



# The Influence of Leadership Style and Employee Competence with Organizational Climate as an Intervening Variable on Employee Performance in Educational Institutions

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## **Authors' contributions**

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

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## **ABSTRACT**

**Aims:** Let's find out and analyze the influence of leadership style and employee competence with organizational climate as an intervening variable

Study design:descriptive analysis method with correlational type

Place and Duration of Study: at an Educational Institution in Banjarmasin Indonesia, between June 2020 and July 2021.

**Methodology:** using descriptive analysis method with correlational type. The sample of this study were 53 educators and teaching staff in educational institutions as respondents. With the sampling technique using the Probability Sampling technique. This research is analyzed with Multiple Linear Regression using SPSS for Windows program.

**Results:** 1) leadership style has a positive influence on organizational climate, 2) employee competence has a positive influence on organizational climate, 3) leadership style has a positive influence on employee performance, 4) employee competence has a positive influence on employee performance, 5) Organizational climate has a positive influence on employee

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performance, 6) leadership style has a positive influence on employee performance through organizational climate as an intervening variable and 7) employee competence has a positive influence on employee performance through organizational climate as an intervening variable.

**Conclusion:** Leadership style and employee competence have an effect on employee performance, but the influence is higher if the organizational climate is created well.

*Keywords: Leadership style; competence; organizational climate; employee performance.*

## 1. INTRODUCTION

The problem of employee performance in higher education basically faces almost the same problem everywhere, namely how to make the academic community in this case education staff carry out daily tasks with full responsibility, have passion and enthusiasm for work and always spread smiles and friendliness in service to students. the community, especially students and implement the experiences and education they get from the various trainings and educations they have attended.

The real conditions of employee performance at universities in cities in developing countries such as Banjarmasin Indonesia are as follows:

1. Sensitivity of the leadership, if there is a conflict between employees, the leadership is often insensitive and slow in taking action to solve the problem.
2. Enforcement of rules, there is still an imbalance between the rules set in writing and their implementation, especially by the leadership to subordinates where there is still an uneven application of rules to staff. This condition can create disharmony between one employee and another, and the loss of leadership authority.
3. There are still employees who often refuse orders, reject new policies because of differences between superiors and subordinates so that they cannot carry out their work properly or are more likely to work modestly, which is important to attend the office, if ordered to do so and if not then relax in the office.
4. During working hours, many employees often choose to be outside the room even to the campus cafeteria to chat, rather than working indoors because the division of tasks between employees is unequal and employee functions are ignored.
5. Enforcement of discipline, in this case the leadership is not firm and the impression is careless so that many employees ignore the rules, both written and unwritten.
6. Level of education and training competence, old employees with minimal education level, high

school and undergraduate levels are given minimal training/upgrade skills in management, administration and information systems and developing technology, while new employees also lack experience and competency training and there is no task direction what should they do so that new employees just wait for orders from superiors without having the initiative to work and make decisions.

The issue of employee quality, independence, work initiative, providing the best service and the performance of the education staff at the university itself will be largely determined by the quality of leadership style, work culture, employee competence, organizational climate, and the performance of the academic community, which in this case is the education staff who It is a shared responsibility of both the leadership and the employees. The success of universities in developing human resources is determined by how the performance of employees and the creativity of leaders and environmental factors (climate) work in the organization.

## 2. LITERATUR REVIEW

### 2.1 Leadership Style

Leadership style is a way used by a leader in influencing the behavior of others. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. Each of these styles has advantages and disadvantages. A leader will use a leadership style according to his abilities and personality [1]. A leader always has the authority to govern subordinates with their respective leadership styles, and subordinates will receive orders from their leaders with different views. [2-8] Mangkuprawira states that "leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates".

## 2.2 Competence

Definition of competence by Spencer quoted by Moeheriono [3] is a characteristic that underlies a person related to the effectiveness of the individual's performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference, e.g. accuracy and speed for assembly work in factories According to Spencer, competence lies on the inside of every human being and is forever in a person's personality which can predict behavior and performance in a broad range of situations and work tasks. [9-12].

