



Research Article

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The Influence of Leadership and Organizational Culture Mediated by Organizational Climate on Governance at Senior High School in Batam City

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Abstract

The success of a Senior High School is directly determined by the quality of education and the management system developed can guarantee the development of academic freedom and scientific autonomy. The purpose of this research is expressly useful to find out the extent to which the leadership and culture of the organization through the organizational climate affects the governance of Senior High School in Batam City. Includes causal research and the used in this study is a survey method. The population within the range of research is a teacher at Batam City Senior High School which numbers as many as 320 people. The number of samples was obtained as many as 178 people with a random sampling approach. This study uses path analysis whose data is processed using the SPSS program version 25. The study's findings suggest that there is a direct influence of leadership and organizational culture on organizational climate and governance. It is indirectly through the organizational climate that the leadership and culture organization has no effect on governance and this research can help and guide the current management of resources.

Keywords: Leadership; Organizational culture; Climate Organization; Governance

1. Introduction

The success of a Senior High School is directly determined by the quality of education and research and not by the quality of its management. Nevertheless, weaknesses in the management process can result in a decrease in the quality of education and research. A good management process can provide a conducive atmosphere and conditions and a social environment that supports quality education and research (Haniza, 2019). The implementation of good governance is reflected in the good functional management system of the Senior High School, which includes planning, organizing, staff development, briefing, supervision, monitoring and evaluation, especially in the use of resources in order to achieve effectiveness and efficiency. Institutions can also maintain a stable level of satisfaction with the quality of performance, implementing activities according to agreed programs, involving community participation and school partnerships/committees, monitoring program implementation (Mujahidin et al., 2021).

The management system developed can ensure the development of freedom and autonomy, and encourage independence in academic, operational, personnel, financial and all resources needed to achieve the quality excellence that is expected (Bicen et al., 2021). Freedom to study independently can improve the ability of graduates in accordance with industry needs (Sa'diyah et al., 2022). For this reason, the Senior High School has a mature planning, organizational structure with organs, basic tasks and functions and appropriate personnel, operational staff development programs, equipped with various guidelines and manuals that can direct and organize the study program, as well as a strong and transparent monitoring, monitoring and evaluation system (Silitonga et al., 2020)..

Especially at the Senior High School of Batam City, awareness of matters about governance or governance implicitly implied from the making of provisions contained in the new law on Foundations. In addition, the National Accreditation Board of Education clearly stipulates that governance or governance is one of the components assessed in the accreditation of Senior High School.

Then, the organizational climate refers to the common perception of the organization's policies, implementations and procedures, both formally and informally and the definition of governance. Individual cultures within an organization can be used to define the character and quality of an organization's climate. Basically the organizational climate is built by the nature of the organization's staff relationship and the superior subordinate relationship. This relationship is determined by interaction between goals and objectives, formal structure, management processes, leadership styles and staff behavior. In general, a healthy organizational climate, among others, has the characteristics of a democratic atmosphere so that each individual has a full opportunity to participate, and the principle of justice, both in coaching and staff empowerment.

In the application of governance in the Senior High School of Batam City, leadership constraints that are not fully realized in the strength of vision, and the mission has resulted in the complete unfulfillment of the principle of transparency, which is seen in the Senior High School information that is inadequate in disclosure and difficult to access by the parties, and has not been reformed periodically the achievement of Senior High School performance. Relationship patterns that are the glue in the improvement of a strong organizational culture and a conducive organizational climate still face significant obstacles. This is shown that there is no ingrained values, rules and beliefs in the beliefs of the members of the organization, which is due to the weakness of personality and transparency possessed by the leadership of the Senior High School and the lack of harmonious relationships between teacher.

The lack of harmonious relationship between teacher is indicated from the low mutual tolerance, mutual trust and cooperation. In addition, the provision of rewards and sanctions that have not met the principle of balance and justice resulted in reduced loyalty of teacher and disrupted organizational stability. This problem certainly results in the low quality and competitiveness of Senior High School, which indirectly brings the influence of low quality of graduates in the labor market and ability in the development of science and technology.

