the work performance of employees. A good work climate is characterized with the establishment of effective team in an organization. The role of effective team can create work situation and work relation dynamic and later make the employees can support to each other in accomplishing the work.

In Religion Education and Training Centre Manado, it has been found that the work situation is conducive and dynamic but coordination and communication are weak and it make the target unable to be reached as planned.

## **3. The effect of welfare on the work performance of employees in Religion Education and Training Manado**

Based on the hypothesis test (in fact the value of  $t_{count} > t_{table}$  or  $2.437 > 2.001$ ) it proved that the welfare has

<sup>13</sup>Keith Davis and John W. Newstrom. *Perilaku Dalam Organisasi*. Seventh Edition (Jakarta: Erlangga, 2000) p. 54

<sup>14</sup>Robbins P, Stephen. *Perilaku Organisasi*. Tenth edition (Jakarta; Index, 2006) p. 371

a positive effect on the performance of the employees of the Religion Education and Training Centre Manado. The fact can be understood in the form of confirmation between the theoretical frameworks developed with empirical facts obtained.

Employee welfare is compensation also interpreted as material and non-material repayment given to employees based on rules aimed to maintain and improve the physical and mental condition of employees to improve the work productivity. Compensation received by employees, in addition to salaries or wages includes old-age programs, vacation time, and employee savings as well as the provision of official car, homes, sports facilities, commemorating birthdays, and other services, aimed to help the employees. With the employee welfare it is expected to increase loyalty and to bind employees to the organizational unit. In addition the organization provides tranquillity, health insurance, and improves the social status of employees and their families.

In relation to the welfare as regulated in Law 13/2003 it is defined about the employee welfare as a need fulfilment or physical and psychological needs either in or out of work relation, directly or indirectly can enhance the work productivity in safe and healthy work environment<sup>15</sup>. From the concept above, the writer understands that welfare of employee is a part of organization responsibility. The welfare can include the physical and psychological needs in the forms of Material, Health Insurance, Sport facilities, Promotion, Scholarship, Celebrating birthday, Leave, Family day, social aid, and Spiritual needs. From the concept, the writer argued that it can stimulate work motivation, work quality, and pride of the employee to the leader and willingness to give dedication to the organization.

Talking about welfare is not something new as it has already been discussed globally and nationally. An important element of welfare is feeling secured, safety and prosperity. As stated in Law of the Republic of Indonesia Number 6 Year 1974 about the basic provisions of social welfare, for example, social welfare is formulated as follows:

*"A life and a social, material, and spiritual livelihood encompassed by a sense of safety, morality, and inner and outer tranquillity, which makes it possible for every citizen to make an effort to fulfil the physical, spiritual and social needs at best for the self, family, as well as society by upholding human rights or obligations."*

From the explanation above, it can then be stated that welfare has a number of important elements including 3 (three) conception: prosperous life condition, the fulfilment of physical, psychological and social needs.<sup>16</sup>

This research found that the soul satisfaction and family day can bring a good impact on the improvement of organization performance in Religion Education and Training Centre, Manado.

<sup>15</sup> Law of Indonesia Republic No. 13 of 2003 on Manpower, Article 1 sentence 31

<sup>16</sup> Suharto, E. *Membangun Masyarakat Memberdayakan Rakyat* (Bandung: PT. Refika Aditama. 2005) p. 4

#### **4. The effect of leadership style, work climate, welfare for the employees in Religion Education and Training, Manado**

Based on the hypothesis test, it is proven that the leadership style, work climate and welfare have a positive effect on the work performance of the employees in Religion Education and Training Centre Manado. This fact can be understood in the form of confirmation between the theoretical frames as developed with the empirical fact obtained.

