

The Influence Of Transformational Leadership Style And Organizational Climate On The Performance Of Luwu Regency Dukcapil Service Employees

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Abstract

Being able to influence the level of employee performance through transformational leadership style and organizational climate is an important factor in every organization or government agency, this type of quantitative research was carried out because it is very important to know whether transformational leadership and organizational climate influence the performance of government agency employees by carrying out their work in accordance with established rules. set. This type of quantitative research and using a saturated sample involved 50 respondents who were given a Likert scale questionnaire for this research. Data analysis was carried out using multiple linear regression. The research results show that transformational leadership style does not have a significant effect on employee performance, while organizational climate has a significant effect on employee performance. The research results of the independent variables (transformational leadership style and organizational climate) show a contribution of 42.3% to the dependent variable (employee performance). The Dukcapil Service must provide coaching to improve the transformational leadership style and maintain an organizational climate or company environment that supports employee performance.

Key words: transformational leadership; organizational climate; performance.

1. Introduction

This is reinforced by every management system of an organization, institution, or company that relies on humans. In every government activity, human resource management is very important because the success and progress of every government organization depends on the role and ability of good human resources. This capability is intended to keep results stable and even increase in the future. The human resources of an organization, both public and private, must always be improved so that they can make the expected contribution to overcoming challenges and demands. This is supported by [1]. Organizations must be able to create conditions that encourage employees to develop and improve their abilities and skills optimally if the potential of each existing human resource must be maximized to produce optimal output.

The most important factor in any organization or government agency is having a leader; without a leader, it will be very difficult and not easy to carry out all aspects for success and improve performance. [1] Leadership style is needed to answer the challenges of environmental change and encourage followers to improve performance.

According to [2] In management that empowers linearly, employees will be assigned to do several jobs. Employees create their own success indicators with the permission of leadership or top managers. This way, employees can measure their abilities and combine them with their work to improve performance.

According to a study conducted [3] states that, apart from leadership style, there are several other components that influence the level of employee satisfaction, one of which is the organizational environment. During this interaction process, employees will assess the company and create their views about their work environment.

Increasing employee performance will help the organization survive in competition. Performance measurement is needed to determine whether performance has met plans, whether performance can be carried out according to schedule, or whether results have been achieved as expected. [4].

One of the services in the Luwu Regency government is the Population and Civil Registration Service, which strives to provide the best for the administration of welfare-oriented state life. This service handles the control of population documents and data through Population Registration and Civil Registration, manages population administration information, and utilizes the results for public services and other sectors.

There is another similar study [5] with the title "The influence of transformational leadership style and organizational climate on employee performance at Bank Jambi, Muaro Bungo branch" and the results of the research, namely that transformational leadership style and organizational climate influence employee performance at Bank Jambi, Muaro Bungo branch.

Therefore, I want to conduct this research on various companies because it is very important to know whether transformational leadership and organizational environment affect the performance of employees in certain companies by doing their work according to company rules. Based on the explanation above, the author is very interested in conducting research on "The Influence of Transformational Leadership Style and Organizational Climate on the Performance of Employees at the Luwu Regency Population and Civil Registration Service."

Literature Review And Hypothesis Development

Transformational Leadership Style

According to [3] Leadership style is defined as a pattern of behavior that a person uses in an effort to influence the behavior of other people or their subordinates. Everyone knows that the role of a leader in an organization can have both positive and negative effects. Positive effects will be seen if the leader is in the position he should be, but negative effects will appear on their own. According to many theories and research, there are different leadership styles [3]. In his research, he found that leadership style is the way a leader directs, influences, encourages and controls his subordinates to carry out tasks consciously and voluntarily.

According to [6] According to his research, a leader's success is greatly influenced by his own leadership, as well as how he interacts with other people, including superiors,

subordinates and leaders. A person's leadership greatly influences the performance and decision making of the organization they lead. In certain situations, a leader can demonstrate leadership through their own and others' words, attitudes, and behavior. Creating a work environment that encourages members to improve performance and achieve company goals is not an easy thing. This is because humans basically have different behavioral characteristics according to the level of their needs. If there is a difference or mismatch between members' and leaders' perceptions of the expected and actual working conditions, this can cause dissatisfaction in the workplace. As a result, this can lead to abuse of rights and obligations, which will ultimately result in organizational goals not being achieved.