## 2.3 Organizational Performance

Organizational performance that has been carried out with a certain level of achievement should be in accordance with the mission that has been set as the basis for carrying out the tasks carried out. Thus, performance is the level of achievement of results or the degrees of accomplishment [13]. Someone will always crave appreciation for the results of his work and expect fair rewards. Performance appraisal needs to be done as objective as possible because it will motivate employees in carrying out their activities. In addition, performance appraisal can provide information for the benefit of giving salaries, promotions and observing employee behavior [14-17].

## 2.4 Organizational Climate

Organizational climate is the perception of organizational members about what exists or occurs in the organization's internal environment on a regular basis, which affects attitudes and behavior, as well as the performance of organizational members [7]. According to Taguiri and Litwin in [18] defines organizational climate as a quality of the organization's internal environment that is experienced by its members, affects their behavior and can be described by the values of the organization's characteristics [19-21].

## 2.5 The Influence of Leadership Style on Employee Performance

The results showed that the leadership style (X1) did not have a positive effect on the lecturer

performance variable (Y) with a coefficient value of -0.174. The work climate variable (X2) has a positive influence on the lecturer performance variable (Y) [22]. In addition, research from [23] who concluded that leadership style had a positive and significant effect on employee job satisfaction

## 2.6 The Influence of Employee Competence on Employee Performance

The conclusion of the study proves that leadership, organizational culture and competence have a direct influence on employee performance and also have a direct or indirect influence on organizational performance [24]. More research from Mulyani & Saputri [25] with the research results obtained based on the Partial Test (t-test) obtained: (a) there is a positive and significant influence between Competence on Employee Performance, as evidenced by the t-count value is greater than t-table. (b) There is a positive and significant influence between Work Placement on Employee Performance.

## 2.7 The Effect of Organizational Climate on Employee Performance

The results of the study show that organizational climate greatly affects employee performance where the average research respondent gives positive answers and indirectly with the existence of a good organizational climate condition ultimately makes employee performance increase [26].

Based on the explanation above, the relationship between leadership style and employee performance has an asymmetric relationship. Asymmetric relationship means that the independent variable and the dependent variable have a one-way relationship, where the independent variables (leadership style, employee competence and organizational climate) affect the dependent variable (employee performance) but not vice versa.

Based on the theoretical study and research, the following framework model was developed;

