

# THE DYNAMICS OF FACTORS ENHANCING PERFORMANCE WITH WORK CLIMATE AS AN INTERVENING VARIABLE

Algina Feriza Sikoci<sup>1</sup>; Renil Septiano<sup>2</sup>; Dessy Trismiyanti<sup>3</sup>

<sup>1,2</sup>Sekolah Tinggi Ilmu Ekonomi KBP  
Jln. Khatib Sulaiman No.61, Kota Padang, Sumatera Barat 25173  
<sup>3</sup>Sekolah Tinggi Ilmu Ekonomi Perdagangan  
<sup>3</sup>Prof. Dr. Hamka No.252, Kota Padang, Sumatera Bara 25586  
E-mail : [yulinaeliza@akbpstie.ac.id](mailto:yulinaeliza@akbpstie.ac.id) (Koresponding)

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**Abstract:** This study aims to determine and analyze the influence 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 intervening variables and the effect of supervision on performance with work climate as intervening variables. The sample in this study were lecturers at communication protocol section of Merangin District leadership. 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 results of the study found that leadership style has a positive and significant effect on employee work climate, supervision has a positive and significant effect on employee work climate, leadership style has a positive and significant effect on employee performance, supervision has a positive and significant effect on employee performance, 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 suggests that to improve employee performance, a constructive leadership style, a more conducive work climate and increased supervision is needed

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Merangin Regency in Jambi Province continues to make efforts to improve government performance to achieve effective public service delivery. The main focus lies in enhancing inter-agency coordination, optimizing resources, and increasing public participation. The 2024 report by BPS shows progress in achieving the targets set in the 2020–2024 Strategic Plan; however, several performance indicators remain unsatisfactory (Adminreportika, 2024). One of the critical issues is employee performance effectiveness. The regional government has implemented training and competency development programs to improve productivity and service quality. However, based on a preliminary survey of 35 employees in the Protocol and Leadership Communication Division of Merangin Regency, the majority of employees admitted to not working optimally. About 70% stated that their work results did not meet

targets, and 55% did not complete their tasks on time (data processed by the author, 2024). Previous studies have emphasized the importance of leadership and supervision in influencing performance. A study by Riski (2023) indicated that leadership style and motivation significantly affect employee performance. Sihotang (2024) found that supervision contributes up to 76% in improving employee performance. Furthermore, Nugraha & Heliyani (2022) stated that effective supervision helps create a conducive work climate, which strengthens employee performance. This study aims to examine the influence of leadership style and supervision on employee performance, with work climate as an intervening variable in the Protocol and Leadership Communication Division of Merangin Regency. The results of this research are expected to provide both

practical and theoretical contributions practical for local governments in formulating human resource management policies, and theoretical for academic literature related to public sector employee performance.

Employee performance reflects success in task implementation based on efficiency, effectiveness, and timeliness (Mathis & Jackson, 2024; Mangkunegara, 2024). Leadership style plays a vital role in directing employees, creating a comfortable work environment, and controlling work processes (Rivai, 2019). Meanwhile, supervision is needed to ensure task execution aligns with established plans (Siagian, 2022; Handoko, 2023). Work climate is also a determining factor. A conducive work environment enhances employee responsibility, motivation, and job satisfaction (Sedarmayanti, 2019; Simamora, 2022). Effective communication between leaders and subordinates strengthens work morale and improves performance (Anoraga, 2016; Mangkunegara, 2024). Thus, this research highlights the importance of integrating leadership style, supervision, and work climate in improving employee performance. The findings are expected to serve as a strategic reference for Merangin Regency and other local governments in optimizing human resource performance management.

Performance originates from the term *job performance* or *actual performance*, which means the work achievement or the actual accomplishment achieved by an individual. The definition of performance (job achievement) is the result of work in terms of quality and quantity accomplished by an employee in carrying out their functions in accordance with the responsibilities assigned to them. Performance is the output or result of a process (Nurlaila, 2020). According to the behavioral approach in management, performance is the quantity or quality of something produced or a service delivered by a person performing a task (Luthans, 2023). Performance is the result of work, both in terms of quality and quantity, achieved by an individual in performing duties based on the responsibilities assigned (Mangkunegara,

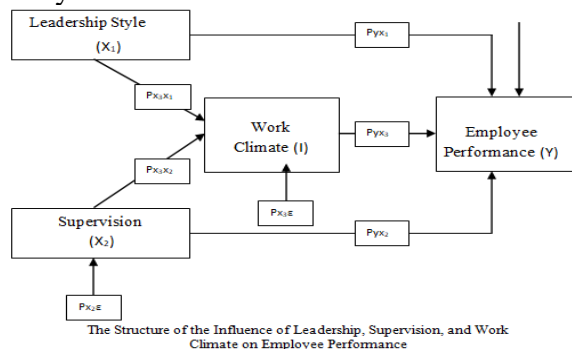
2023).