Related to the positive and significant relation among the variables of leadership style, work climate and welfare towards the work performance of the employees, then there are some journals relevant with this research including:

Journal by Munawaroh 2011: *The Effect of Transformational and Transactional Leadership on the Teacher Performance*. In this research, the transformational leadership is described as the leadership that can motivate the employees. Then, their competence is improved and can reach the work performance at the high level. The implementation of the transactional leadership can be illustrated as a leadership that give an explanation related to the responsibility of the staff and the reward they expect from the work outcome they do. To improve the work outcome of the teachers, then it needs a leader that can implement the transactional-transformational leadership style. This research aims to observe the implementation of those two leadership styles towards the work performance of teachers. Based on the doubled linear regression analysis, it showed that the transformational and transactional leadership style partially and simultaneously can have an effect on work performance but the transformational leadership was more dominant<sup>17</sup>. This is in line with this research that is how important the role of a leader in improving the work performance of the employees in Religion Education and Training Centre Manado. To improve the performance of the employees, then a leader must be capable of giving motivation, opportunity and attempts to improve the competence of the employees to work well. Motivation is important as when the employees are motivated to work, and then it can ease to be led related to the work of the employees. Giving opportunity to the employees to work in line with their job description can make all tasks of each employee distributed based on their competence. In addition, the improvement of the employee competence is highly needed through formal or informal education.

Journal by ArmanuThoyib: *The Relationship of Leadership, Culture, Strategy and Performance: Concept Approach*. This research involved the variables of leadership, organization culture, and strategy that have an effect on the work performance. Based on the theoretical analysis and empirical study, then it can be concluded that: 1) leadership and organization culture influence to each other; 2) leadership brings an effect on the strategy of an organization; 3)

<sup>17</sup> Munawaroh. 2011. *Pengaruh gaya Kepemimpinan Transformasional dan Transaksional terhadap Kinerja Guru*. Journal. STIKIP PGRI. Jombang

organization culture has an effect on the strategy of an organization; leadership and organization culture have an impact on work performance<sup>18</sup>. This is in line with this research in which there is a positive and significant effect between the leadership and the organization culture and the work performance of the employees in Religion Education and Training Centre Manado.

Journal by Archilaeus Egetan. 2011. The study on the effectiveness of performance of the employees in the Office of Religion Ministry in Manado. The result showed that the performance of the employees is not only seen from the aspect of the attendance but also from the work quality given by the employees. To achieve the good work quality, it needs the work motivation of the employees, employees' competence and opportunity given by the leader to the employee to do the work in accordance with the job description of each employee. The similarity from this research is in the aspect of work quality, employee competence and employee knowledge related to the work done. Giving the opportunity to each employee to work can make all employees feel to be the important part of a unit of organization including in Religion Education and Training Centre Manado<sup>19</sup>.

Journal by Cahyo Bintarumin the research of 2002 entitled Analisis Efektivitas Kerja Pegawai Negeri Sipil di Sekretariat Daerah Kota Semarang. To improve the cooperation and coordination in implementing the task in individual employee or between units that can facilitate the evaluation and acceleration, there is a need for a work standard to all employees. Thus, to create the work performance of the employees, it needs cooperation and coordination either with the leader or with the work partner in one office. This is in line with this research in which the improvement of the work effectiveness must create the conducive work climate by building cooperation and coordination. Cooperation is important, so no one should dominate in work implementation. All is responsible in line with the job description. Coordination is done to make the perception related to the office works equal to avoid any overlap of work. Later, what is expected that work effectiveness can be achieved.<sup>20</sup>

Journal by Muhammad Idrus. 2006 entitles the Impact of Organization Climate on the Job Satisfaction and Quality of Work Life among employees. The implication of organization climate on the job satisfaction and quality of working life between individuals can be different.

One of the factors of the difference is the perception of organization climate where the employees work at. The employees with positive perception can feel comfortable in

doing the office tasks. With that perception, it can create some feelings that later will create job satisfaction and then create a better working life.

Contrastively, the employee with negative perception on organization climate will feel bored in working, declining work motivation. As a consequence, it can lead to the absence in working, not optimal in work productivity. Finally, the welfare and quality of positive work life cannot be achieved well<sup>21</sup>. If correlated to this research, it can be admitted that factor of organization climate becomes important in improving the employee performance in Religion Education and Training Centre Manado. However, the result of the research for the variable work climate was not significant based on the result of the analysis on the paradigm change of the education and training and the change in intensity of education and training program. Journal by Sri Widodo Untung and Haryanto Budhi Agus in 2010 entitled the effect of competency, motivation, communication and welfare on the work performance of the Employees in Department of Education.

