

The Influence of Strategic Leadership Style and Career Path Management on Personal Performance at the Indonesian State Intelligence Agency Mediated by Work Climate



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ABSTRACT: The purpose of this study was to analyze the direct and indirect effects of Strategic Leadership Style and Career Path Management on Personal Performance at the Indonesian State Intelligence Agency mediated by Work Climate.

The model proposed in this study was tested using data analysis techniques and hypothesis testing using statistical tools and methods SPSS Program (Statistical Package for Social Sciences) version 25 and SEM modeling with Variance Based SEM or PLS SEM. Statistical tools and methods used are: validity test and reliability test. Data were collected from a sample of 60 respondents to become the object of this research through the distribution of a proportionally randomly selected questionnaire.

The findings of this study are that there is a direct influence of Strategic Leadership Style and Career Path Management on Personal Performance at the RI State Intelligence Agency and there is an indirect effect of Strategic Leadership Style and Career Path Management on Personal Performance at the RI State Intelligence Agency mediated by Work Climate. Of the seven proposed hypotheses, all of them have been proven to be accepted, which means that there is a direct or indirect influence on the independent variable on the dependent variable. Work Climate plays a very important role as a mediation in improving Strategic Leadership Style and Career Path Management towards Personal Performance.

The limitation in this research is the limited number of respondents in this study and the research is quantitative in nature and the data collection process takes place in a short time with a limited number of respondents.

This study finds that there is a positive influence of Strategic Leadership Style and Career Path Management on Personal Performance at the Indonesian State Intelligence Agency which has implications for Work Climate.

The model proposed in this study looks at the overall understanding that researchers have about the direct or indirect influence of Strategic Leadership Style and Career Path Management on Personal Performance at the Indonesian State Intelligence Agency mediated by Work Climate

KEYWORDS: Strategic Leadership Style, Career Path Management, Work Climate, Personal Job Performance.

1. INTRODUCTION

The consistency of personnel performance is a very influential thing for the success of an organization. Good performance or personnel performance will be directly proportional to good results in organizational development, on the contrary, poor performance will also have a bad impact on the organization. The results of this personnel performance can be seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization. It all depends on the quantity and time used by personnel in carrying out their duties. Personnel performance is the result of performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance with their respective authorities, duties, and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law, and according to morals or ethics. All activities carried out to improve the business of a company or organization are a form of performance. The role of personnel is very important to the success or failure of the organization. Organizations in this case need to monitor the performance of each of its personnel whether they have carried out their duties and obligations as expected. This performance appraisal is very important to determine whether the organization will continue to cooperate with personnel if their performance is good or otherwise terminate the employment relationship if personnel performance does not meet expectations. These factors are very important to note so that performance does not slack for the smooth running of an organization and these factors include leadership style where personnel who have good leaders will usually provide good performance as well.

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The style of superiors in leading their personnel will greatly affect the performance of the organization and personnel. A good leadership style is to protect the personnel to be able to complete their respective tasks without putting too much pressure on them. Another factor that will affect the performance of personnel is the work environment. A clean and comfortable work environment will make employees feel calm and can focus more on their work. Availability of complete work equipment also makes employee performance more leverage. Companies also need to pay attention to the health and safety of their personnel by providing a pleasant and appropriate work environment. Personnel performance is very important to improve and advance the organization. Organizations need to put personnel in the right position so that their performance can be maximized. The form of leadership or Leadership style has developed from leadership that is only based on hierarchical responsibilities to based on the company's vision and mission. According to Rowe, the strategic leadership style appears to answer existing problems when compared to the other two styles, such as managerial and visionary leadership styles. Strategic leadership style needed in shaping organizational goals is the main priority of a leader. These goals are achieved by aligning strategies and sharing ideas with employees of the organization. So that strategic leadership style can encourage employees to improve their performance.

Career development for personnel in the organization plays an important role as the main factor driving the performance of the personnel themselves. A fairly clear career path can certainly make employees know how the company values their performance over a certain period of time. Unfortunately, some organizations in Indonesia tend to ignore the importance of developing a career path for personnel. In practice, career development does not yet have a transparent mechanism so that many personnel are not transferred based on the agreed career path. On the other hand, the personnel just follow a white sheet of paper that has a decree from the board of directors or the authorized leader written on it. In fact, the development of a career path that is carried out internally and in stages can optimize existing talents. For example, if a personnel enrolls in a management development program from the start, usually the career path they will take will prepare them to enter the company's management ranks. However, if you used to directly apply for a job in a certain position, your career will go up according to the flow of the position. Career path or career path is defined as a series of positions that must be passed by each personnel to reach a certain level of position in the company. Generally, this career path is structured based on the competency profile of the position that a person needs to have to hold a certain position. The expected career path of personnel usually develops vertically and moves from the bottom up. For example, starting work at the age of 21 as a fresh graduate, then following the rules and competency requirements set by the organization. Only then can they receive promotions and remuneration adjustments and retirements at top positions in the organization.

Career development is broadly defined as a series of work experiences that are directed towards organizational and personal goals, both under the control of oneself and others (Orpen 1994). Previous studies have shown that the context of job specifications and characteristics of public organizations determines the characteristics between the private and public sectors, including employee satisfaction (Bright 2008), motivation (Buelens and Van den Broeck 2007), turn over intention (Kim 2005), and other factors. demographics as well as the environment (Mellahi 2011). However, none of them show career development as an independent variable, and its effect on motivation, commitment and employee performance. Several case studies show that career development plays an important role in career choice and performance (Aycan and Fikret-Passa 2003). The work climate is influenced by leadership. A positive work climate generally encourages trusting relationships as well as the sentiment of treating people fairly (Blake 2012).