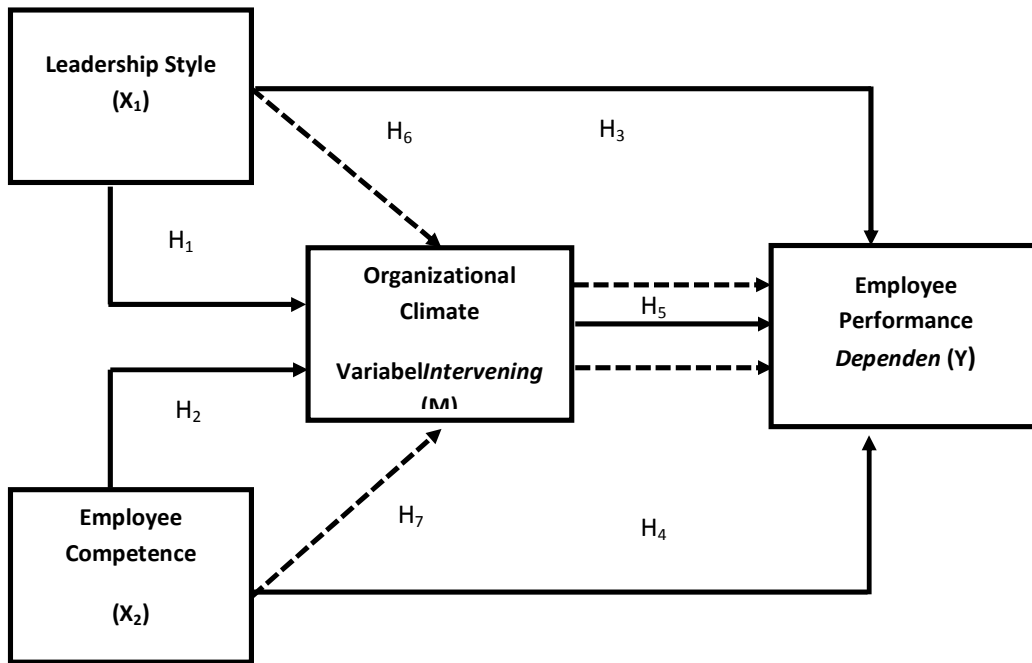


Fig. 1. Conceptual framework drawing

**3. RESEARCH METHODOLOGY**

The method in this research uses descriptive analysis method with correlational type I [27,28]. The population in this study were permanent employees, namely all education staff in educational institutions in Banjarmasin, totaling 113 people. In this study, the sampling technique used the slovin formula [29], so that 53 people were obtained. The operational definition in the leadership style questionnaire uses Mangkuprawira [8] and Umam [4] as many as 10 statements, and according employee competence Moheriono [3] as many as 15 statements, and indicators of organizational climate according to Kusnan in Jaswadi [19] as many as 6 statements, and according employee performance Mangkuprawira [8] as many as 10 statements.

Data Analysis Techniques using Research Instrument Tests consist of reliability tests that must be above 0.7 and validity greater than t table (Sugiono [27], *Method of Succeshive*

*Interval* (MSI), Multiple correlation analysis [30,31].

**4. DATA ANALYSIS AND RESULTS**

The description of the respondents' data on the majority of characteristics is presented in the table.

Based on table data 1 female respondents are the majority respondents, namely 58.5% of the total 53 respondents who participated in this study. The conclusion is that most of the respondents/employees of Banjarmasin education staff are women. In relation to the variables studied, namely organizational climate. According to Pasuraman et.al [32] said that this work conflict tends to be experienced by female workers who are already married where problems in the family are brought into work.

Description of respondent data based on the last education is presented in the table.

Table 1. Respondents by gender

No	Gender	Total	Percentage (%)
1	Male	22	41,5%
2	Female	31	58,5%
	Quantity	53	100

Source: primary data processing results, 2021

**Table 2. Respondents by last education**

No	Last Education	Total	Percentage (%)
1	High School	8	15,1%
2	Diploma 3	5	9,4%
3	Undergraduate	37	69,8%
4	Masters	3	5,7%
	Quantity	53	100 %

Source: primary data processing results, 2021

Based on the data in Table 2 shows that the respondents with an undergraduate education level are the majority respondents, namely 69.8% of the total 53 respondents who participated in the study. This shows that as administrative professionals, at least they have a bachelor's degree, which is dominated by computer science graduates who support IT development and the implementation of centralized information system-based administration in Banjarmasin educational institutions.

Based on Table 3 shows that respondents aged 28-35 years are the majority age of education staff in Banjarmasin by 45.3% of the 53 respondents who participated in the study. This is because several educational institutions have turned into universities where the current education staff is on average above 30 years, where experience in working and dealing with conflict is better than the younger education staff.

Description of respondent data based on years of service is presented in the table.

Based on Table 4 shows that respondents with a tenure of 5-10 years are the majority of education

personnel who work in Banjarmasin by 39.7% of the 53 respondents who participated in the study. This shows that most education personnel who work for more than 5 – 10 years as permanent employees of Banjarmasin education feel comfortable, safe and secure at work

The variables used in this study include leadership style, employee competence, organizational climate as an intervening variable and employee performance can be seen from the descriptive statistical table.

Based on the table above, it is explained that the leadership style variable, the respondent's minimum answer is 13 and the maximum is 46, with an average total answer of 35.22 and a standard deviation of 7.039. The minimum answer variable for employee competence is 53 and the maximum is 73 with an average total answer of 60.97 and a standard deviation of 4.626. The organizational climate variable has a minimum answer of 12 and a maximum of 28 with an average of 54.13 and a standard deviation of 5.332. The employee performance variable has a minimum answer of 28 and a maximum of 43 with an average of 52.83 and a standard deviation of 8.613.

