

Influence Of Leadership And Supervision Style On Performance Of Employees With Work Climate As Intervening Variables In Public Health Of Sikabaluan Mu North Siberut District

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Abstract: This study aims to determine and analyze the influence of leadership style on employee work climate, the effect of supervision on work climate, the influence of leadership style on employee performance, the effect of supervision on employee performance, the influence of work climate on employee performance, the influence of leadership style on performance with work climate as a variable intervening and the effect of supervision on performance with work climate as an intervening variable. The samples in this study were 92 employees of Muara Sikabaluan Health Center in North Siberut District. The sampling technique is a census technique because the number of employees is only 92 people who filled out the questionnaire. The type of data used is primary data, the data collection method uses questionnaires with a Likert scale. Test the research instrument to test the validity and reliability. Data analysis techniques consist of test data description, classic assumptions test, path analysis and hypothesis testing. The results of the study found that leadership style had a positive and significant effect on employee work climate, supervision had a positive and significant effect on employee work climate, leadership style had a positive and significant effect on employee performance, supervision had a positive and significant effect on employee performance, work climate had a positive and significant effect on employee performance, the work climate does not play an intervening variable between leadership style and employee performance and the work climate does not play an intervening variable between supervision and employee performance.

Keywords: Performance, Work Climate, Leadership Style, Supervision

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I. Introduction

The performance of health workers including doctors, nurses, midwives, nutrition, pharmacy, and other components within the puskesmas is very important to realize quality services in accordance with aim Ministry of Health of the Republic of Indonesia. Puskesmas need enthusiastic employees as well as a directed and integrated work team to produce the best work performance (MOH, 2000). Performance is termed as job performance, in a broader sense, namely the results of work in quality, quantity and timeliness achieved by an employee in carrying out their duties according to the responsibilities given. Almost all measurements of employee performance take into account the quantity, quality and timeliness of work (Mangkunegara, 2011). Employee performance is a very important thing in an effort to realize the goals of the Puskesmas. The performance achievements of Muara Sikabaluan Health Center staff in North Siberut District can be seen in Table 1.1 below:

Table 1.1
Performance Development of Muara Sikabaluan Health Center Staff
North Siberut District

No	Program	Target	Realization
1	Development of PSM and JPKM, among others in the form of alert village development	100%	60.00%
2	Sanitation and supervision of environmental quality and clean water quality.	100%	77.12%
3	Pregnant women service activities	100%	69.19%
4	Efforts to improve community nutrition	100%	74.75%
5	Observation and prevention of infectious diseases in the form of providing protection against certain infectious diseases that can be prevented by immunization	100%	77.60%
6	Dental health efforts are carried out in two places, namely inside and outside the puskesmas building	100%	75.00%
7	Activities undertaken in elderly health efforts	100%	50.00%

Source: Data on Muara Sikabaluan Public Health Center, 2019

Based on the description in Table 1.1 above, it can be seen the performance achievements of MuaraSikabalu Public Health Center employees in 2019, namely in health promotion efforts including: counseling, PSM and JPKM development which include the development of alert villages. Especially for the poor, all of them have only been covered by JPKM through PT. Askes as much as 60%. The results of sanitation and environmental quality and clean water quality control activities during 2019 were only realized 77.12%. The results of maternal service activities especially pregnant women were only 69.19%, 74.75% community nutrition improvement efforts. Observation and prevention of infectious diseases carried out activities in the form of providing protection against certain infectious diseases that can be prevented by immunization such as: Diphtheria, Pertussis, Tetanus, Pulmonary Tuberculosis, Polio with 77.60% achievement results. Dental health activities carried out in two places namely inside and outside the puskesmas building were only realized at 75%. The activities carried out on elderly health efforts were achieved by 50% and the school health efforts were also just realized by 75%.

Based on performance data that has been presented previously, it indicates that the performance of MuaraSikabalu Health Center employees is still low. The fact is seen that of the various programs implemented there are still many programs that have not achieved the planned targets. Not achieving these targets is because employees are less than optimal in carrying out work which in turn leads to low performance of employees in carrying out tasks. Various phenomena as stated by the low performance of employees are thought to be related to the influence of leadership style, supervision and work climate in the MuaraSikabalu Health Center.

In fact in the field of supervision from the leadership is still not optimal, this can be seen that there are still many employees who are lacking in conceptualizing letters and mastering tools at work, which is 13% including the use of computers in carrying out work. The leadership in this case is not seeing the extent to which the ability of employees in the use of tools, for that supervision of the leadership is needed and trying to make employees able to use tools to support performance.