To achieve the company's vision and mission in an agency, leaders and employees must work together. This process is supported by the leadership style and organizational environment. It happens very often in companies that the position of leader is used inappropriately. This will definitely have a negative impact on the employee and other employees. [3]. In an effort to maintain and improve employee performance, the role of leaders and highly effective leadership are very important requirements. To achieve organizational goals, a leader is needed. Leaders usually use certain methods to lead their subordinates. When someone wants to influence others, they use their leadership style [4].

The statement that transformational leadership style can influence employee performance because it can make them think that their work is more important than the organization and makes them confident and motivated to do a good job. [7] that a leader's leadership style has different characteristics, habits, temperament, character and personality, as well as behavior and style that differentiates him from other people. Transformational leadership is defined as a change agent who can change the views, attitudes and desires of his followers.

According to [8] According to research he conducted, transformational leadership style is a way to encourage subordinates to achieve predetermined goals. It is hoped that subordinates will understand the importance of results and how to achieve them at the expense of their own interests. With this transformational leadership style, followers feel respect, admiration, trust, and loyalty towards their leader. This leadership style encourages followers to do more than they expect. On the contrary, according to [9] According to research he conducted, transformational leadership is a process in which individuals interact with other people to build relationships that increase morale and morality between leaders and followers.

This leadership can influence employees who contribute to the company. Good or bad results from employees indicate the leadership style in the company [5]. Transformational leadership can influence employee performance because it allows them to prioritize their work and prioritize their organization. This leadership style can also make employees more confident and motivated to do their work in accordance with organizational or company standards. In this study, organizational climate indicators included inspiration, charisma, individual attention, and intellectual stimulation. Based on this explanation, the research hypothesis is: H. The influence of transformational leadership style on employee performance.

Organizational Climate

The concept of "organizational climate" is defined as a system concept that reflects the way of life of the organization as a whole. If managed well and developed into a long-term plan, measurable work performance can be achieved. [7] Meanwhile, according to Oktaviani quoted by [10] The study of individual perceptions of various aspects of the organizational environment that occur regularly within the organization, which have an impact on the behavior and performance of organizational members, is known as "organizational climate". Organizational performance is determined by the behavior and performance of organizational members.

According to [11] A broad concept known by all members regarding shared perceptions about the nature or character of the workplace is called "organizational climate". If the organizational climate in a company is supportive and conducive, every worker is expected to have high work motivation towards their work. On the other hand, [12] according to (organizational climate is very important because it is a person's perception of what is provided by the organization and determines the subsequent behavior of members. Climate is determined by how well an organization guides, develops, and rewards members.

According to [13], her research found that climate is related to perception, which means that people's perceptions of climate conditions are related to how they view events in their work environment. Individual perceptions are certainly influenced by differences individual, so this perception is subjective and allows interpretation of climate conditions. This difference is clearly visible between leaders and employees, as well as between leaders and other administrative staff. [14] concluded that the organizational environment includes all existing environments, including the situation, conditions and nature of each staff member, which can influence every organizational activity. A good work environment can influence employee performance directly and indirectly.

Employees can be influenced by their work environment, which helps them understand the prevailing order and adapt to the organization. In a study conducted [5] how each employee perceives their own work environment can influence their behavior. Therefore, if a company can create a good work environment, it will support and increase the work motivation of each employee. According to [15] One of the factors that can increase employee job satisfaction is a good and healthy work environment, which makes employees feel more comfortable to complete any tasks assigned to them. Members' perceptions of things such as decision making, leadership, and work norms are referred to as organizational climate. The experiment [16] concluded that a good work environment is very important for a company's success.

Studies show that high job satisfaction and high commitment in a company result from a good work environment. [17] say that a good work environment provides a sense of security and allows employees to work as well as possible. A good work environment should help employees complete their tasks well. Responsibility, identity, enthusiasm, and support are indicators of the organizational environment in this research. Based on this explanation, a

research hypothesis was created: H_2 the influence of organizational climate on employee performance.