The purpose of this research is expressly useful to find out the extent to which the leadership and culture of the organization through the working climate affects the governance of Senior High School in Batam City. So that with this study can be a comprehensive reference for science in the future.

2. Literature Review

2.1 Governance

Management is the procedures and processes that direct and control the organization in achieving goals. Governance structure specifications divide rights and obligations among different participants in an organization and comply with rules and procedures in decision making (Unterhitzberger & Moeller, 2021). A governance framework should be able to describe transparency and an efficient market, consistent with laws and regulations and have a clear meaning in the division of responsibility between differences in supervision, regulation and enforcement of authority (Jiang et al., 2021).

It is suspected that governance work should be protected and facilitate the control of the rights of owners. The work of corporate governance must be able to ensure equal treatment to all owners (Caixe, 2021). Owners should have the opportunity to obtain an effective substitute for damages for violations of the rights of saham holders (Tsolakis et al., 2021). Governance work must know the determination of the rights of owners legally or through mutually beneficial agreements and encourage active cooperation between organizations and owners in creating wealth, employment, and sustainability of the financial reliability of the organization (Casiano Flores et al., 2021). According to Lukman et al., (2022), and Susanto et al. (2020) state that corporate governance mechanisms, for example through independent commissioners, audit committees, and the quality of external auditors can influence the behavior of institutional management.

The governance work should ensure that timely and accurate disclosure is expressed in all matters concerning the organization, including the financial circumstances, performance, ownership, and governance, and governance framework should be the strategic guidelines of the organization, the effectiveness of management monitoring by the board of management, and the accountability of the board of management to the organization and the owners (Lin et al., 2021). Managing as agreed by the OECD basically means that in the management and achievement of maximum organizational performance, it should be implemented indicators of transparency, efficiency, law enforcement (rule of law) equality or fairness (fairness), and accountability (Chen & Yu, 2021).

From the above description it can be concluded that governance is a procedure and process that directs and controls the organization, which is outlined in the form of written provisions through the process of relationship between the board or with interested parties. Governance is measured by indicators of transparency, responsibility, fairness, policy, independence, and participation.

2.2 Leadership

The success or failure of an organization is influenced by its leader. There is a concept that connects leaders with the existence of vision, mission implementation and achievement of organizational goals (Plachy & Smunt, 2021). However, situation factors, organizational culture, the values of organizational members also affect the effectiveness of the management of an organization. This test shows that the interaction between the ability of leaders and organizational dynamics becomes an interesting study in various leadership researches.

As a process, leadership is the process of using influence to clarify organizational goals for staff or those they lead (Ozturk et al., 2021). This process requires the ability to motivate and help staff to adopt and manage the organization's productive culture (Rivaldo, 2021). As an attribute, leadership is a collection of characteristics that a person must possess. Ownership of attributes is meant to be the

determining factor of a leader's success. Leaders can drive organizational components over the ownership of vision. The vision is without the character and behavior of the leader.

Leadership comes from the word lead which means directing, fostering or organizing, guiding and also showing or influencing. Leaders have both physical and spiritual responsibility for the success of the work activities of the led. Leadership is the process of directing, influencing, and supervising others to perform tasks in accordance with planned orders (Schwepker & Dimitriou, 2021). Leadership is very closely related to the organization. Whether or not the organization's goals are achieved, among others, depends largely on the leadership run by the leader.

An organization will succeed or even fail largely determined by leadership (Yang et al., 2021). The leader is the shepherd and each shepherd will be asked his or her shepherding behavior (Mackey et al., 2021). Leadership is the way a leader influences subordinates with the characteristics of the most important so as to achieve the desired goals (P. Li et al., 2021). The success factor of a leader depends on the leadership techniques carried out in creating situations that cause the person he leads to arise awareness to do what he wants (Rabiul & Yean, 2021).