In accordance with Davis and Keith (2021), **work climate** is the environment that exists or is faced by individuals within an organization, which influences those performing tasks or jobs. According to Stinger R. (2002), the organizational work climate is categorized into two groups: First, a *friendly environment*, which is a supportive climate that provides resources and cultural values. Second, a *hostile environment*, which is an unsupportive climate that restricts organizational development. In a friendly work climate, organizational structure is monitored by collaborative groups operating in an open mechanism. In contrast, in a hostile work climate, organizations are strictly regulated through centralization and standardization.

Leadership is the process of influencing group activities in an effort to organize and achieve goals. Leadership is considered an attempt to influence the behavior of others for various purposes and to shape organizational culture in order to achieve individual, group, or organizational goals. According to Robbins and Coulter (2019), leadership is the ability to influence a group toward the achievement of goals. Therefore, if a leader wants to succeed in performing their duties, they must possess good leadership skills. This is because leadership is a crucial aspect that significantly determines the success of an organization.

According to Siagian (2022), supervision is the entire effort of monitoring the implementation of operational activities to ensure that these activities align with the predetermined plans. Handoko (2023) defines supervision as the activity of comparing or measuring what is being or has been carried out with criteria, norms, standards, or established plans. Adair (2018) explains that supervision involves identifying and applying methods and tools to ensure that plans are implemented as determined. The main purpose of supervision is to ensure that what has been planned becomes reality, and to identify and

address any weaknesses encountered. According to Sudarmanto (2024), the purpose of supervision is to ensure that the outcomes of work implementation are achieved efficiently and effectively, in accordance with the plans that have been previously established. The conceptual framework of this study is as follows:



Based on the conceptual framework that has been presented, the research hypotheses are formulated as follows:

1. There is an influence of leadership style on the work climate.
2. There is an influence of supervision on the work climate.
3. There is an influence of leadership style on performance.
4. There is an influence of supervision on performance.
5. There is an influence of work climate on performance.
6. Work climate acts as an intervening variable between leadership style and performance.
7. Work climate acts as an intervening variable between supervision and the performance of employees in the Protocol and Communication Division of the Merangin Regency Leadership

## METODE

This study uses a quantitative approach with a survey method. The population in this research consists of all employees in the Protocol and Leadership Communication Section of Merangin Regency, totaling 54 individuals. The type of data used is primary data, which was collected through questionnaires using a Likert scale. The data analysis technique employed is path analysis to examine the relationships between

variables. Data processing was carried out using IBM SPSS version 25.

## HASIL

Hypothesis testing was conducted based on the research problems and hypotheses previously formulated. The data obtained from the distribution of questionnaires were analyzed using path analysis to examine the direct and indirect effects among exogenous variables (leadership style and supervision), the intervening variable (work climate), and the endogenous variable (performance). This analysis aims to determine the significance level and the magnitude of influence of each variable with the help of IBM SPSS 25 software, allowing conclusions to be drawn regarding the proposed hypotheses.

### First and Second Hypothesis Testing

This study analyzes the influence of leadership style and supervision on the work climate of employees in the Protocol and Leadership Communication Division of Merangin Regency. Based on the analysis results in Table 2, the standardized coefficient for the leadership style variable ( $X_1$ ) is 0.411 with a significance value of 0.000, and for the supervision variable ( $X_2$ ) is 0.364 with a significance value of 0.001. The significance values of both variables are below the 0.05 threshold, indicating that both have a significant effect on the work climate variable (I). Mathematically, the relationship between the independent variables and the dependent variable can be formulated in the substructure equation 1 as follows

$$I = 0.411X_1 + 0.364X_2$$

The coefficient value for leadership style indicates that an improvement in the application of an effective leadership style will contribute positively to the development of a conducive work climate. This finding aligns with the opinion of Robbins and Judge (2017), who state that a good leadership style can create a supportive and productive work environment. Meanwhile, the influence of supervision on the work climate

also shows a positive relationship. The better the supervision system implemented, the more positive the employees' perception of the work climate. This reinforces previous findings by Siagian (2016), which state that effective supervision contributes to order and comfort in an organizational work environment. Based on the hypothesis testing, it can be concluded that:

- The first hypothesis (H1), which states that leadership style significantly affects the employees' work climate, is accepted ( $p = 0.000 < 0.05$ ).
- The second hypothesis (H2), which states that supervision significantly affects the employees' work climate, is also accepted ( $p = 0.001 < 0.05$ ).