In this study, there are several formulations of the problem, including whether there is an influence of Strategic Leadership Style on Personal Performance? Is there any influence of Career Path Management on Personal Performance? Is there any effect of Work Climate on Personal Performance? Is there any influence of Strategic Leadership Style on Work Climate? Is there any influence of Career Path Management on Work Climate? Is there any influence of Strategic Leadership Style on Personal Performance mediated by Work Climate? and is there any influence of Career Path Management on Personal Performance mediated by Work Climate?

The purpose of this research is to analyze the influence of Strategic Leadership Style on Personal Performance, analyze the influence of Career Path Management on Personal Performance, analyze the effect of Work Climate on Personal Performance, analyze the influence of Strategic Leadership Style on Work Climate, analyze the influence of Career Path Management on Work Climate, analyzing the influence of Strategic Leadership Style on Personal Performance mediated by Work Climate, analyzing the effect of Career Path Management on Personal Performance mediated by Work Climate

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2. LITERATURE REVIEW

a. Strategic Leadership Style

There are several definitions related to strategic leadership that have been put forward in several studies. Ireland and Hitt (2009) define strategic leadership as a person's ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a better future for the organization. Rowe (2001) states that strategic leadership is the ability to influence others to voluntarily make day-to-day decisions that enhance the long-term viability of the organization, while at the same time maintaining short-term financial stability.

Elenkov, Judge, and Wright (2005) define strategic leadership as the process of forming a vision for the future, communicating that vision to subordinates, stimulating & motivating followers, and taking part in exchanges that support strategy with colleagues and subordinates. Meanwhile, the definition of strategic leadership according to Sosik et al. (2005) is a series of processes that determine the extent to which organizations are effective in creating strong connections between people, technology, work processes & business opportunities that aim to increase economic, social and intellectual capital for shareholders, society and employees.

According to Christensen (2007), strategic leadership is the ability of top management to anticipate events and maintain flexibility and the ability to see the long term in managing the organization. According to Rowe (2001), strategic leadership is the ability to influence someone to voluntarily make day-to-day decisions, where these decisions can improve the long-term viability of the organization, and at the same time maintain the short-term financial viability of the organization. According to Ireland and Hitt (2009), strategic leadership is a person's ability to anticipate, imagine and maintain flexibility, and think strategically and work with others to make changes for the organization's future sustainability.

According to Jooste and Fourie (2009), strategic leadership is a leader's ability to anticipate, envision, and maintain flexibility, as well as give authority (empower) to others to create strategic changes needed by an organization. According to Boal and Hooijberg (2001), strategic leadership focuses on everyone who has responsibility for the organization, not only the CEO but also the top level leaders (Top Management Team / TMT). Ireland and Hitt (2009) developed six activity indicators/dimensions to determine whether an effective Strategic Leadership has been implemented, namely Determining the Firm's Purpose or Vision, Exploiting and Maintaining Core Competencies, Developing Human Capital, Sustaining an Effective Organizational Culture, Emphasizing Ethical Practices, Establishing Balanced Organizational Controls.

According to Rowe (2001), there are nine indicators to measure strategic leadership, namely emphasizing ethical behavior and value-based decisions, Supervising operational (daily) and strategic (long-term) activities, Designing and implementing long-term strategies and goals to improve sustainability. organizational life and growth, Have high and positive expectations about organizational performance, Use strategic and financial controls.

Using and exchanging knowledge at every level or level of the organization, Using linear and non-linear thinking patterns, A synergistic combination of managerial and leadership skills or expertise, Believing in strategic choices that make the organization different from other organizations. According to Rowe (2001), strategic leadership (SL) is a combination of managerial leadership and visionary leadership. Where managerial leadership is oriented to the past, while visionary leadership is oriented to the future (leaders pay attention to changes that may occur in the future). According to Doyle and Smith (2001), there are four generations of leadership theory, including: Trait Theory, Behavioral Theory, Contingency/ Situational Theory, and Transformational Theory.

b. Career Path Management

According to Mathis and Jackson (2006) and Robins (2007), career is a series of work-related positions occupied by a person throughout his life. Triton PB (2005) provides a definition of career as a chronology of work-related activities and behaviors and a person's attitudes, values and aspirations for all jobs or positions either he has or is currently working on.

According to Dessler and Tan Chwee Hut (2009) career is a series of job positions held by a person during his working period. So a career is a series of job or position developments that can be achieved in an organization. Mathis and Jackson (2006) say there are four general individual characteristics that can influence a person in making career choices, namely: interests, self-image, personality and social background.

Career Management includes various concepts whose definitions are still often debated. However, we need to understand and know the definitions of various concepts related to career management so that we have a better understanding of career management. In this case, there are several keywords that need to be explained, namely experts more often define career as a process of a concept that is not static and final so that as a result there are various definitions of career. Career is "the work journey of an employee in the organization, this journey begins when he is accepted as a new employee, and ends when he no longer works in the organization. A career path is a pattern of work sequences that employees must go through to achieve a

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career goal. Thus the career path is formal because it is determined by the organization. Career paths are ideal and normative, ideal because every employee has the same opportunities as other employees to achieve certain career goals, normative because they must meet predetermined requirements. Although in reality sometimes this is not always the case because there are also employees who have bad careers even though they have shown good dedication and achievements to the organization. In a good and well-established organization, the employee's career path is always clear, both the career points that must be passed and the requirements that must be met to occupy a certain career. Each individual's career path always develops flexibly. Career path can serve as a guide in choosing alternative professions and their offerings. The concept of career development has been studied in the human resource management literature for a long time, but only a few have discussed the career paths of certain professions. For example, Cheserough and Davis (2003) examine the professional career development of the information systems sector. Kong and Goodfellow (2008) developed a career path model for the librarian profession. In addition, Schmidt and Colby (2003) developed a career path model for the dietitian profession. Cordero et al (2004) also examined career development opportunities for Research and Development professionals.

