



How Transformational Leadership and Organizational Climate Drive Employee Performance: Evidence from a Public Organization

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ABSTRACT

Keywords:

Transformational Leadership, Organizational Climate, Employee Performance, Public Sector

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This study aims to examine the influence of transformational leadership and organizational climate on employee performance within a public service institution. A quantitative approach with a survey method was employed, involving 85 employees selected using a saturated sampling technique. Data were analyzed using multiple linear regression to determine the partial and simultaneous effects of the independent variables on employee performance. The findings indicate that transformational leadership has a positive and significant effect on employee performance with a moderate level of influence, while organizational climate shows a positive and significant effect with a stronger level of influence. Simultaneously, both variables significantly influence employee performance, with organizational climate having a more dominant contribution than transformational leadership. These results imply that strengthening a supportive and conducive organizational climate should be prioritized to improve employee performance. In addition, leaders need to enhance individualized consideration to ensure fair, inclusive, and sustainable engagement across all employees.

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INTRODUCTION

The success of organizations across sectors corporate, nonprofit, and government depends fundamentally on the quality of human resources (HR), which serve not merely as operational executors but as strategic drivers of innovation and organizational sustainability. In an era characterized by rapid disruption, technological advancement, and global competition, organizations are required to continuously adapt, innovate, and deliver value to stakeholders. This capacity is inherently rooted in human capital, making HR development a critical societal concern (Rahman, 2026; Shoha, 2026). Transformational leadership and organizational climate emerge as key determinants in shaping HR

quality, as they influence motivation, engagement, and performance outcomes. Transformational leadership, which emphasizes inspiration, intellectual stimulation, and individualized consideration, is widely recognized as a relevant leadership model in contemporary organizational dynamics (Akbar, 2024). Similarly, a positive organizational climate fosters collaboration, psychological safety, and productivity (Budiyanto & Mochklas, 2020). Therefore, understanding how these factors interact to influence employee performance is essential not only for organizational success but also for broader societal advancement.

Despite the recognized importance of human resource quality, many organizations still struggle to optimize employee performance due to inconsistencies in leadership practices and organizational climate (Holidi, 2025; Khofsah, 2025). The challenge lies in translating theoretical constructs such as transformational leadership and positive organizational climate into consistent and equitable practices across all organizational levels. In many cases, leaders may demonstrate transformational behaviors, yet fail to reach all employees effectively, resulting in uneven performance outcomes. Similarly, organizational climate may vary between departments or units, leading to disparities in employee experiences and productivity. These issues are particularly critical in public sector organizations, where service quality directly impacts community welfare and public trust. The inability to ensure uniform implementation of effective leadership and supportive climate conditions can hinder organizational effectiveness and limit the achievement of strategic goals. Consequently, there is a need to empirically examine how these factors influence employee performance in real organizational settings.

Empirical observations indicate that even organizations with strong performance ratings may still experience internal disparities in employee performance. While overall organizational achievements may be categorized as excellent, variations in individual performance levels persist, with some employees demonstrating high performance while others fall into lower performance categories (Hefniy & Alwahedi, 2025; Manshur, 2026). This phenomenon suggests that the implementation of transformational leadership and the establishment of a positive organizational climate may not be uniformly experienced by all employees. Such disparities highlight the complexity of organizational dynamics, where formal achievements do not necessarily reflect the distribution of performance across individuals (Hikmah & Mudarris, 2026; Kusumawati, 2025). The presence of employees requiring improvement indicates potential gaps in leadership approaches, communication, and workplace environment. These findings underscore the importance of examining internal organizational conditions more deeply, particularly how leadership styles and climate factors are perceived and experienced by employees. Addressing these

gaps is crucial to achieving more inclusive and sustainable performance improvement.