Thus, leadership style and supervision are proven to have a significant contribution to the formation of a conducive work climate in the studied organization.

### Hypothesis Testing Three, Four, and Five

Hypothesis testing was conducted to analyze the influence of leadership style, supervision, and work climate on employee performance in the Protocol and Communication Section of the Merangin Regency Leadership. Based on the regression results shown in Table 4, the regression equation model is as follows:

$$Y = 0.441X_1 + 0.196X_2 + 0.287 I$$

The test results indicate that all three independent variables leadership style ( $X_1$ ), supervision ( $X_2$ ), and work climate (I) have a significant effect on employee performance (Y), as shown by the significance values of 0.000 for  $X_1$ , 0.033 for  $X_2$ , and 0.002 for I, all of which are smaller than the significance threshold of 0.05. Therefore, the third hypothesis (H3), fourth hypothesis (H4), and fifth hypothesis (H5) are accepted. The influence of leadership style on employee performance, with a coefficient of 0.441, indicates that the better the leadership style applied, the higher the employee performance (Robbins & Judge, 2017). Meanwhile, supervision has an influence of 0.196, indicating that effective supervision also contributes positively to performance

improvement (Siagian, 2016). The work climate contributes 0.287 to performance, highlighting the importance of a supportive and conducive work environment in enhancing employee productivity (Gibson, Ivancevich, Donnelly, & Konopaske, 2012).

### Coefficient of Determination

To assess the strength of the influence of the three independent variables on the dependent variable as a whole, the coefficient of determination ( $R^2$ ) is used. In the first substructure (the influence of leadership style and supervision on work climate), the  $R^2$  value is 0.506, indicating that 50.6% of the variability in work climate can be explained by leadership style and supervision. In the second substructure (the influence of leadership style, supervision, and work climate on performance), the  $R^2$  value is 0.672, indicating that 67.2% of the variation in performance can be explained by these three variables. Furthermore, the total coefficient of determination ( $R^2$  total) is calculated as follows:

$$R^2 \text{ total} = 1 - (P_{\varepsilon_1}^2 \times P_{\varepsilon_2}^2) = 1 - (0.703 \times 0.703) = 1 - 0.4942 = 0.5975$$

Thus, it can be concluded that 59.75% of the variation in employee performance can be explained by the variables of leadership style, supervision, and work climate simultaneously. Meanwhile, the remaining 40.25 % is explained by other factors not examined in this study, such as motivation, individual competence, or reward systems (Mangkunegara, 2015).

### Path Analysis

In this study, path analysis was conducted to test the role of work climate as an intervening variable in the relationship between leadership style and supervision on employee performance in the Protocol and Leadership Communication Division of Merangin Regency. The intervening variable serves as a mediator or bridge in the relationship between the independent (exogenous) variables and the dependent (endogenous) variable, as explained by

Baron and Kenny (1986), who stated that mediation occurs when a variable influences the relationship between two other variables.

### **Mediation Test Results for Leadership Style**

The analysis results show that the direct influence of leadership style on employee performance is 0.194 or 19.4%. Meanwhile, the indirect influence through work climate is 0.052 or 5.2%. Since the indirect effect is smaller than the direct effect, it can be concluded that work climate does not serve as a mediating variable in the relationship between leadership style and employee performance ( $0.052 < 0.194$ ). Therefore, the sixth hypothesis (H6), which states that work climate mediates the relationship between leadership style and employee performance, is rejected.

### **Mediation Test Results for Supervision**

Furthermore, the calculation results show that the direct influence of supervision on employee performance is 0.038 or 3.8%, while the indirect influence through work climate is 0.02 or 2%. Based on these results, it can be concluded that work climate also does not serve as a mediating variable in the relationship between supervision and employee performance ( $0.02 < 0.038$ ). Therefore, the seventh hypothesis (H7), which states that work climate mediates the relationship between supervision and employee performance, is also rejected.

#### **Summary of Hypothesis Testing Results**

- H6 : Work climate serves as an intervening variable between leadership style and employee performance in the Protocol Communication Division of the Merangin Regency Government: Rejected
- H7 ; Work climate serves as an intervening variable between supervision and employee performance in the Protocol Communication Division of the Merangin Regency Government : Rejected

## **PEMBAHASAN**

These results are in line with the opinion of Ghozali (2018), who stated that a variable is considered a mediator only if the indirect effect is significant and greater than the direct effect. Therefore, the path structure model in this study shows that the work climate does not significantly mediate the influence of leadership style or supervision on employee performance. This study aims to analyze the influence of leadership style and supervision on employee performance, while considering the role of work climate as an intervening variable in the Protocol Communication Division of the Merangin Regency Government.