The effectiveness or absence of a leader depends on how he or she is ability to manage and implement their leadership patterns in accordance with the situation and conditions of the organization (Korzynski et al., 2021). Leadership is a process of one's activities to mobilize others by leading, guiding and influencing others, to do something in order to achieve the desired results is not easy to provide a definition of leadership that is universal and accepted by all parties involved in organizational life and including business organizations (Kim et al., 2021)

A task oriented leader, his main satisfaction is with the fulfillment of tasks and the fulfillment of something from the work he does (Wallace et al., 2021). While relationship oriented leaders' main satisfaction is the development of good, comfortable interpersonal relationships (Fahmi et al., 2022). The effectiveness of both types of leaders depends on the good of their situation. Theory classifies the goodness of a leader's situation according to the power of position, the task structure of the team, and the quality of the relationship between the leader and his followers. According to Mulyana et al., (2022), a situational leadership style that displays socio emotional skills, is ready to deal with stress and adapts to changes in socio cultural life quickly, and dares to make decisions.

From the above description it can be concluded that leadership is the art of influencing others through the power to achieve organizational goals, with indicators of personality, competence, delegation of authority, providing direction to achieve goals, providing support, making decisions, rewarding, sanctioning, awarding, and transparency.

2.3 *Organizational Culture*

Organizational culture is concerned with how members of an organization understand the cultural characteristics of an organization. Organizational culture is generally a philosophical statement, can function as a binding demand of the members of the organization because it can be formally formulated in various organizational rules and regulations (Vito, 2020). Management is one of the software of the organization, but no less important is other software that serves to glue or integrate the organization. The organization is always growing and growing (Runtu et al., 2019). According to Hapsari et al. (2021) the formation of an organizational culture with values that can create high work productivity. With high work productivity, organizations can easily apply company values to employees (Saluy et al., 2021)

Culture gives identity meaning to members and increases their commitment to the organization. When members apply values in the organization, members acquire the true nature of work and are identified with their employees (X. Liu et al., 2021). Motivation increases, and members become more committed. Motivation can also improve employee performance and the implication is that the quality of the company is better (Virgiawan et al., 2021; Riyanto et al., 2021). Culture is the creation of meaning shared with members of the organization, the instigation of cultural values in the organization, and culture serves as a mechanism of organizational sharpening control (Isensee et

al., 2020). The behavioral direction of norms is part of the culture. If organizational norms want to be enhanced by teamwork, then that culture must be strengthened by that norm. Organizational culture should be characterized by open communication, teamwork, and integrated teams (Zanon et al., 2021).

The belief that a strong and distinctive culture is very influential on the success of an organization, found in general that successful organizations have a strong and distinctive culture including myths that strengthen the sub culture of the organization (Al-Swidi et al., 2021). Failed organizations have subcultures of work that are different from each other or, otherwise, have past cultures that hinder organizations from adapting to changing environments (Hardcopf et al., 2021).

Just growing up means that it creates new cells within itself. In academic language it is referred to as the emergence of expansion in the sense of number and type (Azeem et al., 2021). Growth alone will create disintegration as the volume of existing matter becomes larger, wider, and more diverse. Growth needs to be complemented by development. Development can be equated with the process of reintegration or regluing of the addition of new cells. Like a process of life, every new development will give birth to a disintegration that requires a process of reintegration. Software that acts as an adhesive or integrator or readhesive or reintegrator is an organizational culture (Scaliza et al., 2022).

From the above description it can be concluded that the organization culture is the values, beliefs, and shared norms that are felt, thought, shaded and embraced and the habits carried out by all members in the organization with indicators of values, beliefs, rules, tolerance, results oriented, attention to people, cooperation, attention to work teams, identity, stability, and communication patterns.

2.4 Organizational Climate

Rapid environmental changes will force the organization to always adapt for its survival and become the dynamics of daily organizational life. Climate organization as an atmosphere of the human environment in which the personnel of an organization do their work (Sudarno et al., 2016). The climate can be in one place on a continuum that moves from the pleasant to the neutral to the unpleasant. Both leaders and subordinates want a more pleasant climate because of its benefits, such as better performance and job satisfaction.

Organizational climate is the perception of members of the organization (individually or in groups) and those who are in constant contact with the organization regarding what is or happens in the internal environment of the organization on a regular basis, which influences the attitudes and behavior of the organization and the performance of the members of the organization that then determines the performance of the organization (Sudarno et al., 2016). Organizational quality is the relative environmental quality of the organization experienced by its members, which has an effect on their behavior and how the organization functions properly.