Previous studies have extensively explored the relationship between transformational leadership, organizational climate, and employee performance across various sectors. For instance, Ahmad (2025) examined the influence of transformational leadership style and organizational climate on the performance of civil servants in a healthcare setting, emphasizing the role of leadership in managing high-pressure environments. Similarly, Nurlatifah (2022) investigated the impact of transformational leadership and organizational climate on teacher productivity within an educational context, where outcomes are relatively standardized and structured (Syafiih, 2025). Both studies confirm that transformational leadership and organizational climate significantly affect performance outcomes. However, these studies are limited to specific organizational contexts, namely healthcare and education, which possess relatively homogeneous operational characteristics. As such, their findings may not be directly generalizable to other types of public service organizations that operate under different structural and functional complexities (Fatmasari & Windiyani, 2025; Fawaid et al., 2025; Zahro, 2024).

Although prior research provides valuable insights, there remains a significant gap in understanding how transformational leadership and organizational climate operate within organizations that integrate multiple functional domains simultaneously. Most existing studies focus on organizations with singular or homogeneous outputs, such as hospitals or schools, where performance indicators and workflows are relatively uniform. In contrast, certain public service organizations encompass diverse functions, including archival management, library services, and cultural preservation, each requiring distinct competencies and operational approaches. This diversity creates unique challenges for leadership and organizational climate, as leaders must coordinate varied units with different technical demands (Salsabila & Ayuba, 2024; Widad & Munif, 2025). Furthermore, existing literature often overlooks the complexity of leadership roles in such multifaceted environments, where a single leader must balance strategic vision with operational diversity. This gap highlights the need for research that addresses these complexities and provides a more nuanced understanding of leadership and climate in heterogeneous organizational settings.

This study offers a novel contribution by examining transformational leadership and organizational climate within a public service organization characterized by diverse and integrated functions. Unlike previous studies that focus on homogeneous organizational contexts, this research explores a setting where archival services, library management, and cultural functions coexist under a unified leadership structure. This complexity requires leaders to adopt adaptive and inclusive approaches to ensure effective coordination and

performance across different units. The study also emphasizes the importance of organizational climate as a unifying factor that can bridge functional differences and foster collaboration. By addressing the interplay between leadership and climate in such a multifaceted environment, this research contributes to the development of a more comprehensive framework for understanding employee performance in public sector organizations. The findings are expected to provide practical insights for policymakers and organizational leaders in enhancing performance through integrated strategies.

Based on the identified gaps and contextual complexities, this study seeks to analyze the partial and simultaneous effects of transformational leadership and organizational climate on employee performance. The central research problem lies in understanding whether these variables significantly influence performance and determining which factor exerts a more dominant effect. It is hypothesized that transformational leadership positively influences employee performance by enhancing motivation and engagement, while organizational climate provides the contextual support necessary for sustained productivity. Furthermore, it is argued that the combined effect of these variables will produce a stronger impact on performance than their individual contributions. This study contributes to the literature by providing empirical evidence from a complex organizational setting, thereby enriching the understanding of leadership and climate dynamics. Ultimately, the research aims to offer strategic recommendations for improving employee performance through balanced and context-sensitive organizational practices.

RESEARCH METHODS

This study employs a quantitative research design aimed at examining and quantifying the influence of transformational leadership and organizational climate on employee performance through numerical data and statistical analysis. The quantitative approach was selected because it enables objective, measurable, systematic, and rational analysis of relationships among variables using statistical procedures (Gul, 2023; Sardana et al., 2023). The research utilizes a regression approach, which is a statistical method used to model the functional relationship between variables through mathematical equations. In this study, employee performance is positioned as the dependent variable (Y), while transformational leadership (X1) and organizational climate (X2) serve as independent variables. This design allows for the identification of both partial and simultaneous effects of the independent variables on the dependent variable, thereby providing empirical evidence to test the proposed hypotheses.

This research was conducted in a public sector institution engaged in archival and library services. The selection of this research site was based on its unique organizational characteristics, as it integrates multiple functions,

including archival management, library services, and cultural preservation, under a single leadership structure. This complexity presents a relevant context for examining the implementation of transformational leadership and the formation of organizational climate across diverse work units. Additionally, the institution demonstrates relatively high organizational performance, yet still exhibits variations in individual employee performance levels. This condition makes it a suitable setting for investigating the gap between organizational achievements and individual performance outcomes. Therefore, the research location was strategically chosen to provide a comprehensive understanding of how leadership and organizational climate influence employee performance within a multifaceted public service environment.