The purpose of this study is to find out and analyze; 1) The influence of leadership style on the working climate of the employees of Muara Sikabalu Health Center, North Siberut District, 2) The influence of supervision on the work climate of the employees of Muara Sikabalu Health Center, North Siberut District, 3) The influence of leadership style on the performance of the employees of Muara Sikabalu Health Center, North Siberut District, 4) on the performance of Muara Sikabalu Health Center staff, North Siberut District, 5) The influence of the work climate on the performance of Muara Sikabalu Health Center staff, North Siberut District,

II. Basis Of Theory And Hypotheses

Leadership is creating useful communication to people in the environment that makes people who come want to see and do something, determine the vision and mission of strategic thinking, and provide the best way out for the organization (Stephen, 2004; Affif, 2013). While the work climate Davis, Keith (2001) is the environment that exists or is faced by humans who are in an organization that affects someone who is doing a job or job. Work climate is also mentioned as the quality of work life which is explained that the quality of work life is not the same for different people. The leadership style must be supported by a conducive organizational climate so that people in the organization can feel fully part of the organization, which will further affect the productivity and public services. Previous studies point to the fact that leaders will help bring about a positive work climate for employees. Holy Research (2011) which found that leadership style has a significant effect on work climate in a company. Based on the description above, the researcher formulated the hypothesis as follows: H1: There is an influence of leadership style on the working climate of the employees of Muara Sikabalu Health Center, North Siberut District.

The oversight function is very important in the success of achieving the goals of an organization. The organizational system will be lame if the oversight function within the organization is not functioning as it should. According to Handoko (2013) supervision is an activity that compares or measures what is or has been carried out with the standard norm criteria or established plans. The results of this study are supported by research conducted by Supervision of members of the organization or employees, generally not easily carried out and undesirable. Because supervision is always in the form of force, control and other actions that are assumed to limit freedom of work and influence the work climate. Based on the description above, the researcher formulated the hypothesis as follows:

H2: There is an influence of supervision on the working climate of employees of the Muara Sikabalu Health Center in North Siberut District.

Leadership leaders who are shown and applied into a leadership style are one of the factors in improving employee performance, because basically as the backbone of organizational development in

encouraging and influencing good morale to subordinates. For this reason, leaders need to think about and demonstrate appropriate leadership styles in their application. According to Robbins (2015) leadership is the ability to influence a group towards the achievement of goals. Leadership style is a pattern of behavior and strategy that is liked and often applied by the leader, by uniting goals or goals that have become a common commitment. Research results by Jumhur, et al (2013); Norbaiti (2014); Maria, et al (2016) have conducted research on leadership styles on employee performance, then states that leadership style has a positive and significant influence on employee performance. Ginting (2011) says that there is a positive and significant relationship between leadership style and motivation on employee performance. Based on the description above, the researcher formulated the hypothesis as follows:

H3: There is an influence of leadership style on the performance of Muara Sikabalan Health Center staff in North Siberut District.

Supervision is one way that can be taken to improve performance. The performance that both can be achieved if the work done by employees in accordance with the targets to be achieved. According to Siagian (2010) one of the main objectives of management in carrying out its duties in an organization is the maximum employee performance. Therefore supervision must be carried out as effectively as possible because the implementation of the supervisory function has a positive impact on the development of employee performance. Research result Norbaiti (2013), Wedi (2013), Darman (2014) and Mirsa, et al (2017) show that supervision variables have a significant effect on employee performance. Based on the description above, the researcher formulated the hypothesis as follows:

H4: There is an influence of supervision on the performance of Muara Sikabalan Health Center staff in North Siberut District.

Simamora (2006) said that the work climate can affect performance and performance. Work climate can influence this by forming employee expectations about the consequences that will arise from various actions. Employees expect rewards, satisfaction, achievements on the basis of their perceptions of the work climate. The work climate itself will affect performance, and performance itself can be assessed from many aspects. This time Summers (2003) and Quirk (2005) suggest competence is the ability to do things right. Research by Wedi (2013), Darman (2014), Maria, et al (2016), Adila (2016) and Waldino (2018) states that the work climate is very instrumental in building employee performance. A healthy, comfortable and conducive working climate will provide an exciting work atmosphere so that high performance can be realized.

H5: There is an influence of work climate on the performance of Muara Sikabalan Health Center staff in North Siberut District.

Bagi an organization that wants to improve the work performance of its employees is needed leadership style, work climate and supervision. Leadership Style is one way that can be taken by a leader to control and improve employee performance. According to Mas'ud (2004) explaining leadership style is a pattern of behavior and strategy that is liked and often applied by a leader in order to achieve organizational goals. That is why a good leadership style is needed by a leader to improve the performance of its employees. In practice, it is important to create an appropriate work climate and provide effective resources so as to keep the organization away from negative things and can stimulate employee performance to continue working. Work resources related to things like: hard work and teamwork are very helpful to produce the goals and ideals of the company. Keith and Davis (2001) state the work climate concerns the environment that exists or is faced by individuals who are in an organization that affects someone who is doing a job or a job. Supervision is one way that can be taken to improve performance. Good performance can be achieved if the work done by employees matches the target to be achieved. According to Siagian (2010) one of the main objectives of management in carrying out its duties in an organization is the maximum employee performance. Therefore supervision must be carried out as effectively as possible because the implementation of the supervisory function has a positive impact on the development of employee performance.

H6: Work climate plays an intervening variable between leadership style and employee performance at Muara Sikabalan Health Center, North Siberut District.