**Table 3. Respondents by age**

No	Employee Age	Total	Percentage (%)
1	20-27 years	17	32.1%
2	28-35 years	24	45.3%
3	36 – 40 years	7	13.2%
4	4 over 40 years	5	9.4%
	Quantity	53	100 %

Source: primary data processing results, 2021

**Table 4. Respondents by working period**

No	Employee tenure	Total	Percentage (%)
1	1-2 years	5	9.4.1%
2	3-5 years	12	22.6 %
3	5-10 years	21	39.7 %
4	Over 10 years	15	28.3 %
	Quantity	53	100 %

Source: primary data processing results, 2021

**Tabel 5. Descriptive statistical results**

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	53	13	46	35.22	7.039
Employee Competence	53	47	73	60.97	4.626
Organizational Climate	53	12	28	54.13	5.332
Employee Performance	53	28	43	52.83	8.613
Valid N ( <i>listwise</i> )	53				

Source: primary data processing results, 2021

**Table 6. Validity test results**

Item statement	r count	r table	Description
Leadership Style (X1)			
P1	0,565	0,248	Valid
P2	0,821	0,248	Valid
P3	0,711	0,248	Valid
P4	0,918	0,248	Valid
P5	0,426	0,248	Valid
P6	0,539	0,248	Valid
P7	0,906	0,248	Valid
P8	0,616	0,248	Valid
P9	0,918	0,248	Valid
P10	0,922	0,248	Valid
Employee Competence (X2)			
P1	0,556	0,248	Valid
P2	0,317	0,248	Valid
P3	0,653	0,248	Valid
P4	0,531	0,248	Valid
P5	0,322	0,248	Valid
P6	0,625	0,248	Valid
P7	0,398	0,248	Valid
P8	0,707	0,248	Valid
P9	0,637	0,248	Valid
P10	0,549	0,248	Valid
P11	0,531	0,248	Valid
P12	0,673	0,248	Valid
P13	0,625	0,248	Valid
P14	0,636	0,248	Valid
P15	0,429	0,248	Valid
Organizational Climate (Intervening variable)			
P1	0,328	0,248	Valid
P2	0,475	0,248	Valid
P3	0,553	0,248	Valid
P4	0,528	0,248	Valid
P5	0,632	0,248	Valid
P6	0,327	0,248	Valid
Employee Performance (Y)			
P1	0,733	0,248	Valid
P2	0,293	0,248	Valid
P3	0,657	0,248	Valid
P4	0,272	0,248	Valid
P5	0,716	0,248	Valid
P6	0,718	0,248	Valid
P7	0,881	0,248	Valid
P8	0,708	0,248	Valid
P9	0,896	0,248	Valid
P10	0,928	0,248	Valid

Source: primary data processing results, 2021

In the validity test by comparing the value of  $r_{count}$  with  $r_{table}$  for degree of freedom ( $df$ ) =  $n - 2$  (where  $n$  is the number of samples forming the regression). This research questionnaire was filled by 53 respondents, the determination of  $r_{table}$  is ( $df$ ) =  $53 - 2 = 51$ . Using a significance level of 5%, the value of  $r_{table}$  is 0.2486. The results of testing the validity of the questionnaire items.

Based on the table above, data is obtained which states that 41 question items given to 53 respondents to education staff in Banjarmasin found the Pearson correlation value greater than 0.248 ( $r_{table}$ ), which means that the questionnaire items are valid. This shows that every question posed to the respondent is able to measure what the respondent wants and is useful in collecting research data.

By using a significance level of 5%, the  $r_{table}$  value is 0.2486. It was found that the Pearson correlation value was greater than 0.248 ( $r_{table}$ ), which means that the questionnaire items are valid.

Based on the table data above, the reliability test was carried out by looking at the results of the calculation of the Cronbach alpha value ( $\alpha$ ) > 0.70 which was reliable, which means that the questionnaire can be used in research.

Based on the table data above, to determine the direct influence of leadership style and employee competence on employee performance, the constant value and regression coefficient:  $Y = 0.319 + 0,088 X_1 + 0,083 X_2$ .

To determine whether or not there is an influence between leadership style and employee competence on organizational climate and employee performance, multiple linear analysis is used. The following are the results of multiple linear regression.

Based on the table data above, the values of the constants and regression coefficients can be changed to the following form:  $Y = -2.654 + 0,941 X_1 + 0,366 X_2$ .