Organizational climate is divided into two, namely organizational environmental conditions that concern physical don the organizational environmental conditions that concern psychic or non physical (Shanker et al., 2017). As a person's perception of aspects of work and organizational values, it is thus stated that the organizational climate is an individual's perception of organizational characteristics and conditions that affect one's behavior in carrying out the work (Andersson et al., 2020). It is the duty of human resource management to manage the human element in the work environment in order to work properly and correctly and in accordance with applicable procedures in carrying out organizational activities so as to realize optimal performance in the process of achieving organizational goals (Y. Liu &Tang, 2019).

Organizational in three approaches, first multiple measurement organizational approach, which is the agreement considers that the organizational climate is a series of descriptive characteristics of organizations that have three properties, relatively fixed over a certain period, differ from organization to organization, and influence the behavior of people in the organization. (Al-Kurdi et al., 2020). The main influencing factors are the size, structure, complexity of the system, leadership

style, and direction of organizational goals (Raes et al., 2021). Both organizational attribute approaches also view organizational climate as an organizational attribute, but this approach emphasizes the use of perception measurement rather than objective measurements such as organizational size and structure.

Then the third is the perceptual measurement individual approach, which is a place to view climate as a series of global summaries or perceptions that reflect an interaction between real events in the organization and perceptions of those events (H. Li et al., 2021). This approach emphasizes the real attributes of the organization to a summary of individual perceptions. With this approach, intervention variables caused by good events experienced by individual organizations can influence the behavior of these individuals. Therefore, the organization's climate can act as a free or bound variable.

From the above description it can be concluded that the organizational climate is the atmosphere of the perceived work environment, which includes the physical and non physical environment in the organization, and is built through staff relationships and superior subordinate relationships, with indicators of relationships, support, job pressure, recognition, loyalty, mutual trust, mutual cooperation, and mutual tolerance.

3. Method

Based on the problem and the goals set, then the type of research includes causal research. Thus the data collected in the study in the form of facts of symptoms. Therefore, the method used in this study is a survey method with the technique of giving statement instruments to all respondents involved (Sugiyono, 2018). Looking at the problems to be studied, this survey study includes the category of confirmatory research.

The population within the range of research is a teacher at Batam City Senior High School which numbers as many as 320 people. The number of samples based on the slovin formula was obtained as many as 178 people with a random sampling approach. This study uses path analysis whose data is processed using the SPSS program version 25. Path analysis was developed as a method for studying influences directly and indirectly.

In the path analysis there are several needs that must be met, namely the relationship between variables that will be analyzed in linear, additive and causal form (Sugiyono, 2018). Then the residual variables are not correlated with the variables that preceded them, nor do they correlate with other variables. In the variable relationship model there is only a causal path in the direction and that each variable analyzed is interval data and comes from the same source (Ghozali, 2018). The results of the test are analyzed comprehensively in accordance with the scientific point of view so as to produce a finding.

4. Results

Through validity testing can be known items that are valid or acceptable and qualified for use as measuring instruments in this study, and items that are invalid or that do not qualify or are omitted from the list of questions. With the fulfillment of the validity and reliability of an instrument, the instrument can be used as a measuring instrument for research.

The instrument analysis of 40 statements obtained r calculates greater than r table = 0.147. All details are declared valid. Then in reliability testing obtained alpha cronbach value above 0.7. So absolutely that this research has qualified reliability and deserves further testing.

Table 1: Descriptive Test

	Leadership	Organizational Culture	Organizational Climate	Governance
N	Valid	178	178	178
	Missing	0	0	0
Mean	36.4355	36.8000	41.2667	39.7556
Median	36.0000	36.0000	40.0000	40.0000
Std. Deviation	4.17102	3.50065	3.79832	5.11751
Minimum	29.00	29.00	26.00	21.00
Maximum	44.00	44.00	47.00	45.00

Source: SPSS V.25 Data Procces (2022)

The results make it clear that leadership has a mean value of 36.4355 with a standard deviation of 4.17102. The mean value of leadership has a value higher than the minimum value of 29.00. This shows that leadership at Batam City Senior High School still needs to be evaluated from the aspects of personality, competence, delegation of authority, providing direction on achieving goals, providing support, making decisions, rewarding, sanctioning, awarding, and exemplary.