Career management is the process of managing an employee's career which includes career planning, career development and counseling as well as career decision making. Career management involves all parties including employees concerned with the unit where the employee works, and the organization as a whole. In the implementation of career management between organizations can be different, there is a rigid, authoritarian, centralized, closed, undemocratic management. There is also a career management that tends to be open, participatory, and democratic.

If the career management of an organization is rigid and closed, the involvement of employees in their own career development tends to be minimal. On the other hand, if the career management in the organization is open, participatory, and democratic, the involvement of employees in their career development tends to be large. In addition, an employee's career does not only depend on himself (internal factors), but is also influenced by external management factors. Because many employees are hardworking, loyal and intelligent, but their careers are bad just because they are trapped in a bad career management system.

c. Personal Performance

The success of an organization is influenced by the performance (job performance) of human resources, for that every company will try to improve employee performance in achieving organizational goals that have been set. An organizational culture that grows and is well maintained will be able to spur the organization towards better development. On the other hand, the ability of leaders to mobilize and empower their employees will affect performance. The term performance comes from the word job performance or actual performance (job performance or actual achievement achieved by someone). Work performance is generally influenced by the skills, skills, experience and seriousness of the workforce concerned.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara 2013). Many previous studies discussed how to improve employee performance and work engagement. There are two types of job performance (JP) namely task performance (TP) and contextual performance (CP). Motowidlo et al. (2007).

Etymologically, performance comes from the word performance. As stated by Mangkunegara (2007) that the term performance of the words job performance or actual performance (work achievement or actual achievement achieved by a person) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given. to him. Furthermore, Mangkunegara (2007) stated that in general, performance is divided into two, namely individual performance and organizational performance. Nawawi (2004) states that, "Performance is the result of carrying out a job, both physical/material and non-physical/non-material. According to Simanjuntak (2005), performance is the level of achievement of results on the implementation of certain tasks. Simanjuntak also defines individual performance as the level of achievement or results of a person's work from targets to be achieved or tasks to be carried out within a certain period of time. Foster and Seeker (2001) state that, Performance is the result achieved by a person according to the size applicable to the job in question. Individual performance is the result of employee work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance and group performance.

Qualitative and quantitative measures that show the level of achievement of a predetermined target or goal are something that can be calculated and used as a basis for assessing or seeing that the daily performance of companies and individuals continues to increase in accordance with the predetermined plans.

According to Mathis and Jackson (2002) employee performance is influencing how much contribution to the organization, including the Quantity of Work, Quality of Work, Utilization of Time, Attendance and Cooperation. The employee performance

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indicators according to Guritno and Waridin (2005) are able to increase work targets, able to complete work on time, able to create innovation in completing work, able to create creativity in completing work, able to minimize work errors.

Based on the overall definition above, it can be seen that employee performance is the output of combining important factors, namely abilities and interests, acceptance of a worker for the explanation of task delegation and the role and level of motivation of a worker. The higher the factors above, the greater the performance of the employee concerned.

d. Work Climate

Work climate refers to the atmosphere of the organizational environment that comes from the psychological representation of structures, processes, and events (James et al 2008). The way an organization interacts with employees affects their behavior and performance. Because work climate is often perceived about how a person is treated both inside and outside the organization, work climate attracts investment for investors. Work climate is divided into three interrelated dimensions (Poghosyan et al. 2013). First, consideration of how individuals are treated in the workplace relates to values and pride. Second, one's freedom in making decisions. Third, the individual's ability to develop in the workplace (Brunet and Savoie 2009). In an era where competition in the world of work is high, consistency of work climate is an important asset in an organization. The leader is the main key in the realization of this factor. Work climate is often used as a determinant of the success and welfare of workers in an organization. In addition, work climate is often functioned as a mediator of an interaction (DeJoy et al 2010).

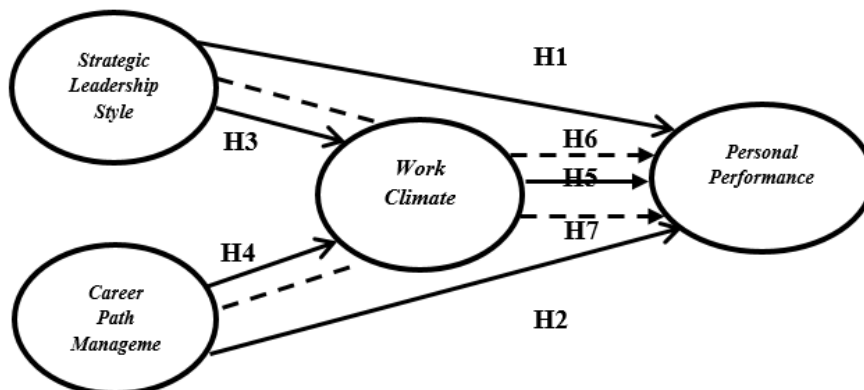
The working climate in a company is very important. The climate that exists within a company has an impact on the high and low morale of a person. The work climate is influenced by the internal environment or company psychology. The high and low morale of employees is also influenced by the state of the work climate that takes place where they work. Control of the work climate is one way that can be used to increase the productivity of human resources. Each company will have different characteristics and work climate. The existence of unique characteristics of a particular company along with management activities and behavior, greatly determines the climate in a work environment. The company must be able to determine its goals and strive to achieve the right climate to achieve its goals which of course must be in accordance with the goals of its employees.