Employee performance

According to [6] Employee performance is very important for a company because their performance determines the success and survival of the company. Therefore, achieving company goals depends entirely on human resource factors that can provide high performance. As mentioned by Schwartz, quoted by [15] In the performance management style, open communication between managers and employees is needed to set goals, provide feedback from managers to employees and vice versa, and carry out performance assessments. Temporary. [19] concluded that employee performance is the results and output produced by an employee in accordance with what is given. This is a very important component in a company's efforts to increase productivity. Research [19] concludes that an employee is successful in carrying out his duties if his work results exceed performance standards.

By identifying performance dimensions, it can be seen how effective an employee's work is. This can encourage employees to develop themselves in their roles in the company to improve performance [20]. Meanwhile, according to [11], performance improvement does not occur instantly, it requires organized planning and action for a certain period of time. Therefore, it is very important to plan employee performance on an ongoing basis. [12] also concluded that performance is the result of the work of human resources in carrying out their duties as assigned. Quality and quantity are indicators of employee performance in this research. Based on this explanation, a research hypothesis was created: H_3 The influence of transformational leadership style and organizational climate on employee performance.

2. Methodology

a. Types of research

This type of research uses quantitative research. According to [21] Quantitative data is a type of data that can be measured or calculated directly and consists of information or explanations expressed in the form of numbers or numbers. The data collection method used a questionnaire distributed to fifty employees of the Luwu Regency Dukcapil Service. Correspondence consisted of 14 men and 36 women, each aged 31 to 40 years, and with an average educational level of Bachelor's degree.

b. Population and sample

The Luwu district population and civil registration office, which is located on Jalan Pahlawan, Senga, Belopa District, is the location of this research. This research involved 50 respondents, who were all employees or staff of the Luwu district dukcapil office. However, because the sample was taken from the entire population, a saturated sampling method was used. Sugiyono quoted in the study [22] Saturated sampling is a sampling method for each member of the population.

c. Method of collecting data

The independent variables are organizational climate and transformational leadership, and the dependent variable is employee performance. The questionnaire method, a quantitative research technique, was used to collect data from a group of respondents. This is done by submitting several statements in a questionnaire with a Likert scale. According to [21] the Likert scale is used to measure individual opinions, attitudes and perceptions of social phenomena.

d. Data analysis method

By using a multiple linear regression model, data analysis involves more than one independent variable. The influence of the independent variables transformational leadership style (X1), organizational climate (X2), and the dependent variable, namely employee performance (Y), was measured using the SPSS version 24 program.

3. Result and discussion

a. Result

Validity test

Table 1. Validity test

Variable	r_{count}	r_{table}	Information
X1.1	0,695	0,273	valid
X1.2	0,775	0,273	valid
X1.3	0,641	0,273	valid
X1.4	0,590	0,273	valid
X1.5	0,684	0,273	valid
X1.6	0,793	0,273	valid
X1.7	0,739	0,273	valid
X1.8	0,761	0,273	valid
X2.1	0,695	0,273	valid
X2.2	0,712	0,273	valid
X2.3	0,870	0,273	valid
X2.4	0,819	0,273	valid
X2.5	0,794	0,273	valid
X2.6	0,743	0,273	valid
X2.7	0,794	0,273	valid
X2.8	0,853	0,273	valid
Y.1	0,915	0,273	valid
Y.2	0,851	0,273	valid
Y.3	0,900	0,273	valid
Y.4	0,876	0,273	valid

Source: SPSS processed data, 2024

All questionnaires in this study were proven to be valid because the calculated r value of the product moment correlation for all question items in the questionnaire for transformational

leadership style, organizational climate and employee performance was greater than the r table, namely 0.273.

Reliability test

Table 1. Reliability test

Variable	Cronbach's Alpha	Standard	Description
Transformational Leadership (X1)	0.859	0.60	Reliable
Organizational climate (X2)	0.910	0.60	Reliable
Employee performance (Y)	0.908	0.60	Reliable

Source: SPSS processed data, 2024

For the variables transformational leadership style, organizational climate, and employee performance, the Cronbach alpha coefficient is greater than the standard (0.60), so it can be concluded that the question items related to each variable are considered reliable.