Data in this study were collected using three primary techniques: observation, questionnaires, and documentation. First, observation was conducted to directly examine the work environment, employee interactions, and leadership practices, providing an initial understanding of organizational dynamics (Zulfikar et al., 2024). Second, questionnaires were distributed to all respondents as the main data collection instrument to measure perceptions of transformational leadership, organizational climate, and employee performance (Nasrullah et al., 2023). The questionnaire was structured using a Likert scale to assess respondents' levels of agreement with statements developed based on the indicators of each variable. Third, documentation was utilized as a supporting technique by collecting relevant organizational data, such as institutional profiles, organizational structures, and employee performance reports, to complement and validate the primary data obtained from observations and questionnaires (Susanto & Jailani, 2023; Takona, 2024).

The data analysis in this study was conducted through several stages. First, descriptive statistical analysis was used to present an overview of the data distribution, including mean, standard deviation, frequency, and percentage, to identify general trends in each research variable (Magnone & Yezierski, 2024). Second, classical assumption tests were performed, including the normality test to assess whether the data are normally distributed, the multicollinearity test to identify correlations among independent variables, and the heteroscedasticity test to examine the presence of unequal variance in the regression residuals. Third, multiple linear regression analysis was applied to determine the magnitude and direction of the influence of transformational leadership and organizational climate on employee performance, both partially and simultaneously (Aldy Purnomo, 2016). Fourth, hypothesis testing was conducted using the t-test to evaluate partial effects, the F-test to examine simultaneous effects, and the coefficient of determination (R^2) to measure the explanatory power of the independent variables. All statistical analyses were performed

using SPSS version 26.

To ensure the accuracy and credibility of the research findings, data validity and reliability tests were conducted. The validity test was performed to assess whether each questionnaire item accurately measures the intended construct, typically using correlation analysis between item scores and total scores. An item is considered valid if it meets the required correlation threshold. Meanwhile, the reliability test was conducted to evaluate the consistency and stability of the measurement instrument, commonly using Cronbach's Alpha coefficient. A variable is considered reliable if the alpha value exceeds the acceptable standard, indicating that the instrument produces consistent results over repeated measurements. In addition, the use of multiple data collection techniques—observation, questionnaires, and documentation—serves as a form of data triangulation, which further strengthens the trustworthiness and robustness of the research findings (Putra et al., 2023).

RESULTS AND DISCUSSION

Results

A. Result of The Transformational Leadership

The result of the study on transformational leadership are illustrated in the following figure:

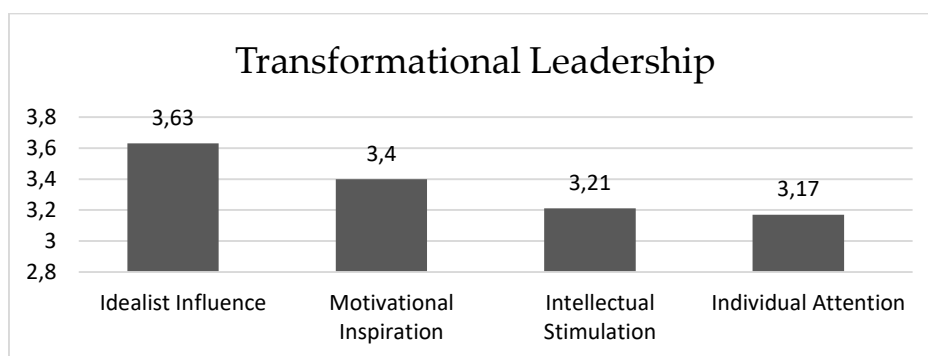


Figure 1. Data Categorization Diagram for Variable X1 (Transformational Leadership)

Based on the figure 1, it can be seen that all four indicators of transformational leadership influence, idealism, inspirational motivation, intellectual stimulation, and individual consideration fall within the range of (2.61–3.40) and fall into the moderate/adequate category (3.34).

The results of the measurement of the transformational leadership variable, consisting of 10 items, yielded the following data: highest score 40, lowest score 25, mean 33.47, and standard deviation 3.092. Thus, the average transformational leadership score at the Purwakarta Regency Archives and

Library Office is 3.34, which falls into the moderate/adequate category.