The diversity of jobs designed within the organization, and the nature of the individuals present will illustrate these differences. All companies certainly have a strategy in Human Resources management. An open work climate encourages employees to express interests and dissatisfaction without fear of reprisal and pressure. Such dissatisfaction can be handled in a positive and thoughtful manner. A climate of openness will only be created if all members have a high level of confidence and believe in fairness in acting.

The work climate is important to create because it is a person's perception of what is provided by the company and is used as the basis for determining the behavior of future members. The work climate is determined by how well members are directed, built and rewarded by the company. According to Agustini (2010) states that the work climate is defined as a psychological atmosphere that can affect the behavior of organizational members, formed as a result of organizational actions and interactions among organizational members. Furthermore, according to Sugiono in the book Agutini (2010: 2) states that the work climate is the environment of an organization or company that can create a good and bad working atmosphere for employees. From the definition above, the work climate is a condition and condition of the working atmosphere in the agency that feels comfortable, calm and free to do work without any fear.

3. CONCEPTUAL FRAMEWORK

The conceptual framework that provides an overview of the mindset in this study is as follows:



Gambar 2.1. Kerangka Konseptual

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4. RESEARCH HYPOTHESIS DEVELOPMENT

Based on the problem formulation and conceptual framework above, the hypothesis development in this study is as follows: H1: There is a positive and significant influence of Strategic Leadership Style on Personal Performance, H2: There is a positive and significant influence of Career Path Management on Personal Performance, H3: There is a positive influence and significant Work Climate on Personal Performance, H4: There is a positive and significant influence of Strategic Leadership Style on Work Climate, H5: There is a positive and significant influence of Career Path Management on Work Climate, H6: There is a positive and significant influence of Strategic Leadership Style on Personal Performance mediated by Work Climate and H7: There is a positive and significant influence of Career Path Management on Personal Performance mediated by Work Climate

5. RESEARCH METHODS

a. Research design

This research uses a survey (survey research), which uses data collection techniques by compiling questions and asking the respondents and this research also uses cross sectional studies, which is carried out with data, only once collected in a daily, weekly or monthly period in order to answer research questions (Sekaran and Bougie, 2013). The period of distributing the questionnaires was in January-February 2020. This study used explanatory research, which was to analyze the concepts and problems studied to see causality, then explain the variables causing the problems studied.

b. Population and Sample

The population in this study were 60 employees at the State Intelligence Agency. Sampling in this study used a saturated sample. So in this study, all the population was taken and used as a sample.

c. Operational Research Variables

A research variable is an attribute or nature of a person, object or activity that has a certain variation determined by the researcher to be studied and conclusions drawn. The variables in this study, namely:

Dimensional Variables / Source Indicators

Table 1. Dimensions/Indicators of Strategic Leadership Style

Variables	Dimensional / Indicators	Source
Strategic Leadership Style	<ol style="list-style-type: none"> 1. Decision Making Ability, 2. Motivating Ability, 3. Communication Skills, 4. Ability to Control Subordinates, 5. The ability to control emotions. 	Kartono (2016)

Table 2. Career Path Management Dimensions/Indicators

Variables	Dimensional / Indicators	Source
Career Path Management	<ol style="list-style-type: none"> 1. Fair treatment in career 2. Concern for direct superiors 3. Information about various promotional opportunities 4. There is interest to be promoted 5. Satisfaction level 	Angga Rahyu Shaputra dan Susi Hendriani (2015)

Table 3. Personal Performance Dimensions/Indicators

Variables	Dimensional / Indicators	Source
Personal Performance	<ol style="list-style-type: none"> 1. Quality 2. Quantity 3. Punctuality 4. Effectiveness 5. Independence 	Robbins, S. 2006.

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Table 4. Dimensions/Indicators of Work Climate

Variables	Dimensional / Indicators	Source
Work Climate	1. Psychological, 2. Structural, 3. Social, 4. Bureaucrats	(Wirawan, 2007)

d. Analysis Models and Data Analysis Techniques

The steps taken in the data analysis process, firstly by tabulating the data. Questionnaires that have been returned by respondents are selected for completeness and only completed questionnaires will be used in the study. The data that has been selected is then coded according to the variables and variable classification, then tabulated using Excel and SPSS software. Before the data from the questionnaire was used in the analysis for model development, the validity and reliability of the instrument was first tested. The constructs or variables used in the development of the model must be generated from valid and reliable instruments or measuring instruments.

The measurement model was carried out to assess the validity and reliability of the model. It is said to be valid if the instrument, technique or process used to measure a concept actually measures the concept in question (Sekaran, 2003), while reliability or reliability shows the consistency and stability of the measurement instrument (Sekaran, 2003). The second step is the data analysis stage, using the method of the Stuctural Equation Model (SEM).

For testing the proposed hypothesis, the data obtained is then processed according to the needs of the analysis. The data is processed and presented based on the principles of descriptive statistics that will be used for discussion purposes. Meanwhile, for the purposes of analysis and hypothesis testing, an inferential statistical approach is used. SEM analysis using a statistical program that is SmartPLS 2.0.

