



THE INFLUENCE OF LEADERSHIP STYLE AND PERFORMANCE MONITORING LECTURER OF WEST SUMATRA POLTEKPEL WITH THE WORKING CLIMATE AS INTERVENING VARIABLES

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ABSTRACT

This study aims to determine and analyze pinfluence of leadership style on employee work climate, influence of supervision on work climate, influence of leadership style on employee performance, influence of supervision on employee performance, influence of work climate on employee performance, influence of leadership style on performance with work climate as an intervening variable and influence of supervision on performance with work climate as an intervening variable. The sample in this study were 90 lecturers at Shipping Polytechnic of West Sumatra. The sampling technique is a census technique because the number of employees is only 90 people who fill out the questionnaire. The type of data used is primary data, the data collection method uses a questionnaire with a Likert scale. Test the research instrument for validity and reliability. The data analysis technique consists of data description test, classical assumption test, path analysis and hypothesis testing. The research results found that leadership style has a positive and significant effect on the work climate of employees, phe insight has a positive and significant effect on working climate employees, model of leadership has a positive and significant effect on employee performance, supervision has a positive and significant effect on employee performance, the work climate has a positive and significant effect on employee performance, work climate does not play a role as an intervening variable between leadership style and employee performance and work climate does not play a role as an intervening variable between supervision and employee performance. This study provides suggestions that to improve employee performance, it is necessary a constructive leadership style, a more conducive working climate and increased supervision.



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Introduction

Mangkunegara (2011) states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned

to him. Rivai and Sagala (2011) state that performance is a real behavior that is displayed by everyone as a work achievement produced by employees according to their role in the company. Employee performance is very important in the company's efforts to achieve its goals. Meanwhile, according to Prawirosentono (2008) performance or in English is performance, namely the work results that can be achieved by a person or group of people in the organization, in accordance with their respective authorities and responsibilities in order to legally achieve the goals of the organization concerned. does not violate the law and is in accordance with morals or ethics. So it can be concluded that employee performance is the level of task implementation that employees can achieve by using existing capabilities and boundaries that have been set to achieve organizational goals.

The implementation of duties and jobs is an obligation for employees in an organization. In carrying out tasks and jobs, they must have the same goal, namely expecting the results of a good assignment or job. In an organization, human resources are at the forefront of providing services and implementing programs that have been made. Therefore, a study of the aspects related to improving employee performance is very important to do. These factors include factors of leadership style, work climate and supervision.

West Sumatra Poltekpel (Poltekpel Sumbar) is a state university in the Ministry of Transportation under the guidance of the Transportation Human Resources Development Agency (BPSDMP), which is domiciled in Padang Pariaman, West Sumatra Province. The main task of the West Sumatra Poltekpel based on the Regulation of the Minister of Transportation Number 5 of 2018 is to organize vocational education, research, and community service programs in the shipping sector.

West Sumatra Poltekpel functions include a. preparation of vocational education plans and programs in the shipping sector; b. providing vocational education in the field of shipping; c. conducting research and community service; d. implementation of internal examination; e. development of quality assurance systems; f. financial, civil service and general management; g. management of academic administration and administration; h. program development, data, and evaluation; i. management of libraries, laboratories, facilities and infrastructure; j. implementation of character building; k. fostering the academic community and its relationship with the environment; and l. implementation of evaluation and reporting.

One of the executors of the West Sumatra Poltekpel operational activities is a lecturer. Lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology, and arts through education, research, and community service. Lecturers really determine the quality of education in the West Sumatra Poltekpel so that the performance of lecturers really needs to be considered as material for study and evaluation in order to improve the image of the institution in the midst of society.