The following are the descriptive statistics for the transformational leadership variable:

Table 1. Output Deskriptive Statistics

N	Minimum	Maximum	Mean	Std. Deviation
85	25	40	33.47	3.092

Result of The Organizational Climate

The results of the study on organizational climate are illustrated in the following figure:

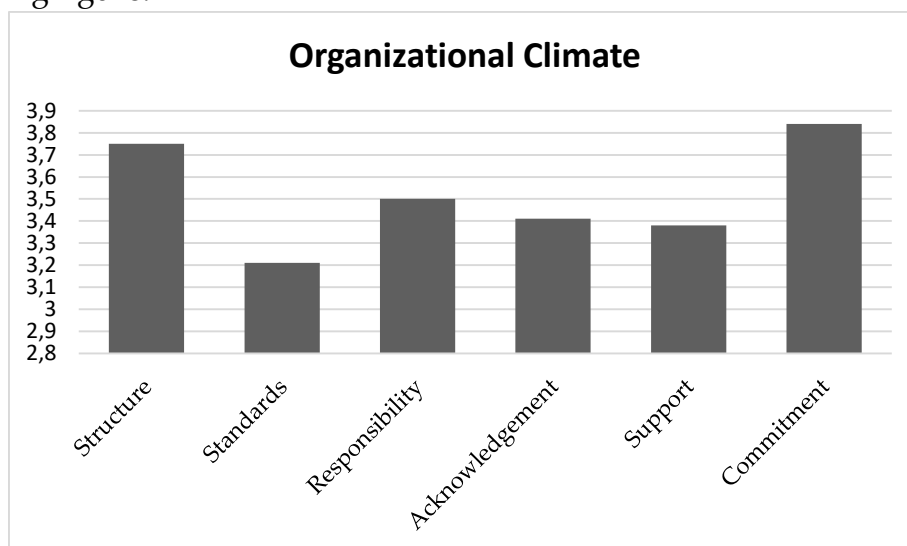


Figure 2. Data Categorization Diagram for Variable X2 (Organizational Climate)

Based on the figure above, it can be seen that of the six organizational climate indicators namely 1) structure; 2) standards; 3) responsibility; 4) recognition; 5) support; and 6) commitment. The data falls within the ranges (2.61–3.40) and (3.41–4.20), indicating a “good” category (3.46).

The results of the organizational climate measurement, consisting of 10 statements, yielded the following data: highest score 40, lowest score 28, mean 34.46, and standard deviation 3.054. Thus, the average transformational leadership score at the Purwakarta Regency Archives and Library Office is 3.46, which falls into the “good” category.

The following are the descriptive statistics for the organizational climate variable:

Table 2. Output Deskriptive Statistics

N	Minimum	Maximum	Mean	Std. Deviation
85	28	40	34.46	3.054

Results of The Employee Performance

The results of the study on employee performance are illustrated in the following figure:



Figure 3. Data Categorization Diagram for Variable Y (Employee Performance)

Based on the figure above, it can be seen that of the 6 organizational climate indicators, 5 indicators namely 1) work quality; 2) work quantity; 3) timeliness; 4) effectiveness; and 5) commitment scored within the range of (3.41–4.20), indicating a “good” category (3.48).

The results of the employee performance variable measurement, consisting of 9 items, yielded the following data: highest score 36, lowest score 22, mean 31.35, and standard deviation 3.239. Thus, the average transformational leadership score at the Purwakarta Regency Archives and Library Office is 3.48, which falls into the “good” category.

The following are the descriptive statistics for the employee performance variable:

Table 2. Output Deskriptive Statistics

N	Minimum	Maximum	Mean	Std. Deviation
85	22	36	31.35	3.239

Tests of Classical Assumptions

Normality Test

A normality test is a statistical procedure used to determine whether a dataset is normally distributed or not. To determine whether the data is normally distributed, examine the Asymp.Sig (2-tailed) column. The testing criteria are as follows:

- a. If the significance level is > 0.05 , then (H_0) is accepted.
- b. If Significance < 0.05 , then (H_0) is rejected.