The effectiveness of the employee performance in doing the task is dependent upon the competence required in the characteristics of the work domain. With the increase of the competence of the employees, then they can master and implement all works in line with the *job description* defined. The more increasing motivation of the employees plays a role in giving the positive contribution to the better work achievement and can lead to the attitude of the employees to reach the organization goal. In this research the characteristics of employees with high motivation is indicated through the attitude to love their job, and being responsible in working. Communication can be more effective if the leader can deliver the direction in detail, deliver the information on time through good communication, give a warning if there is a mistake, and always listen the idea and opinion of his or her staffs, and can appreciate any complains of the employees and is willing to listen the opinion of friends. Based on the indicators in this research, the higher level of welfare can improve the comfort in working, loyalty, sense of belonging to organization, motivation to work, maintained health and physical quality, creating the conducive working environment and situation. Later, it can stimulate the work productivity<sup>22</sup>. If related to this research, there are some development of indicators to creating the welfare of the employees that is by involving the family in the event of *refreshing* for the employee (family day). Welfare also cannot be apart from the spiritual intelligence of the employees themselves particularly in Religion Education and Training Centre Manado that is to provide the worship place for the employee to pray together, and to give

<sup>18</sup> Armanu Thoyib. 2010. *Hubungan Kepemimpinan, Budaya, Strategi, dan Kinerja: Pendekatan Konsep*. Journal. Universitas Kristen Petra. Jakarta.

<sup>19</sup> Archilaeus Egetan. 2011. *Kajian Efektivitas Kinerja Pegawai pada Kantor Kementerian Agama Kota Manado*. Tesis. Universitas Sam Ratulung. Manado.

<sup>20</sup> Cahyo Bintarum. 2002. *Analisis Efektivitas Kerja Pegawai Negeri Sipil Sekretariat Daerah Kota Semarang*. Thesis. Universitas Diponegoro. Semarang.

<sup>21</sup> Muhammad Idrus. 2006 *Implikasi Iklim Organisasi Terhadap Kepuasan Kerja dan Kualitas Kehidupan Kerja Karyawan*. Universitas Diponegoro. Semarang. Vol. 3 No.1, Juni 2006.

<sup>22</sup> Sriwidodo Untung and Haryanto Budhi Agus. 2010. *Pengaruh Kompetensi, Motivasi, Komunikasi dan Kesejahteraan Terhadap Kinerja Pegawai Dinas Pendidikan*. Jakarta. Journal of Human Resource Management Vol. 04 No. 01 June 2010.

tauziahto the employees. Thus, it is not only welfare in the material form but also the one in spiritual form.

In general, based on a number of journals above, it can strengthen this research that is there is a positive and significant effect between the leadership style, work climate and welfare on the work performance of the employees in Religion Education and Training Centre Manado.

From the development of this research, it is found that the meaning of the variable welfare is not only identical with the provision of compensation (material) to the employees but also the important indicator is the emphasis on their spirituality. From any references, there is none to give a space for the needs of spirituality. They assumed to manage the beneficial organization based on professionalism and rationalism; therefore, they ignore the demand of spirituality among the employees. Danah Zohar and Ian Marshall, in AryGinanjaraugustian, stated that spirituality intelligence is an intelligence to face any issues in values namely intelligence to put the attitude and life in the context of broader and richer meaning. It is an intelligence to assess that the action or the way of life of someone is more meaningful compared to other people<sup>23</sup>.

Then, it can be interpreted that spiritual intelligence is a very urgent base to grow the directed and meaningful intellectual and emotional potency in the life of an individual and group. Without any spiritual intelligence; the academic competence, report grades, and graduation predicate cannot be the parameter how well an individual in his or her duty is or how success it can reach. As stated in the journal of McClelandin AryGinanjaraugustian, it is explained about "a set of particular competences such as empathy; self-discipline and initiative" that can differentiate between those successful as the star at work and those only survive in work field.<sup>24</sup>The explanation above defines that excellence or success in work from someone can be achieved based on the competence in empathy, self-discipline and initiative. Today, many giant companies in the world believe in the study on the emotional intelligence that can increase the understanding and work achievement of an individual. The key factor of achievement of an individual in fact is the emotional intelligence.<sup>25</sup>Growing awareness about spirituality is an attempt that can help us to improve the work performance.