Performance is basically the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities assigned to him. Employee performance is a very important thing in an effort to realize the goals of the Puskesmas. The performance achievements of West Sumatra Poltekpel lecturers can be seen in Table 1.1 below:

Table 1.1 2019 West Sumatra Poltekpel Lecturer Performance Development

No.	Program	Target	Realization
1	Creating an atmosphere or climate for the learning process that can motivate students	100%	60.00%
2	Intensive teaching implementation	100%	77.12%
3	Research implementation	100%	69.19%
4	Implementation of community service	100%	74.75%
5	Planning, implementing the learning process, as well as assessing and evaluating learning outcomes	100%	77.60%
6	Development of academic qualifications and competence of lecturers	100%	75.00%

7	Conducting seminars, workshops, public lectures	100%	50.00%
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Source : Data of West Sumatra Poltekpel Administration 2020

Based on the description of Table 1.1 above, it can be seen that the performance achievements of West Sumatra Poltekpel lecturers in 2019 are in activities to create an atmosphere or climate for the learning process that can motivate students to be realized as much as 60%. The results of intensive teaching activities during 2019 were only realized as much as 77.12%. The results of the research implementation activities were only 69.19%, the implementation of community service was only 74.75% realized. Planning, implementing the learning process, as well as evaluating and evaluating learning outcomes with new results reaching 77.60%. The development of academic qualifications and competence of new lecturers has only reached 75.00% and the implementation of seminars, workshops, public lectures has only been realized by 75%.

Based on the performance data that has been presented previously, it indicates that the performance of the West Sumatra Poltekpel lecturers is still not optimal. The fact shows that of the various programs targeted at the beginning of the year, on average only 73% were realized and there are still many programs that have not achieved the targets that have been planned. The target is not achieved because the lecturer is not optimal in carrying out the work which in turn results in the low performance of the lecturer in carrying out their assignments.

The not yet optimal performance of lecturers in realizing their duties and functions in working at West Sumatra Poltekpel is thought to be influenced by several factors. These factors include the style of leadership, supervision and work climate.

Materials and Methods

The Methods section contains an explanation of the methods used to obtain, process, and analyze the data clearly. Equipment specifications, if needed to support data validation, are presented in the form of a narrative, not a bulletin. Schematics, flow charts, or photographs that clarify the description of the method, should be presented in the same section, following the procedure for writing tables and figures. The stages of data collection, if necessary, should be explained as briefly as possible. Manuscripts that are reviewing can be arranged in a script structure and narrated as needed, so that the framework of the manuscript can be developed coherently.

The population or the object of this research is the West Sumatra Poltekpel lecturers, totaling 90 people. The entire population was used as the research sample and as respondents where this research was conducted in 2020.

In this study, because the population is still small, namely as many as 90 people, the approach to data collection is carried out through non-probability sampling with a saturated sampling technique, namely a sampling technique when all members of the population are used as samples. Another term saturated sample is census, where all members of the population are sampled (Sugiyono, 2012). The purpose of this census is to make generalizations with very few errors.

According to Ghazali (2016) Path analysis is an extension of multiple linear analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (causal models) that has been previously determined based on theory. Path analysis itself does not determine causal relationships and also cannot be used as a substitute for researchers to see the causality relationship between variables. The causal relationship between variables has been formed with a model based on a theoretical basis. What is done by path analysis is to determine the pattern of the relationship between the three or is more variable and cannot be used to confirm or reject the imaginary causality hypothesis.

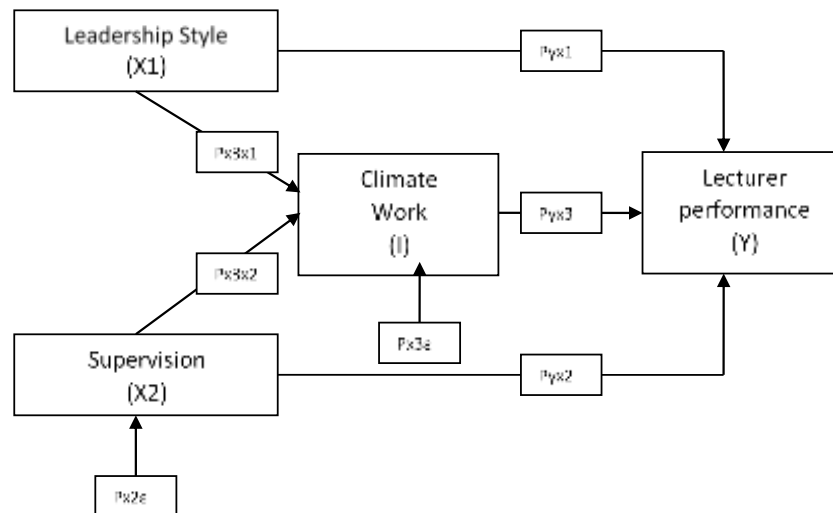


Figure 1. The Influence Structure of Leadership, Supervision, Work Climate on Lecturer Performance