### **The Influence of Leadership Style on Work Climate**

The analysis results show that leadership style has a positive and significant influence on work climate ( $\beta = 0.411$ ;  $p < 0.05$ ). This indicates that the better the leadership style perceived by employees, the more positive the resulting work climate. This finding supports the statements of Stephen (2004) and Affif (2013), who noted that effective leadership fosters supportive communication, defines a strategic vision, and provides solutions for the organization. Furthermore, the results align with Emilia's (2011) study, which found that leadership style significantly affects organizational work climate.

### **The Influence of Supervision on Work Climate**

The analysis of the second hypothesis indicates that supervision also has a positive and significant effect on work climate ( $\beta = 0.364$ ;  $p < 0.05$ ). Effective supervision can create a work climate that supports employee self-development. Pidarta (2011) states that good supervision is one that optimally utilizes employee professionalism through the creation of a conducive climate.

### **The Influence of Leadership Style on Performance**

The testing of the third hypothesis shows that leadership style has a positive and significant impact on employee performance ( $\beta = 0.441$ ;  $p < 0.05$ ). Properly applied leadership styles can boost work morale and drive the achievement of optimal performance. Leadership style is also one of the key factors in successful organizational development (Ginting, 2011; Kustrianingsih et al., 2016; Suparmi, 2010).

### **The Influence of Supervision on Performance**

The testing of the fourth hypothesis finds that supervision has a positive and significant influence on employee performance ( $\beta = 0.196$ ;  $p < 0.05$ ). Good supervision helps ensure that work outcomes align with the predetermined targets. This supports Siagian's (2010) assertion that effective supervision is one of the main components in improving performance. Previous research has shown similar findings (Norbaiti, 2013; Fitriana, 2013; Syafe'i, 2014; Lukas, 2017).

### **The Influence of Work Climate on Performance**

The fifth hypothesis is also supported, indicating that work climate has a positive and significant effect on employee performance ( $\beta = 0.287$ ;  $p < 0.05$ ). A good work climate creates comfort and increases employee productivity. Simamora (2004) stated that work climate shapes employees' expectations of the consequences of their actions and affects their performance.

### **The Role of Work Climate as an Intervening Variable**

However, the mediation test results show that work climate does not act as an intervening variable between leadership style and performance, nor between supervision and performance. The indirect effect of leadership style on performance through work climate is only 0.052, which is smaller than the direct effect of 0.194. Similarly, the

indirect effect of supervision on performance through work climate is 0.02, which is smaller than the direct effect of 0.038. Thus, it can be concluded that work climate does not strengthen the influence of these two independent variables on employee performance

### **CONCLUSION**

Based on the results of data analysis and the discussion that has been conducted, this study concludes that:

1. Leadership style has a positive and significant effect on work climate (coefficient 0.411; significance 0.000).
2. Supervision has a positive and significant effect on work climate (coefficient 0.364; significance 0.001).
3. Leadership style has a positive and significant effect on employee performance (coefficient 0.441; significance 0.000).
4. Supervision has a positive and significant effect on employee performance (coefficient 0.196; significance 0.033).
5. Work climate has a positive and significant effect on employee performance (coefficient 0.287; significance 0.002).
6. Work climate does not act as an intervening variable between leadership style and employee performance (indirect effect is smaller than direct effect).
7. Work climate does not act as an intervening variable between supervision and employee performance (indirect effect is smaller than direct effect).

The conclusions of this study are as follows:

1. Organizational leaders should continuously enhance their competencies and sensitivity to employee needs, including fostering open communication, supporting innovation, and setting a positive

- example at work.
2. Supervision should not only serve as a form of control but must be conducted through a participative and collaborative approach, so it is not perceived as pressure by employees.
  3. Although not proven to be a strong mediating factor, the work climate remains an important component in maintaining employee motivation and comfort; therefore, it should be actively managed by creating a fair, open, and emotionally supportive work environment.
  4. It is recommended to regularly conduct training and human resource development programs to strengthen leadership skills, supervision management, and the cultivation of a positive work culture.5) Further research could consider other intervening or moderating variables (such as work motivation, job satisfaction, or organizational culture) to explore more deeply the dynamic relationships between the variables

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