Spirituality at workplace is very important as each employee has inner life that can maintain and be maintained by the work definition in the context of social life. Some organizations implementing the spiritual culture have given recognition that human has thoughts and soul, and human attempts to seek the meaning and purpose of life in working. Thus, human wants to interact with other people and becomes a part of society.<sup>26</sup>From the statement above, it can be stated that spirituality is important for someone not only

to the employees but all components of resources involved in achieving the organization purpose.

Spirituality in workplace is not related the organized religious practices. It is not about the discussion about God or theology. *Workplace spirituality* teaches that human has inner life that grows and be grown by the meaningful work in the context of community. The organizations supporting the spiritual culture admit that human has thoughts and soul and attempts to seek the meaning and goal in their work and desire to interact with other people and be a part of a community.<sup>27</sup> From the explanation above, it can be seen that spirituality more emphasises on the meaning of life in togetherness and solidarity. With spirituality, the the workload of the employee can be done more easily.

Religion Education and Training Centre Manado develops welfare program in the nuances of spiritual satisfaction (spirituality) in the form of congregational prayer, tausiah, tadarus Al Quran and development of a welfare program called Family Day. The activities are in the forms of giving gifts and congratulation to birthday for employees, providing study assistance for outstanding children of employees, visiting and providing compensation to affected employees or families, sharing Ramadhan packages, animal sacrifice (qurban feast), door prize for family, shared canteen, refreshing and recreation. This is done especially to build the sense of brotherhood from the leaders to the subordinates.

By providing the welfare in the nuance of spiritual satisfaction (spirituality) and family day, the employees are motivated to work because the inner satisfaction and the family are usually the strength sources inspiring someone at work. One of the ways to motivate someone is by inspiring, by embedding morale into the employee to build awareness to carry out the task effectively.<sup>28</sup>

Heidjrachman and SuadHusnan stated that needs satisfied in doing work include: 1) basic physiological needs, related to the satisfaction of physical or biological needs such as eating, drinking, house, and any equivalent as the need for secure the satisfaction of the needs; 2) social needs, as human is social creature then there are some needs that only can be satisfied if each individual is helped or recognized by other people; 3) egoistic needs – this is related to the human desire to do something in line with his or her desire and it has *Sense of accomplishment*.<sup>29</sup> In number 2 (two) that is the social needs, the implementation of family day can be a part of social aspect as in the explanation above. This is implemented by the management of organization to make the employees able to give a maximum contribution to the improvement of the performance of the employees.

Compensation is differentiated in 3 (three) parts: 1) direct financial compensation, 2) indirect financial compensation

<sup>23</sup>Agustian, AryGinanjara, ESQ. (Jakarta: Penerbit Arga, 2005) p.,46

<sup>24</sup>*Ibid*,p.,42

<sup>25</sup> *Ibid*, pp., 42

<sup>26</sup> Stephen P, Robbins.,*op.cit.*,pp. 744

<sup>27</sup>Robbins P Stephen and Timothy A. Judge. *Perilaku Organisasi*. Book 2, 12nd edition (Jakarta: Salemba Empat, 2011) pp.,282

<sup>28</sup>Louis A. Allen and D.P. Tampubolon. *Profesi Manajemen*. (Jakarta: Erlangga, 1997) p., 149

<sup>29</sup>Heidjrachman and SuadHusnan.*Manajemen Personalialia* (Yogyakarta: BPFE, 1997) p.,184



and 3) non-financial compensation. Direct financial compensation consists of salaries, wages, bonuses and commissions while indirect financial compensation can also be with allowance, which includes all financial rewards that are not included in direct compensation, The form of such indirect compensation includes employment insurance programs (jamsostek), social assistance, health care payments, leave, and so forth. Nonfinancial compensation consists of satisfaction received either from the job itself, such as liability, opportunities for recognition, opportunities for promotion, or from the psychological and/or physical environment in which the person is, such as a pleasant co-worker, sound policies, and job sharing<sup>30</sup>. Thus compensation is not only related to monetary (extrinsic) rewards, but also to the organization's intrinsic goals and rewards such as recognition, as well as promotional opportunities.