**Table 7. Reliability test results**

Variable	Cronbach's Alpha	N of Items	Description
Leadership Style	0.912	10	Reliable
Employee competence	0.787	15	Reliable
Organizational Climate	0.823	6	Reliable
Employee Performance	0.924	10	Reliable

Source: primary data processing results, 2021

**Table 8. Multiple linear regression test results 1**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.319	.032			.000
Leadership Style	.088	.064	.070	2.885	.006
Employee Competence	.083	.064	.128	5.787	.000

**Table 9. Regretion linear multiple test 2**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.654	7.912		-.336	.739
Leadership style					
Employee Competency	.941	.091	.769	10.396	.000
	.366	.138	.197	2.659	.010

a. Dependent Variabel: Employee Performance

**Table 10. Summarythe effect of leadership style (X1) and organizational climate (M) on employee performance (Y)**

CoefficientVariable	Part	Influence		Total
		Direct	Indirect	
X1 to M	.565	.565	-	.565
X1 to Y	.456	.456	.565 x .328 = .185	.641
M to Y	.328	.328	-	.328
$\epsilon_1$	.98	.98	-	.98
$\epsilon_2$	.97	.97	-	.97

Results of Analysis of the Effect of Leadership Style and Organizational Climate on Employee Performance.

Based on the table above, the direct influence of leadership style on employee performance is 0.456, while the indirect effect can be known if through the organizational climate where the influence on organizational climate is 0.565, multiplied by the influence of organizational climate on employee performance of 0.328, resulting in a value of 0.185. The total effect is the accumulation of direct and indirect effects, namely  $0.456 + 0.185 = 0.641$ . Thus the total effect is greater than the direct effect ( $0.641 > 0.456$ ), so it can be said that organizational climate can strengthen the relationship between leadership and employee performance.

To test the effect of each independent variable used in this study partially used the t test with a significant level of 5%. The decision making is by comparing the tcount with ttable. with ttable determination.  $N - 1$  then the value of  $n - 1 = 53 - 1 = 52$ . The value of ttable comes from  $n - 1$  (n is the number of samples) which then the results of  $n - 1$  can be seen in the table form. In this study, the number of samples was  $53 - 1 = 52$  and when viewed from the table form by using a research error rate of 0.05, it would get a value of 2.074.

Based on the table above, the constant value of -2.654 means that the dependent variable,

namely employee performance and organizational climate, is strongly influenced by the independent variable, namely Leadership Style and Competence). If one of these independent variables does not exist, then employee performance and organizational climate will decrease.

The results of the coefficients on the t test by comparing the probability level of 0.05 with the significance value and  $t_{hitung} = 10,396 > t_{tabel} = 2,074$ .

**5. DISCUSSION OF FINDINGS**

The Influence of Leadership Style (X1) on Organizational Climate (M) as an Intervening variable.

Based on the results of Multiple Linear Regression Test 1, the calculation results are obtained for the leadership style variable with sig. of 0.006 indicates that the value is smaller than the probability of 0.05 (meaning 0.006 0.05) and the value of tcount is 2.885 ttable2.074.. n. This supports the research results [22] and Rohman [23]. Thus, if the leadership style is positive in directing employees and leading the institution, the organizational climate makes subordinates in carrying out their duties in the same direction and supports the leadership so that the organizational climate increases, employee performance will also increase and vice versa.

**Table 11. Partial significance test results (t statistical test)**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.654	7.912		-.336	.739
Leadership Style	.941	.091	.769	10.396	.000
Employee Competency	.366	.138	.197	2.659	.010

a. Dependent Variabel: Employee Performance



The leadership has given full confidence to employees in carrying out their duties and responsibilities. This is done differently because employees are considered to be able to work well, communicate with each other and interact both with superiors, co-workers in a team or with co-workers in the department, so that they can work well without any pleasant conditions, both individually and in collaboration.

The Effect of Employee Competence (X2) on Organizational Climate (M) as an Intervening variable.