6. RESEARCH RESULTS AND DISCUSSION

a. Description of respondent's perception

1). Strategic Leadership Style

The scale used to see respondents' perceptions of the Strategic Leadership Style is a Likert scale with a range of 1 - 5. Based on the results of the data analysis of respondents' perceptions of responses to the Strategic Leadership Style variable using SPSS 25, then through 10 statements it is obtained that the average data for the Strategic Leadership Style is Leadership Style has an average score of 3.87 which is in the good/agree category. This shows that in general, respondents perceive Strategic Leadership Style well. The respondents' perception in perceiving the highest Strategic Leadership Style is in the SLS7 statement, namely "The leader always gives direction to complex tasks"; with an average score of 3.97. Meanwhile, the lowest average score perceived by respondents was in the SLS4 statement, namely "The leader appreciates and praises subordinates who have good performance"; with an average score of 3.77.

2). Career Path Management

The scale used to see respondents' perceptions of Career Path Management is a Likert scale with a range of 1 – 5. Based on the results of the data analysis of respondents' perceptions of responses to the Career Path Management variable using SPSS 25, then through 5 statements the result is that the average Career variable data Path Management has an average score of 3.78 which is in the good/agree category. This shows that in general, respondents perceive Career Path Management well. The respondent's perception in perceiving Career Path Management is the highest in the CPM3 statement, namely "Leaders always open access to employees to develop careers"; with an average of 3.88. Meanwhile, the lowest average score perceived by respondents was in the CPM5 statement, namely "Employees are satisfied with the career path of the employee's organization at work"; with an average score of 3.70.

3). Work Climate

The scale used to see respondents' perceptions of Work Climate is a Likert scale with a range of 1 – 5. Based on the results of the data analysis of respondents' perceptions of responses to the Work Climate variable using SPSS 25, through 10 statements it is obtained that the average Work Climate variable data has the average score is 3.89 which is in the good/agree category. This shows that in general, respondents perceive Work Climate well. The highest perception of respondents in perceiving Work Climate is in the statement of WC7, namely "There is a sense of mutual support between employees in their duties by holding meetings,

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mutual respect and trust so as to increase work productivity"; with an average of 3.95. Meanwhile, the lowest average score perceived by respondents was in the WC3 statement, namely "There is acceptance of ideas to foster innovation in employees in securing and controlling the Jakarta Lanal waters"; with an average score of 3.83.

4). Personal Performance

The scale used to see respondents' perceptions of Personal Performance is a Likert scale with a range of 1 – 5. Based on the results of data analysis of respondents' perceptions of respondents' responses to the Personal Performance variable using SPSS 25, then through 15 statements the results show that the average Personal Performance variable data has the average score is 3.98 which is in the good/agree category. This shows that in general, respondents perceive Personal Performance well. The respondent's perception in perceiving the highest Personal Performance is in the PP13 statement, namely "Employees prepare themselves well to be able to carry out work assignments"; with an average of 4.03. Meanwhile, the lowest average score perceived by respondents was in the PP7 statement, namely "To produce practical and effective work, I am proactive in finding new work procedures that are considered more effective and efficient in completing work"; with an average score of 3.90.

b. Instrument Validity and Reliability Test Results

The results of testing the validity of the question items on the questionnaire for each variable with the Corrected Item Total Correlation value or r value > 0.3 (Sugiyono, 2006) or r > 0.2 (Nisfiannoor, 2013). If the value of r > 0.3, this means that the item/indicator of the statement is valid. The results of the validity test for each instrument of the 4 research variables all have a value of r > 0.3, this means that all statement items/indicators are valid. Then for the reliability test with Cronbach's alpha, each (latent) variable gets a Cronbach's alpha value > 0.6, meaning that the instrument can be said to be reliable. The results of reliability testing for each of the 4 variables of this study all obtained Cronbach's alpha values > 0.6, meaning that the instrument can be said to be reliable.

c. Structural Models (Inner Models) and Measurement Models (Outer Models)

Furthermore, a full SEM model will be presented for testing the parameter (loading factor/indicator coefficient) measurements on exogenous and endogenous models. This test is intended to determine whether or not the indicators of each latent variable (construct) are strong.

This analysis measures Coefficient Beta and T Statistics and can be seen in the following figure:

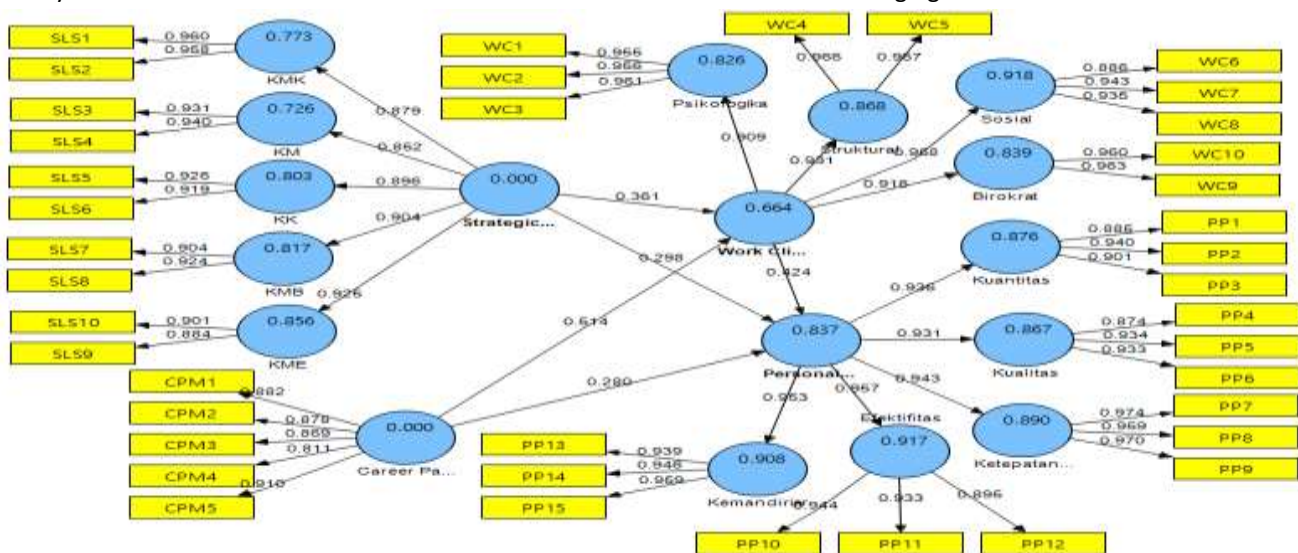


Figure 4.1 Beta Coefficient

Source: Processing Results with PLS 2.0

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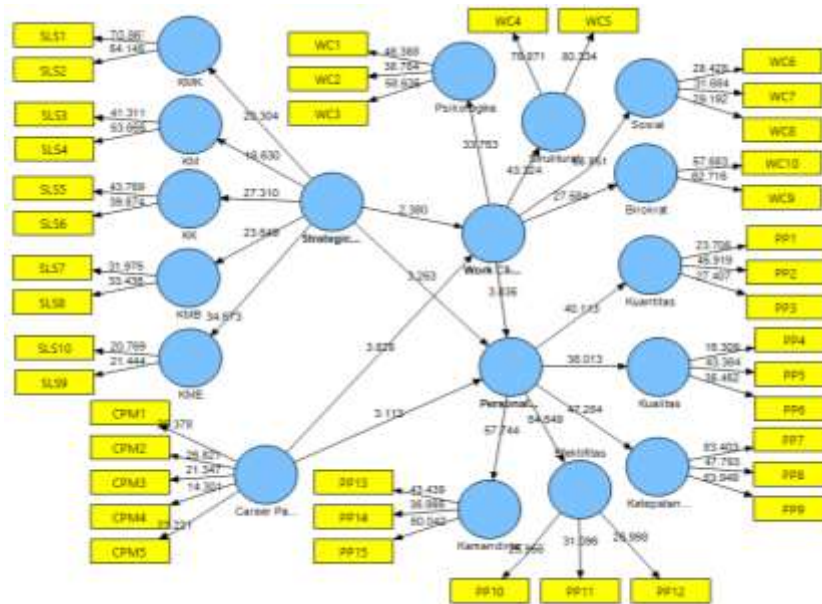


Figure 4.2. T Statistics

Source: Processing Results with PLS 2.0

Each indicator that is declared valid and passes the test must meet the requirements for a higher Factor Loading of 0.5. As for reliability, the AVE value is higher than 0.5, the Composite Reliability and Cronbachs Alpha values are higher than 0.7.

Table 5. Measurement Models (Outer Models) Strategic Leadership Style

Dimensional	Kode	Factor Loading	AVE	Composite Reliability	R Square	Cronbachs Alpha
Decision Making Ability	SLS1	0.960	0.919	0.958	0.773	0.912
	SLS2	0.958				
Ability Motivating	SLS3	0.931	0.876	0.934	0.726	0.858
	SLS4	0.940				
Ability Communication	SLS5	0.926	0.852	0.920	0.803	0.826
	SLS6	0.919				
Ability to Control Subordinates	SLS7	0.904	0.835	0.910	0.817	0.803
	SLS8	0.924				
Emotional Control Ability	SLS9	0.884	0.797	0.887	0.856	0.745
	SLS10	0.901				

Table 6. Measurement Models (Outer Models) Career Path Management

Variabel/ Dimensi	Kode	Factor Loading	AVE	Composite Reliability	R Square	Cronbachs Alpha
Career Pat Management	CPM1	0.882	0.758	0.940		0.920
	CPM2	0.878				
	CPM3	0.869				
	CPM4	0.811				
	CPM5	0.910				

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Table 7. Work Climate Outer Models

Dimensi	Kode	Factor Loading	AVE	Composite Reliability	R Square	Cronbachs Alpha
Psychological	WC1	0.955	0.916	0.971	0.826	0.954
	WC2	0.956				
	WC3	0.961				
Structural	WC4	0.966	0.934	0.966	0.868	0.929
	WC5	0.967				
Social	WC6	0.886	0.849	0.944	0.918	0.911
	WC7	0.943				
Bureaucrats	WC8	0.935	0.924	0.960	0.839	0.918
	WC9	0.963				
	WC10	0.960				

Table 8. Measurement Models (Outer Models) Personal Performance

Dimensi	Kode	Factor Loading	AVE	Composite Reliability	R Square	Cronbachs Alpha
Quantity	PP1	0.885	0.827	0.935	0.876	0.895
	PP2	0.940				
	PP3	0.901				
Quality	PP4	0.874	0.836	0.938	0.867	0.901
	PP5	0.934				
	PP6	0.933				
Punctuality	PP7	0.974	0.936	0.978	0.890	0.966
	PP8	0.959				
	PP9	0.970				
Effectiveness	PP10	0.944	0.854	0.946	0.917	0.914
	PP11	0.933				
	PP12	0.895				
Independence	PP13	0.939	0.899	0.964	0.908	0.944
	PP14	0.946				
	PP15	0.959				

Furthermore, based on Figure 1 and Figure 2, there are results that contain information about the estimation results from structural equations or equations from inner models. Where in this section relates to the evaluation of the coefficients or parameters that indicate a causal relationship or the influence of one latent variable on another latent variable.