From the explanation above, it can be interpreted that the soul satisfaction and family day are the form of non-material compensation, but psychologically they can give a positive effect on employees to have high-performance spirit. Thus, the soul satisfaction and family day give a good impact on the improvement of organization performance at Religion Education and Training Centre, Manado

Program implementation, spiritual satisfaction, and family day aim to improve the spiritual awareness, and care for every employee. The programs developed will encourage the employees to do the daily tasks enthusiastically and relaxedly to minimize the work stress. This is the part of spiritual cultural development in which praying together, *tausiah*, *tadarus Al Qur'an*, sharing Ramadhan package, slaughter of sacrificial animals, door prize for family, shared canteen, refreshing and recreation would create the sincere in working and in doing work in team.

## 4. Conclusion, Implication and Suggestion

### 4.1 Conclusion

- 1) Leadership style has a positive effect on the work performance of the employees in Religion Education and Leadership Centre, Manado. It means that the leader has a good managerial competence and is capable of doing development and control that later will stimulate the improvement of work performance of employees in Religion Education and Training Centre, Manado.
- 2) Work climate has insignificant positive effect on the performance of the employees in Religion Education and Training Centre Manado. It means that the conducive work climate and sufficient facilities and cooperative work partner can stimulate the improvement of work performance significantly towards the work outcomes of the employees in Religion Education and Training Centre Manado.
- 3) Welfare has a positive effect on the work performance of the employees in Religion Education and Training Centre Manado. It means that if welfare given to the employees is the compensation in the form of material and non-

material in addition to the salary as well as the involvement of the employees in office activities, it can stimulate the improvement of the work performance of the employees in Religion Education and Training Centre Manado.

- 4) The leadership style, work climate and welfare have a positive effect on the work performance of the employees in Religion Education and Training Centre, Manado. It means that a good leadership, conducive work climate and sufficient welfare can lead to the improvement of work performance of the employees in Religion Education and Training Centre, Manado.

### 4.2 Implication

- 1) There is a positive effect of leadership style on the work performance of the employees in Religion Education and Training Centre, Manado. It means that if the leaders have a good managerial skill, and capable of giving assistance and monitoring, it can stimulate the improvement of work performance of employees. To improve the leadership style, then it must improve the work management, way of motivating the employees, monitor and give guidance for the employees.
- 2) Work climate has insignificantly positive effect on the work performance of the employees in Religion Education and Training Centre Manado. It means that the conducive work climate and sufficient facilities and cooperative work partner can stimulate the improvement of work performance significantly to the work outcome of employees. To create a conducive work climate, it needs communication and coordination either at the structural, functional level and staff or employees.
- 3) Welfare has a positive effect on the work performance of employees in the Religion Education and Training Centre, Manado. It means that welfare given to the employees as the compensation in the form of material and non-material in addition to have the salary, and involved in office activities can stimulate the improvement of the work performance of the employees. To improve the welfare of the employees, it is not only fulfilment from the material aspect but also by considering the fulfilment from the spiritual aspect and the family involvement in the programs determined.
- 4) Leadership style, work climate, and welfare have a positive effect on the work performance of the employees in the Religion Education and Training Centre Manado. It means that good leadership, conducive work climate, and sufficient welfare can lead to the improvement of work performance of the employees. For this, a wise leader is capable of improving the work management; building good communication and coordination in each line and can fulfil adequate welfare in the material and spiritual form.

### 4.3 Suggestions

- 1) Leader must have good managerial skill, become the model for all employees, give the positive examples, have a clear vision, always give guidance, and monitor the implementation of his or her duties and function as a leader.

<sup>30</sup>Mondy R. Wayne. *Manajemen Sumber Daya Manusia*. Tenth Edition (Jakarta: Erlangga. Jakarta, 2008) p., 242

- 2) Conducive climate must be built through communication and coordination and making the work commitment between the higher authority and subordinate, and make work commitment between higher authority and subordinate and facilitate the staffs to accomplish the office works
- 3) Welfare must be improved from the aspect of material and spiritual such as scholarship, learning assistance for the performing children of the employees, giving a present and congratulation for those in birthday, spiritual activities, praying together, and distribution of tithe, infaq and Shadaqah. Involving the family of the employees in togetherness events such as *family day* program, visit of employee family and helping the employee facing calamity.

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