Based on the Table of Multiple Linear Regression Test Results 2, the calculation results are obtained for the employee competency variable with sig. of 0.010 indicates that the value is smaller than the probability of 0.05 (meaning 0.000 0.05) and the tcount value is 5.787 ttable 2.074. Thus, the hypothesis H2 is that employee competence has a significant partial effect on the organizational climate of education personnel. This is in accordance with the results of the study [24]. Thus, if the employee's competence is good, the employee will find it easier to communicate with his co-workers. Vice versa, employees who do not have the competence according to their position will find it more difficult to communicate with their co-workers. Competence is the ability of a skill that is supported by a way of thinking, by showing almost the same competence between employees, making employees know the basis of each other's thinking.

The Influence of Leadership Style (X1) on Employee Performance (Y) in the work environment Based on Table of Partial Significance Test Results (t statistical test) the calculation results are obtained for the leadership style variable with sig. of 0.000 indicates that the value is smaller than the probability of 0.05 (meaning 0.000 0.05) and the value of tcount 10.396 ttable 2.074. Thus, the hypothesis H3 is that the leadership style has a partially significant effect on the performance of educational staff. Thus, if the leadership style of employees is high in directing and leading the institution, the performance of employees (subordinates) in carrying out their duties as employees is also high. This is in accordance with the results of the study. More about this source textSource text required for additional translation information Heriana, Wahyudi, & Chiar [22] and Rohman [23,24] Mulyani & Saputri [25].

Leaders of government-owned educational institutions are asked to be accountable to the Minister of Education, while private ones are asked to be accountable to the public, this makes the leaders of educational institutions have to make reports, and in return ask their subordinates to also make performance reports. Employees are asked by the leadership to work according to the achievements that have been made in the work program, standard operating procedures. The leadership's attention to subordinates by giving rewards will make subordinates more obedient, comfortable and responsible for their subordinates to all orders of their leaders, employees are also motivated to provide maximum service and work results to the leadership without thinking whether their work will be given additional bonuses, on the contrary, the employee is willing spend their own money to provide maximum work results and have value in the eyes of the leadership so that communication between subordinates and leaders goes well without any bad prejudice.

The Effect of Organizational Climate (M) as an Intervening Variable on Employee Performance (Y) in the work environment. From the Summary Table of the Effect of Leadership Style (X1) and Organizational Climate (M) on Employee Performance (Y) above, the influence of organizational climate on employee performance can be seen that the value of the direct influence of organizational climate (0.328) is greater than the value of the indirect influence of organizational climate on employee performance (0.185) then Ho is accepted and Ha is rejected. This shows that the organizational climate mediates a positive influence on employee performance. So it can be concluded that organizational climate has a direct effect on employee performance as an intervening variable. A conducive organizational climate is safe and comfortable, making employees think more clearly and objectively view the organization including its leaders, so that the leadership's influence on performance is stronger.

The Effect of Leadership Style on Employee Performance through Organizational Climate as an Intervening Variable From the Table Summary of the Effect of Leadership Style (X1) and Organizational Climate (M) on Employee Performance (Y) above the influence of leadership style and organizational climate on employee performance, it can be seen that the influence value The direct effect of leadership

style (0.565) is greater than the value of the indirect influence of leadership style on employee performance (0.456), then Hypotesis is accepted. This shows that the organizational climate mediates the positive influence of leadership style on employee performance. So it can be concluded that leadership style has a direct effect on employee performance through organizational climate as an intervening variable. The competencies possessed by employees will be easy to practice well in the workplace, when employees can work focused because the work environment is not noisy. This supports the research results [33].

## 6. CONCLUSION

Leaders must create a more conducive organizational climate so that employee performance increases. Because employees do not feel the pressure of tension or stress, so they can work focused, according to operational standards. Thus the organizational climate plays an important role in improving employee performance.

Employees work require competence or expertise, but if the organizational climate is created properly such as an atmosphere of intimacy, teamwork, cohesiveness will produce more optimal performance, because between employees can share information related to work.

## 7. RECOMMENDATIONS

This study recommends;

Leaders of Educational Institutions must complete interpersonal skills so that they are able to create a close bond between subordinates and themselves, Employees must work as a team, share expertise, cover individual weaknesses, and help each other

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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