H7: Work climate plays an intervening variable between supervision of employee performance at the Muara Sikabalan Health Center in North Siberut District.

III. Research Methods

This research was conducted at the Muara Sikabalan Health Center, Siberut Utara District. Data obtained using a questionnaire. The population in this study were 92 employees at the Muara Sikabalan Health Center. The sampling technique used is the selected nonprobability sampling technique, namely saturated

sampling. Data analysis method in this research uses Path Analysis. According toGhozali (2016) path analysis is an extension of multiple linear analysis, or path analysis is the use of regression analysis to estimate the causality relationships between variables (causal models) that have been predetermined by using the SPSS for windows program.

IV. Research Results And Discussion

After testing the model described in the previous section, then a reconstruction of the causal relationship between one variable and another is carried out. The path construction obtained based on the analysis results are as follows:

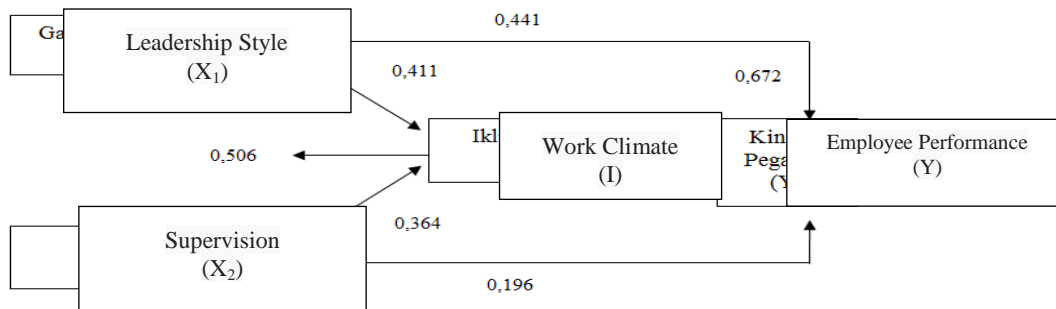


Figure 1.
Path Analysis Model

By paying attention to Figure 1, it can be seen the direct and indirect relationship of each independent variable on employee performance at Muara Sikabalan Health Center, North Siberut District.

1. Substructure equation 1, namely:
 - a. The results of the analysis of the influence of leadership style variables on the work climate variable obtained the value of $PIx1 = 0.411$.
 - b. The results of the analysis of the influence of variables supervision on the work climate variable, the value of $PIx2 = 0.364$.
2. Substructural Equation 2, namely:

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

- a. $b1 = 0.441$, meaning that there is a positive influence between leadership style variables on employee performance. This shows that it is increasingly being improved style leadership well, it will improve the performance.
- b. $b2 = 0.196$, meaning that there is a positive influence between the supervisory variables on employee performance. This shows that it is increasingly being improved supervision well, it will improve employee performance.
- c. $bi = 0.287$, meaning that there is a positive influence between work climate variables on employee performance. This shows that the better the working climate is improved, the better it will be employee performance.

Based on the calculation of direct and indirect effects, it can be seen that the leadership style in influencing performance can go through three channels, namely as follows:

1. The direct influence of leadership style on the work climate with a path coefficient of 0.411.
2. The direct influence of leadership style on employee performance with a path coefficient of 0.441.
3. The indirect influence of leadership style on employee performance through the work climate with an indirect effect value of 0.052 is smaller than the direct influence of leadership style variables on performance that is equal to 0.194.

Work climate in influencing performance can be through one pathway namely the direct influence of the work climate on employee performance with a path coefficient of 0.287.

Supervision in influencing performance can be through three channels:

1. The direct influence of supervision on the work climate with a path coefficient of 0.364.
2. The direct effect of supervision on employee performance with a path coefficient of 0.196.
3. The indirect effect of supervision on employee performance with the value of the indirect effect of monitoring variables on performance through the work climate is 0.02 smaller than the direct effect of supervision variables on performance that is equal to 0.038.

V. Conclusion

Based on the data analysis and interpretation presented in the previous chapter, several conclusions can be made, namely: (1) Leadership style has a positive and significant impact on employee work climate Muara Sikabalan Health Center, Siberut Utara District. This means that a better leadership style will improve employee work climate. (2) Supervision has a positive and significant effect on work climate employee Muara Sikabalan Health Center, Siberut Utara District. This means that better supervision will improve employee work climate. (3) Leadership style has a positive and significant effect on employee performance at the Muara Sikabalan Health Center in North Siberut District. This means that a better leadership style can improve employee performance. (4) Supervision has a positive and significant effect on the performance of Muara Sikabalan Health Center staff in North Siberut District. This means that better supervision can improve employee performance. (5) Work climate has a positive and significant effect on the performance of Muara Sikabalan Health Center staff in North Siberut District. This means that the employee's working climate which is increasing will be able to improve employee performance. (6) Work climate does not play an intervening variable between leadership style and performance of Muara Sikabalan Health Center staff in North Siberut District and (7) Work climate does not play an intervening variable between supervision and performance of Muara Sikabalan Health Center staff in North Siberut District.

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