Coefficient or parameter values. This value is a previously estimated value that is used as a comparison from T Statistics to test the hypothesis of the study. The results of this evaluation can be summarized in the table below which is accompanied by testing the hypotheses of the research model as follows:

Table 9. Direct and Indirect Effect Hypothesis Test (Mediation)

Path	Beta	T Statistics	P Value	Conclusion
Strategic Leadership Style → Personal Performance	0.298	3.263	0.000	Received
Career Path Management → Personal Performance	0.280	3.113	0.000	Received
Work Climate → Personal Performance	0.424	3.836	0.000	Received

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Strategic Leadership Style → Work Climate	0.361	2.380	0.018	Received
Career Path Management → Work Climate	0.514	3.829	0.000	Received
Strategic Leadership Style → Work Climate → Personal Performance	0.153	2.022	0.043	Received
Career Path Management → Work Climate → Personal Performance	0.218	2.710	0.007	Received

Source: Processing Results with PLS 2.0

The following is an explanation of the calculation results of the direct, indirect and total effects.

Table 10. Calculation Results of Direct, Indirect and Total Effects

Variables	Great Influence			
	Direct	Indirect	Information	Total
<i>Strategic Leadership Style</i>	0.298	0.153 (t= 2.022)	Through Work Climate	0.451 (t= 4.221)
<i>Career Path Management</i>	0.280	0.218 (t= 2.710)	Through Work Climate	0.498 (t= 5.124)

Source: Processing Results with PLS and Sobel Test

d. Discussion of Research Results

Below, the hypothesis testing will be described in more detail on each of the previously proposed hypotheses, as follows:

1. The Influence of Strategic Leadership Style on Personal Performance.

Based on the results obtained, it is known that Strategic Leadership Style has a direct effect on Personal Performance with a t-statistics value of 3.263 and a p value <0.05, which means that hypothesis 1 is accepted. The influence of Strategic Leadership Style on Personal Performance is 0.298.

The influence of Strategic Leadership Style on Personal Performance is positive and significant. It means that the higher/positive Strategic Leadership Style, the higher/positive Personal Performance, meaning that the more respondents feel that the leadership respects the opinions of employees even though they are not in accordance with their opinions; leadership is able to mobilize employees to provide good service; and the leadership always provides direction on complex tasks, the more respondents feel that employees do their jobs accurately and rarely make mistakes; employees believe that with good preparation they can complete the work on time; and employees prepare themselves well to be able to carry out job duties.

2. Positive and significant influence of Career Path Management on Personal Performance.

Based on the results obtained, it is known that Career Path Management has a direct effect on Personal Performance with a t-statistics value of 3.113 and a p value <0.05, which means that hypothesis 2 is accepted. The influence of Career Path Management on Personal Performance is 0.280.

The influence of Career Path Management on Personal Performance is positive and significant. Means that the higher/positive Career Path Management, the higher/positive Personal Performance means that the more respondents feel that employees feel that the organization appreciates the potential of every employee and the leader always opens access to employees to develop careers, the more respondents feel that employees do work accurately and rarely made a mistake; employees believe that with good preparation they can complete the work on time; and employees prepare themselves well to be able to carry out job duties.

3. Effect of Work Climate on Personal Performance.

Based on the results obtained, it is known that Work Climate has a direct effect on Personal Performance with a t-statistics value of 3.836 and a p value <0.05, which means the hypothesis is accepted. The partial effect of Work Climate on Personal Performance is 0.424.

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The effect of Work Climate on Personal Performance is positive and significant. Means that the higher/positive Work Climate, the higher/positive Personal Performance means that the more respondents feel that the clarity of the rights and obligations carried out is related to the duties of the employee; availability of complete and adequate facilities and infrastructure; and the existence of mutual support among employees in their duties by holding meetings, mutual respect and trust, the more respondents feel that employees do their work accurately and rarely make mistakes; employees believe that with good preparation they can complete the work on time; and employees prepare themselves well to be able to carry out job duties.

4. The Influence of Strategic Leadership Style on Work Climate.

Based on the results obtained, it is known that Strategic Leadership Style has a direct effect on Work Climate with a t-statistics value of 2.380 and a p value <0.05 , which means that the hypothesis is accepted so that it can be said that there is an effect. The partial effect of Strategic Leadership Style on Work Climate is 0.361. The influence of Strategic Leadership Style on Work Climate is positive and significant. This means that the higher/positive the Strategic Leadership Style, the higher/positive the Work Climate, which means that the more respondents feel that the leadership respects the opinions of the employees even though they are not in accordance with their opinions; leadership is able to mobilize employees to provide good service; and the leadership always provides direction on complex tasks, the more respondents feel clarity about the rights and obligations carried out related to employee duties; availability of complete and adequate facilities and infrastructure; and a sense of mutual support between employees in their duties by holding meetings, mutual respect and trust.

Leadership is an effort made to influence the behavior of others in certain situations so that they are willing to work together and unite to achieve the goals that have been set so that the results obtained should be maximal and useful. Leadership style is an art used by a leader to influence others to participate in an organization to achieve the goals of the organization, therefore a manager's leadership style can influence his subordinates in carrying out a job.

As the scope of the research is the work climate which is the dependent variable that will be used as a benchmark, if the work climate in an organization is good or can be categorized as conducive then the implementation of the duties of employees working in the organization will be realized properly. However, if the work climate created in the organization is not good or not conducive, it will have an impact on the implementation of the work of the employees, which in the end the goals of the institution itself are not achieved perfectly. A conducive work climate that is expected to create a positive image for the organization cannot be achieved in an easy way, but concrete steps need to be taken because employees who work in the organization are human beings who have two internal and external factors that will affect their work. Some of these factors the researchers tried to reveal in this study, one of which is Leadership Style.