Organizational culture has a mean value of 36.8000 with a standard deviation of 3.50065. The mean value of an organization's culture has a value higher than the minimum value of 29.00. This shows that the organizational culture of Batam City Senior High School still needs to be considered from the aspects of values, beliefs, rules, tolerance, results oriented, attention to people, cooperation, attention to work teams, identity, stability, and communication patterns.

The climate of the organization has a mean value of 41.2667 with a standard deviation of 3.79832. The organization's climate mean value has a value higher than the minimum value of 26.00. This shows that the organizational climate of Batam City Senior High School still needs to be improved from relationships, support, job pressure, recognition, loyalty, mutual trust, cooperation, and mutual tolerance.

Governance has a mean value of 39.7556 with a standard deviation of 5.11751. The mean value of governance has a value higher than the minimum value of 21.00. This shows that the governance of Batam City Senior High School is still insufficient so it needs attention from aspects of transparency, responsibility, justice, policy, independence, and participation.

To further ensure that data actually has a normal distribution it is worth retesting using a numeric approach, which is to take decisions based on the amount of quantitative value compared. This test is done to avoid wrong decisions on the image approach. Here are the results of the Kolmogorov-smirnov test.

Table 2: Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		178
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	1.31533513
Most Extreme Differences	Absolute	.131
	Positive	.100
	Negative	-.131
Kolmogorov-Smirnov Z		.880
Asymp. Sig. (2-tailed)		.421

a. Test distribution is Normal.

Source: SPSS V.25 Data Procces (2022)

Standardized residual values have normal data distribution with Asymp.Sig (2-tailed) values greater than 0.05. Analyzing the above test can be concluded that the data has a normal distribution with a significance value of $0.421 > 0.05$.

Table 3: Path Coefficient

Construct	Coefficient		Effect	
	Beta	Sig.	Direct	Indirect
X1 -> Z	0.352	0.004	0.352	
X2 -> Z	0.227	0.002	0.227	
X1 -> Y	0.547	0.001	0.547	
X2 -> Y	0.315	0.007	0.315	
Z -> Y	0.349	0.005	0.349	
X1 -> Z -> Y				0.122
X2 -> Z -> Y				0.079

Source: SPSS V.25 Data Procces (2022)

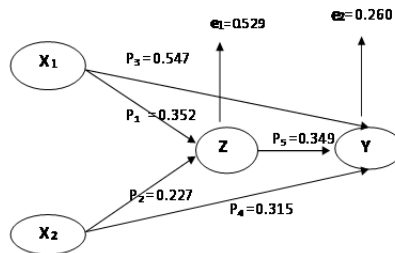


Figure 1: Path Result

Based on the results obtained, answering the research hypothesis needs to be explained in the form of analysis, namely the value of leadership significance to the organizational climate is $0.004 < 0.05$, it is concluded that leadership has a direct influence on the organization's climate. The value of an organization's cultural significance to the organization's climate is $0.002 < 0.05$, concluding that organizational culture has a direct influence on the organization's climate. The value of leadership significance to governance is $0.001 < 0.05$, it is concluded that leadership has a direct influence on governance. The value of the organization's cultural significance to governance is $0.007 < 0.05$, it is concluded that organizational culture has a direct influence on governance. The value of the organization's climate significance to governance is $0.005 < 0.05$, it is concluded that the organization's climate directly has a direct influence on governance.

The indirect influence of leadership through organizational culture on governance is the multiplication of the beta value of leadership on the organization's climate with the organization's climate beta value on governance, which is $0.352 \times 0.349 = 0.122$. The total influence exerted by leadership on governance coupled with indirect influence is $0.352 + 0.122 = 0.474$. Based on these numbers, indirectly leadership through the organizational climate does not have a significant influence on governance. The indirect influence of organizational culture through organizational climate on governance is the multiplication of the organization's beta value on the organization's climate by the organization's climate beta value on governance, which is $0.227 \times 0.349 = 0.079$.