Apart from using the independent variable (X) more than one variable, this study also uses intervening variables. The intervening variable is an intermediate variable, its function is to mediate the relationship between the independent variable and the dependent variable. To test the effect of the intervening variable, path analysis method is used. Path analysis is an extension of regression analysis to estimate the causal relationship between predetermined variables based on theory (Ghozali, 2016). The diagram image used in this study is to use the path analysis technique which is a picture that shows the structure of the causal relationship between variables.

Result and Discussion

1. Research Results

The analysis of the research results was carried out based on the problem formulations and hypotheses stated in the previous chapter. The analysis carried out in the discussion is based on data obtained through research which is then processed by the SPSS program to determine the significance and magnitude of the coefficient of influence of exogenous variables on endogenous variables through path analysis.

First and Second Hypothesis Test

To analyze the influence of the variable leadership style (X1) and supervision (X2) on the work climate (I) which is presented in Table 2.

Table 2 2019 The Influence of Leadership and Supervision Style to the Working Climate

Influential variables	Standardized coefficients	Sig
Leadership Style (X1)	0.411	0,000
Supervision (X2)	0.364	0.001

Based on Table 2 it can be seen that the substructure equation 1 is:

$$I = 0.411X1 + 0.364X2$$

Description of the substructure equation 1:

$b_1 = 0.411$, meaning that there is a positive influence between the leadership style variable (X1) on the work climate (I). Hal this shows that the better the leadership style is improved, it will be created working climate a conducive lecturer.

$b_2 = 0.364$, meaning that there is a positive influence between the monitoring variable (X2) on the work climate (I). Hal this shows that it is getting improved supervision well, it will improve working climate lecturer.

From Table 4.17 it can be done partially test each of the causal variables on the effect variables as follows:

1. The influence of leadership style (X1) on work climate (I).

The results of the analysis of the influence of the leadership style variable (X1) on the work climate variable (I) obtained the value of $Plx_1 = 0.411$ with a significant level of $0.000 < 0.05$. The results of the analysis show that there is a significant influence on the leadership style variable on the work climate of lecturers in the West Sumatra Poltekpel environment.

2. Effect of supervision (X2) on the work climate (I).

The results of the variable effect analysis supervision (X2) on the work climate variable (I), the value of $Plx_2 = 0.364$ with a significant level of $0.001 < 0.05$ was obtained. The results of the analysis show that there is a significant influence on the variables supervision on the work climate variables of lecturers in the West Sumatra Poltekpel environment.

The results of substructure 1 can be shown in Figure 2 below:

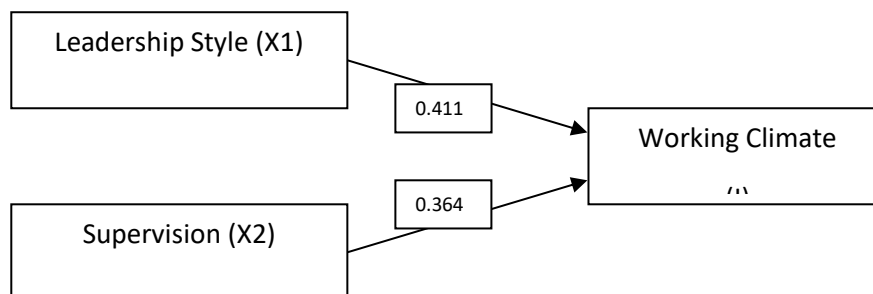


Figure 2. Substructure 1. Results of the Influence of Leadership Style and Supervision on Work Climate

The summary results of testing the first and second hypotheses can be shown in Table 3 below.