Classic assumption test

1. Normality test

Table 2. Normality test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.52913069
Most Extreme Difference	Absolute	.101
	Positive	.081
	Negative	-.101
Test Statistic		.101
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: SPSS processed data, 2024

For unstandardized variable residuals, the asymptotic value of sig. (2-tailed) of the Kolmogorov-Smirnov test is 0.200 greater than 0.05, so the data used distributed normal.

2. Multicollinearity test

Table 3. Multicollinearity test

Model	Coefficients ^a		Keterangan
	Collinearity Statistics		
	Tolerance	VIF	
1 (constant)			
Transformational leadership	.695	1,439	free test
IklimOrganizes	.695	1,439	free test

Source: SPSS processed data, 2024

As shown by the results of the variance inflation factor (VIF) test, the VIF value for all independent variables is less than 10.00, namely transformational leadership is worth 1.439, organizational climate is worth 1.439, and the VIF value for tolerance is greater than 0.010, namely transformational leadership worth 0.695 and organizational climate worth 0.695. It can be concluded that multicollinearity does not occur.

3. Testheteroscedasticity

Table 4. Test heteroscedasticity

Coefficients ^a			
Model	t	Sig.	Information
(Constant)	3.486	.001	free test
Transformational Leadership_X1	.536	.594	free test
IklimOrganisasi_X2	-.420	.677	free test
Employee Performance_Y	-2.534	.015	free test

Source: SPSS processed data, 2024

The results of the heteroscedasticity test carried out using the Glejser method show that the Sig X1 value of 0.594 is greater than 0.05, while the Sig X2 value of 0.677 is greater than 0.05, and the sig Y value of 0.015 is also greater than 0.05

Multiple Linear Regression Analysis

Table 5. Multiple linear regression test results

Coefficients ^a		
Model	B	Unstandardized Coefficients Std. Error
1 (Constant)	1.977	2.603
Transformational Leadership		.108 .095
Organizational Climate		.331 .079

Source: SPSS processed data, 2024

Based on the table above, the following equation can also be used: $Y = 1.977 + 0.108X_1 + 0.331X_2 + e$. The alpha constant is 1.977, which means that the performance of employees at the Population and Civil Registration Service is 1.977 if all variables are equal to 0.

Worker performance will increase if variable X1 increases, according to the regression coefficient for the emotional intelligence variable (X1) of 0.108.

Employee performance will increase with an increase in the transformational leadership style variable, according to the regression coefficient for variable X2 of 0.331.

Uji t

Table 6. t test results

Variable	Significance	t _{count}	t _{table}
Transformational Leadership	0.262	1.135	2.01174
Organizational Climate	0.000	4.174	2.01174

Source: SPSS processed data, 2024

a. First hypothesis testing (H₁)

It is known that H₁ is not accepted, which means there is no influence of transformational leadership (X1) on employee performance (Y). Sig value. for the (partial) influence of transformational leadership (X1) on employee performance (Y). Sig value for the (partial) influence of X1 on Y is 0.262 is greater than 0.05 and the t value is 1.135 is smaller than 2.01174 t table.

b. Testing the second hypothesis (H_2)

The results show that H_2 is accepted, indicating that the influence of organizational climate (X_2) on employee performance (Y), with a sig. for the (partial) influence of X_2 on Y is $0.000 < 0.05$ and the t value of 4.174 is greater than 2.01174 t table.

Uji F

Table 7. F Test Results

Significance variable f_{count}			
f_{table}	Employee	performance	0.000
17.222	3.19		

Source: SPSS processed data, 2024

c. Testing the third hypothesis (H_3)

Sig value. for the simultaneous influence (f test) of X_1 and Therefore, it can be concluded that Y is accepted, which shows that transformational leadership (H_1) and organizational climate (H_2) have the same influence on employee performance (Y).