The total influence exerted by organizational culture on governance coupled with indirect effects was $0.227 + 0.079 = 0.306$. Based on these numbers, indirectly the organization's culture through the

organizational climate does not have a significant influence on governance. Based on determination (R^2), the organization's leadership and culture of the organization's climate scored 0.720. This means that the contribution of organizational leadership and cultural influence to the organization's climate is 72%, while the remaining 28% is influenced by unlearned variables. The value e^1 is obtained by the formula $e^1 = \sqrt{1-R^2}$, which means that $e^1 = \sqrt{1-0.720} = 0.529$. Based on determination (R^2), leadership, organizational culture and organizational climate on governance earned a value of 0.932. This means that the contribution of leadership influence, organizational culture and organizational climate to governance is 93.2%, while the remaining 6.8% is influenced by unlearned variables. The value e^2 is obtained by the formula $e^2 = \sqrt{1-R^2}$, which means that $e^2 = \sqrt{1-0.932} = 0.260$.

5. Discussion

Every leader of the Senior High School of Batam City influences all members of the organization in the form of creating a conducive work environment atmosphere through the example of behavior, managerial expertise, granting and delegation of authority in accordance with agreed standards and providing rewards and witnesses in accordance with the principles of balance and justice. The implementation of these leadership indicators will directly create a harmonious relationship between members, support and recognition felt by each individual which further has an impact on increasing loyalty, mutual trust and mutual cooperation of members in achieving organizational goals. In line with the research findings of Saluy et al. (2022) found that leadership can improve performance and the implication is that organizational goals can be achieved.

A strong organizational culture is illustrated by the attention given by the leaders of Batam City Senior High School to each individual and work team, the implementation of rules characterized by core values shared by the members of the organization. This will directly affect the creation of a conducive organizational climate atmosphere seen in indicators of support and loyalty. In addition, the creation of trust, and communication patterns in an organizational culture will be able to improve a stronger relationship, recognition and loyalty and trust in a higher organizational climate environment.

The good Senior High School of Batam City must implement transparency, and participation in all actions to the members of its organization. This is in line with indicators of transparency and good governance participation, and is reflected in involving teacher in all matters related to technical and operational decision making. A strong culture is required in the governance of Batam City Senior High School, which is reflected in the values embraced, the establishment of rules as agreed upon by members of the organization and vertical and horizontal communication patterns built within the organization. This is directly related to policy indicators and governance responsibilities, namely the legal framework must be generally accepted and prioritize balance, as well as the establishment of good communication patterns between fellow members of the organization and stakeholders. Good communication patterns can also improve the reputation of the organization to stakeholders (Mansur et al., 2021a, Mansur et al., 2021b).

The values embraced in the Senior High School of Batam City are reflected in every teacher working with high commitment in order to achieve the vision and mission, each teacher carries out standards of operation and procedures with high commitment. The enforcement of the rules, among others, is reflected in the provisions of written provisions as a reference in the implementation of work and behavior, and communication patterns are reflected by teacher easily establishing relationships with the entire academic community.

6. Conclusion

Research on the influence of leadership, organizational culture and organizational climate on the governance of Senior High School of Batam City can be concluded that there is a direct influence of leadership and organizational culture on the organizational climate. and governance. It is indirectly through the organizational climate that the leadership and culture of the organization has no effect

on governance.

Improved the governance of Senior High School of Batam City can be done by improving leadership, organizational culture and organizational climate towards governance in organizations, especially the world of education. This research can help and guide the current management of resources at Senior High School in Batam. The limitation of this research is to only examine the scope of Senior High School of Batam City only. Limited number of samples who have a cooperative attitude to fill in the details of the statement, and no less important is to only focus on variable leadership, organizational culture, organizational climate and governance, and indicators as a measuring tool of variables are still relative.

Future research is expected to be able to analyze all Senior High School without distinguishing between clusters and preferably if researching on a provincial level scale. Furthermore, it can add new variables so that governance is measured there is the development of models and scientific studies. One of the variables that can be added in the future is the use of technology in encouraging governance and measured at least with ten indicators.

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