Table 3 Summary of First and Second Hypothesis Testing Results

Hypothesis	Statement	Test results
H1	Leadership style influencessignificantagainst the working climate onWest Sumatra Poltekpel lecturer.	Be accepted
H2	Control matterssignificantto the work climate of the lecturers onWest Sumatra Poltekpel.	Be accepted

Third, Fourth and Fifth Hypothesis Test

To analyze the influence of the variable leadership style (X1) and supervision (X2) and work climate (I) on lecturer performance (Y) which is presented in Table 4.

Table 4 The Influence of Leadership Style, Supervision, Working Climate against
Lecturer Performance

Influential variables	Standardized coefficients	Sig
Leadership Style (X1)	0.441	0,000
Supervision (X2)	0.196	0.033
Working Climate (I)	0.287	0.002

Based on Table 4, it can be seen that the substructure equation 2 is:

$$Y = 0.441X1 + 0.196X2 + 0.287 I.$$

Description of the substructure equation 2:

$b_1 = 0.441$, meaning that there is a positive influence between the leadership style variable (X1) on lecturer performance (Y). This shows that it is getting improved style leadership well, it will improve performance.

$b_2 = 0.196$, meaning that there is a positive influence between the supervision variable (X2) on lecturer performance (Y). This shows that it is getting improved supervision well, it will improve lecturer performance.

$b_i = 0.287$, means that there is a positive influence between the work climate variable (I) on lecturer performance (Y). This shows that the better the working climate is improved, it will increase lecturer performance.

From Table 4, it can be done partially test each of the causal variables on the effect variables as follows:

1. The Effect of Leadership Style (X1) on Performance (Y)
The analysis result shows that the level of Sig. $0.000 < 0.05$. This means that there is a significant influence between leadership styles on the performance of the West Sumatra Poltekpel lecturers.
2. The Effect of Supervision (X2) Against Performance (Y)
The analysis result shows that the level of Sig. $0.033 < 0.05$. This means that there is a significant influence between the supervision of the lecturers' performance of the West Sumatra Poltekpel.
3. The Effect of Working Climate (I) on Performance (Y)
The analysis result shows that the level of Sig. $0.002 < 0.05$. This can be interpreted that there is a significant influence between the work climate on the performance of lecturers in the West Sumatra Poltekpel environment.

The results of substructure 2 can be shown in Figure 3 below:

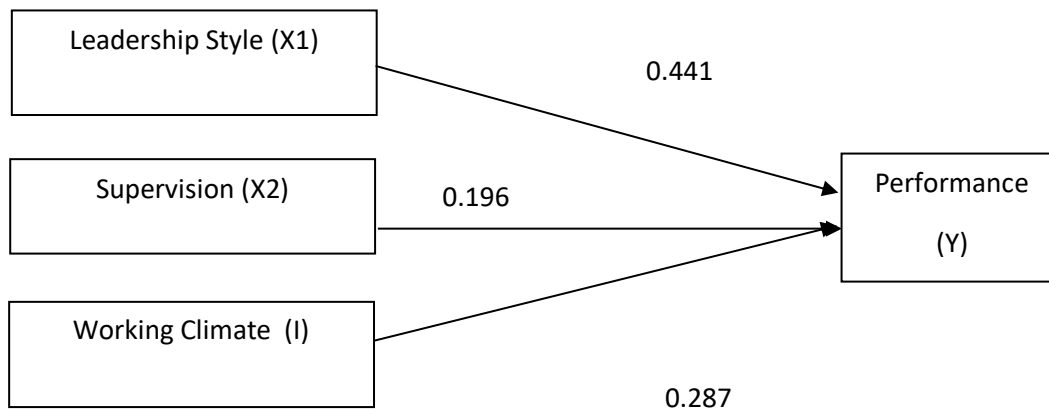


Figure 3. Substructure 2. Results of the Influence of Leadership Style, Supervision and Work Climate on Lecturer Performance

The summary results of testing the first and second hypotheses can be shown in Table 5.

Table 5 Summary of Third, Fourth and Fifth Hypothesis Testing Results

Hypothesis	Statement	Test results
H3	Leadership style is influential significant to the performance of lecturers in West Sumatra Poltekpel.	Be accepted
H4	Control matters significant to the performance of lecturers in West Sumatra Poltekpel.	Be accepted
H5	The work climate matters significant to the performance of lecturers in West Sumatra Poltekpel	Be accepted

2. Discussion

The results of the calculation of the coefficient of determination for sub-measure equations 1 and 2 can be shown in Table 6.