Coefficient of determination (R^2)

Table 8. Coefficient of determination test results

Model	R	R_{Square}	Adjusted R Square	Std. Error of the estimate
1	0,650	0,423	0,398	2,582

Source: SPSS processed data, 2024

The output above shows an R square (R^2) value of 0.423, which shows that the influence of variables X_1 and X_2 together on variable Y is 42.3 percent. Other variables not included in this study influenced the remaining sections.

b. Discussion

The Influence of Transformational Leadership Style on Employee Performance (X_1)

Data processing shows that the transformational leadership style does not significantly influence employee performance. Sig value. for the (partial) influence of X_1 on Y is $0.262 > 0.05$, and the t value is $1.135 < 2.01174$ t table. Thus, it can be concluded that H_1 is not accepted, which means that transformational leadership style (X_1) does not influence employee performance (Y).

This shows that a higher or lower transformational leadership style does not affect the performance of Luwu Regency Population and Civil Registration Service employees. This shows that a higher level of transformational leadership in the Dukcapil Service does not affect employee performance.

The results of this study are not in line with research [22] which states that the transformational leadership style improves employee performance, but this research is different from research conducted by [23] and [24] which states that employee performance is not significantly affected by the transformational leadership style.

The Influence of Organizational Climate on Employee Performance (X₂)

Data processing shows that the company environment significantly influences employee performance. Sig value. for the (partial) influence of X₂ on Y is $0.000 < 0.05$ and the t value of 4.174 is greater than t table. Thus, it can be concluded that H₂ is accepted, which shows that the company environment (X₂) influences employee performance (Y).

This shows that a high or low level of organizational climate influences the performance of Luwu Regency Population and Civil Registration Service employees. Therefore, if the organizational climate where employees work continues to be improved, their performance will also increase.

The results of this research are in line with research [15], [14], [25], [26] [27] [28] [13] states that employee performance is greatly influenced by the organizational environment.

The Influence of Leadership Style (X₁) and Organizational Climate (X₂) on Employee Performance (Y)

Data processing shows that transformational leadership style and organizational climate influence employee performance simultaneously, with an R square (R²) value of 0.423. This shows that variables X₁ and X₂ influence variable Y by 42.3% simultaneously, and other variables not included in this study influence the remainder.

This shows that the level of transformational leadership and work environment influences the performance of Luwu Regency Population and Civil Registration Service employees.

Similar study results were also made by [5] stating that the performance of Bank employees was influenced by transformational leadership style and the organizational environment simultaneously and [7] stated that the level of employee performance increased due to the leadership style and organizational environment of the Community Health Center.

4. Conclusion

Conclusion of research results

The research results show that the transformational leadership style has no significant effect on employee performance with a significant value of 0.262. The results of this research are supported by [23] and [24] who state that employee performance is not significantly affected by the transformational leadership style.

The research results show that organizational climate has a significant effect on employee performance with a significant value of 0.000. The research results are supported by Fitriah & [13] who state that employee performance is significantly influenced by organizational climate.

The research results of the independent variables (transformational leadership style and organizational climate) show a contribution of 42.3% to the dependent variable (employee performance), and other variables not included in this research influence the remaining portion.

Suggestion

Therefore, the Dukcapil service must provide training and coaching to improve the transformational leadership style, which will have a positive impact on the performance of its employees. Additionally, the department must maintain an organizational environment that supports better collaboration between employees and leaders for the future.

5. Acknowledgement

The smooth running of this research activity cannot be separated from various parties. Thank you to:

1. Prof. Dr. H. Suhardi M Anwar, M.M., CiQar as Chancellor of Palopo Muhammadiyah University
2. Dr. Antong S.E., M.Sc., CPIA., CTA., ACPA as Dean of the Faculty of Economics and Business
3. Jumawan Jasman S.E., M.M as head of the Faculty and Business Study Program
4. Mr. Sukri, S.E., M.M. as supervisor 1 who has provided guidance and input in completing the research
5. Mr. Drs. Dirham, M.M as supervisor 2 who has provided guidance and input in completing the research
6. The extended family of the Luwu Regency Dukcapil Service
7. Friends in arms
8. To both parents and family who have provided support.

Hopefully the final report of this research can be useful for future researchers.

6. Reference

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