To see the work climate in an organization, researchers will measure it from the leadership style that will have an influence on the work climate. The independent variable that will also have an influence on the work climate of an organization is the Leadership Style of a leader. Leadership is a leader's approach taken by a leader in carrying out his activities with his subordinates. There are various types of leadership used by leaders towards subordinates. There are leaders who are more concerned with good relations with their subordinates. On the other hand, there are also leaders who are more concerned with the task or achievement of goals and ignore good relations with their subordinates which will lead to an autocratic leadership style, and will create a rigid leadership style between superiors and subordinates.

5. Positive and significant influence of Career Path Management on Work Climate.

Based on the results obtained, it is known that Career Path Management has a direct effect on Work Climate with a t-statistics value of 3.829 and a p value <0.05 , which means that the hypothesis is accepted so that it can be said that there is an effect. The partial effect of Career Path Management on Work Climate is 0.514. The influence of Career Path Management on Work Climate is positive and significant. Means that the higher/positive Career Path Management, the higher/positive Work Climate means that the more respondents feel that employees feel that the organization respects the potential of every employee and the leader always opens access to employees to develop careers, the more respondents feel clarity about the rights and obligations carried out related to with employee duties; availability of complete and adequate facilities and infrastructure; and a sense of mutual support between employees in their duties by holding meetings, mutual respect and trust.

6. Effect of Strategic Leadership Style on Personal Performance mediated by Work Climate.

Based on the results obtained, it is known that the indirect influence of Strategic Leadership Style on Personal Performance through Work Climate is 0.153 and the t-statistics value is 2.022 and the p value <0.05 , which means the hypothesis is accepted so that it can be said that there is an effect. The mediating effect of Work Climate between Strategic Leadership Style and Personal Performance is positive and significant. It means that the higher/positive Work Climate, the stronger the influence of Strategic

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Leadership Style on Personal Performance, meaning that the more respondents feel that the leadership respects the opinions of employees even though they are not in accordance with their opinions; leadership is able to mobilize employees to provide good service; and the leadership always provides direction on tasks that are complex in nature, thus strengthening the clarity of the rights and obligations carried out in relation to the duties of employees; availability of complete and adequate facilities and infrastructure; and a sense of mutual support between employees in their duties by holding meetings, mutual respect and trust, so that in the end employees do their work accurately and rarely make mistakes; employees believe that with good preparation they can complete the work on time; and employees prepare themselves well to be able to carry out job duties.

7. Effect of Career Path Management on Personal Performance mediated by Work Climate.

Based on the results obtained, it is known that the indirect effect of Career Path Management on Personal Performance through Work Climate is 0.218 and the t-statistics value is 2.710 and the p value <0.05 , which means the hypothesis is accepted so that it can be said that there is an effect. The effect of Work Climate mediation between Career Path Management and Personal Performance is positive and significant. This means that the higher/positive Work Climate, the stronger the influence of Career Path Management on Personal Performance, meaning that the more respondents feel that employees feel that the organization respects the potential of every employee and the leader always opens access to employees to develop careers, the more respondents feel clarity about their rights and obligations. carried out in relation to employee duties; availability of complete and adequate facilities and infrastructure; and a sense of mutual support between employees in their duties by holding meetings, mutual respect and trust, so that in the end employees do their work accurately and rarely make mistakes; employees believe that with good preparation they can complete the work on time; and employees prepare themselves well to be able to carry out job duties.

7. CONCLUSION

The conclusion of this research in general is that there is a direct influence of Strategic Leadership Style and Career Path Management on Personal Performance and there is an indirect effect of Strategic Leadership Style and Career Path Management on Personal Performance mediated by Work Climate. The seven hypotheses proposed in this study were all proven to be accepted or all of them had a direct or indirect influence. Work Climate plays a very important role as a mediation in increasing the influence of Strategic Leadership Style and Career Path Management on Personal Performance.

Based on the research objectives, the results of hypothesis testing and the discussion in the previous chapter, it can be concluded in detail some of the research results as follows:

1. There is a positive and significant influence of Strategic Leadership Style on Work Climate. This shows that a significant positive increase in Strategic Leadership Style on the dominant dimension, namely the dimension of emotional control, will result in an increase in Work Climate.
2. There is a positive and significant influence of Career Path Management on Work Climate. This shows that a significant positive increase in Career Path Management in opening access to employees for career development will result in an increase in Work Climate.
3. There is a positive and significant influence of Work Climate on Personal Performance. This shows that a significant positive increase in Work Climate on the dominant dimension, namely the social dimension, will result in an increase in Personal Performance.
4. There is a positive and significant influence of Strategic Leadership Style on Personal Performance. This shows that a significant positive increase in Strategic Leadership Style on the dominant dimension, namely the dimension of emotional control ability, will result in an increase in Personal Performance.
5. There is a positive and significant positive and significant influence on Career Path Management on Personal Performance. This shows that a significant positive increase in Career Path Management in opening access to employees for career development will result in an increase in Personal Performance.
6. There is a positive and significant influence of Strategic Leadership Style on Personal Performance mediated by Work Climate. This shows that a positive and significant improvement in the effectiveness of Work Climate on the dominant dimension, namely the social dimension, will result in an increase in the influence of Strategic Leadership Style on Personal Performance and the results of this study are new compared to the results of previous studies which can increase the influence of Strategic Leadership Style on Personal Performance. .
7. There is a positive and significant influence of Career Path Management on Personal Performance mediated by Work Climate. This shows that positively significantly improving the effectiveness of Work Climate on the dominant dimension, namely the

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social dimension, will lead to an increase in the influence of Career Path Management on Personal Performance and the results of this study are new compared to the results of previous studies which can increase the influence of Career Path Management on Personal Performance.

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