Table 6 Result of the calculation of the coefficient of determination

Equation	Variable Relationships	R Square
Substructure 1	Leadership style and supervision of the work climate	0.506
Substructure 2	Leadership style, supervision and work climate on performance	0.672

Based on Table 6, the total R2 value can be calculated as follows:

1. For substructure equation 1:

$$P_{\varepsilon 1} = \sqrt{1 - R^2}$$

$$P_{\varepsilon 1} = \sqrt{1 - 0,506}$$

$$P_{\varepsilon 1} = \sqrt{0,494}$$

$$P_{\varepsilon 1} = 0,703$$

2. For substructure equation 2:

$$P_{\varepsilon 2} = \sqrt{1 - R^2}$$

$$P_{\varepsilon 2} = \sqrt{1 - 0,672}$$

$$P_{\varepsilon 2} = \sqrt{0,328}$$

$$P_{\varepsilon 2} = 0,573$$

3. Total R2: = 1 - (0.703 x 0.703) = 1 - 0.4025 = 0.5975

From the above results, the total coefficient of determination is 0.5975. This means that 59.75% of lecturer performance can be explained by the variables of leadership style, supervision and work climate. While the remaining 40.25% is explained by other variables which were not examined in this study.

Path Analysis (Path Analysis)

Intervening is an intermediate variable that mediates the relationship between endogenous and exogenous variables. The research model provides an indirect effect of leadership style and supervision on lecturer performance through the work climate. The mediation test is carried out using path analysis as follows:

1. The work climate acts as an intervening variable between the leadership style and the performance of the West Sumatra Poltekpel lecturers.

To determine the effect of an exogenous variable on an endogenous variable, either directly or indirectly, can be seen as follows:

The direct effect of variable X1 on Y

$$\begin{aligned} Y &\leftarrow X1 \rightarrow Y (\rho_{yx1}) (\rho_{yx1}) \\ &= (0.441) \times (0.441) = 0.194 = 19.4\% \end{aligned}$$

Indirect effect from X1 to Y through I

$$\begin{aligned} Y &\leftarrow X1 \rightarrow I \rightarrow Y (\rho_{yx1}) (\rho_{Ix1}) (\rho_{yI}) \\ &= (0.441) \times (0.411) \times (0.287) = 0.052 = 5.2\% \end{aligned}$$

Based on the above calculations, it is found that the direct influence of leadership style on lecturer performance is 0.194 (19.4%), while the indirect effect of the variable leadership style

on lecturer performance through the work climate is 0.052 (5.2%). From these results it can be concluded that the work climate variable cannot act as an intervening variable because the coefficient value is smaller than the direct effect ($0.052 < 0.194$).

2. The work climate acts as an intervening variable between the supervision and performance of the West Sumatra Poltekpel lecturers.

To determine the effect of an exogenous variable on an endogenous variable, either directly or indirectly, can be seen as follows:

The direct effect of variable X1 on Y

$$Y \leftarrow X1 \rightarrow Y (\rho_{yx1}) (\rho_{yx1})$$

$$= (0.196) \times (0.196) = 0.038 = 3.8\%$$

Indirect effect from X1 to Y through X3

$$Y \leftarrow X1 \rightarrow I \rightarrow Y (\rho_{yx1}) (\rho_{lx2}) (\rho_{yl})$$

$$= (0.196) \times (0.364) \times (0.287) = 0.02 = 2\%$$

Based on the above calculations, it was found that the direct effect of supervision on lecturer performance was 0.038 (3.8%), while the indirect effect of the supervision variable on lecturer performance through the work climate was 0.02 (2%). From these results it can be concluded that the work climate variable cannot act as an intervening variable because the coefficient value is smaller than the direct effect ($0.02 < 0.038$).

Based on the results of the path analysis, a summary of the results of the sixth and seventh hypothesis testing can be obtained as follows:

Table 7 Summary of the Sixth and Seventh Hypothesis Testing Results

Hypothesis	Statement	Test results
H6	The work climate acts as an intervening variable between leadership style and lecturer performance in the West Sumatra Poltekpel environment.	Rejected
H7	The work climate acts as an intervening variable between supervision and lecturer performance in the West Sumatra Poltekpel environment.	Rejected

Furthermore, the path structure of the results of this study can be redrawn as follows:

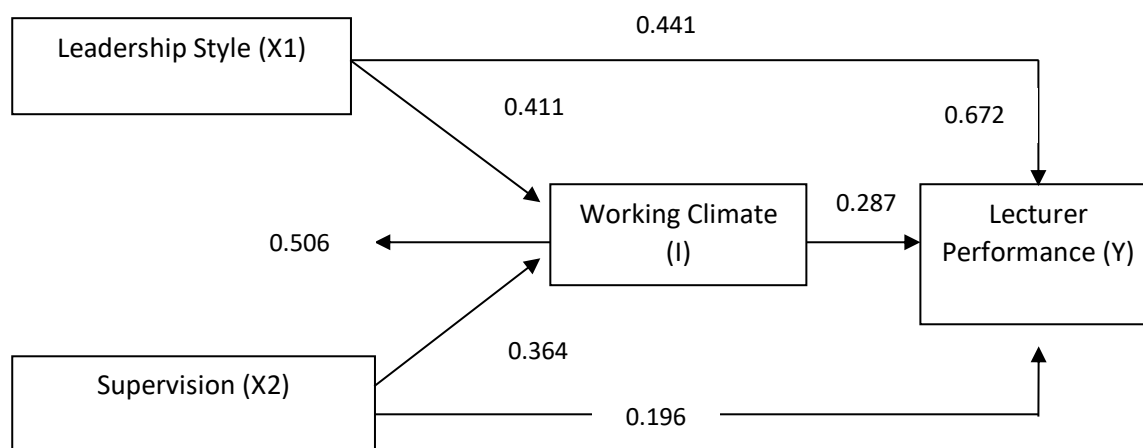


Figure 4. Path Analysis Model

Conclusion

Based on the results of the research and discussion conducted on the variables studied, the following conclusions can be drawn from the research:

1. Transformational leadership style has a positive and significant effect on the work climate of West Sumatra Poltekpel lecturers. This means that the better the leadership style will be able to improve the work climate of the lecturers.
2. Supervision has a positive and significant effect on working climate West Sumatra Poltekpel lecturer. This means that better supervision will improve the work climate for lecturers.
3. The leadership style has a positive and significant effect on the performance of the West Sumatra Poltekpel lecturers. This means that the better the leadership style will be able to improve the performance of lecturers.
4. Supervision has a positive and significant effect on the performance of the West Sumatra Poltekpel lecturers. This means that better supervision will be able to improve lecturer performance.
5. The work climate has a positive and significant effect on the performance of the West Sumatra Poltekpel lecturers. This means that the increasing work climate of lecturers will be able to improve lecturer performance.
6. The work climate does not play a role as an intervening variable between the leadership style and the performance of the West Sumatra Poltekpel lecturers.
7. The work climate does not play a role as an intervening variable between the supervision and performance of the West Sumatra Poltekpel lecturers.

Acknowledgement

Based on the research results and paying attention to the research conclusions that have been previously described, there are several suggestions can be conveyed as follows: This empirical study research can also be an input for related parties and bureaucracy, namely the West Sumatra Poltekpel, as follows:

a. Performance

The findings in the performance variables in general can be categorized as good, but the lowest is the efficiency indicator of task implementation. For this reason, it is hoped that lecturers can make the most of the time possible to work effectively and organize work according to schedule so that the achievement of job targets can be met.

b. Working Climate

In general, the work climate is categorized as quite good but low on the indicator of team spirit. To create a work climate for lecturers at West Sumatra Poltekpe In the future, there is a need for cooperation between lecturers, cooperation with leaders, respect for colleagues and support from the leadership.

c. Leadership Style

Leaders should be able to adjust their goals to the values of the lecturers.

d. Supervision

It is better if superiors can communicate work procedures to lecturers so that each work process can be understood and carried out properly by the lecturer.

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