The normality test in this study is as follows:

Table 3. Results Of The Normality Test

N		85
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.20506903
Most Extreme Differences	Absolute	.094
	Positive	.065
	Negative	-.094
Test Statistic		.094
Asymp. Sig. (2-tailed)		.060
a. Test distribution is Normal		

Based on the results of table 4. the normality test using SPSS 26 software, the Asymp. Sig. (2-tailed) value was $0.060 > 0.05$, indicating that the data is normally distributed.

Multicollinearity Test

A multicollinearity test was conducted to determine whether the regression model exhibited correlation among the independent variables. In an ideal regression model, there should be no perfect or near-perfect correlation among the independent variables.

To detect multicollinearity, there are several commonly used test methods:

- a. Comparing the individual coefficient of determination (r^2) with the combined coefficient of determination (R^2)
- b. Analyzing the tolerance and Variance Inflation Factor (VIF) values in the regression output.

Table 5. Coefficients of the Multiple Regression Model

Model	Variables	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.722	2.963	—	0.919	0.361	—	—
	Transformational Leadership (X_1)	0.270	0.107	0.258	2.530	0.013	0.544	1.837

Organizational Climate (X ₂)	0.566	0.108	0.533	5.234	0.000	0.544	1.837
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The results table 5 show that the tolerance value of $0.544 > 0.10$ and the VIF (Variance Inflation Factor) value of $1.837 < 10$ indicate that there is no correlation between the independent variables. This means that there is no multicollinearity in the regression model.

Heteroscedasticity Test

The heteroscedasticity test aims to detect the presence or absence of heteroscedasticity in the regression model, which is a condition where the residual variance is not constant across all observations.

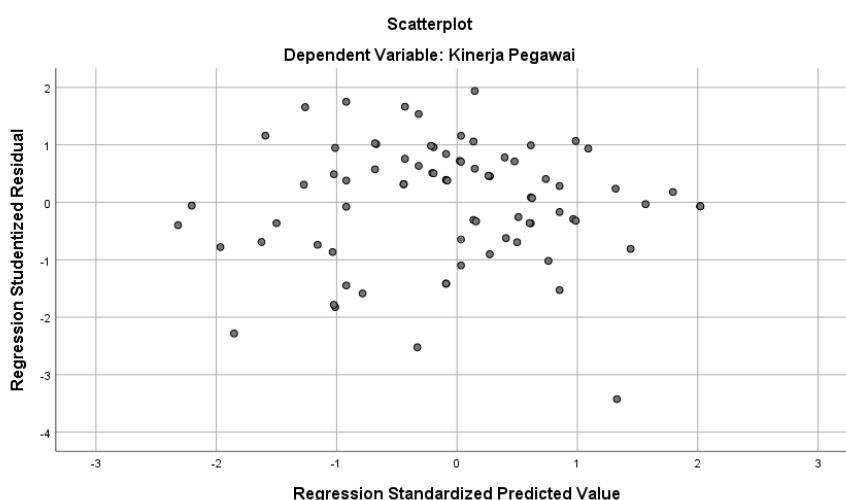


Figure 4. result of the heteroscedasticity test

Based on the scatterplot above, the heteroscedasticity test was conducted by examining the distribution pattern of the data points on the graph, which plots the standardized predicted values (Regression Standardized Predicted Value) on the X-axis and the standardized residuals (Regression Studentized Residual) on the Y-axis.

From the figure, it can be seen that the points are randomly scattered around zero on the Y-axis, both above and below, without forming any specific systematic pattern. The distribution of points does not show a wavy pattern, nor does it narrow, widen, or cluster in specific areas. Thus, it can be concluded that there is no evidence of heteroscedasticity in the regression model of this study.

Multiple Linear Regression Test

The multiple linear regression test is designed to examine the influence or

linear relationship between two or more independent variables and one dependent variable simultaneously.

Table 4: Result Of The Multiple Linear Regression Test

Model	Variables	B	Std. Error	Beta	t	Sig.
1	(Constant)	2.722	2.963	—	0.919	0.361
	Transformational Leadership (X ₁)	0.270	0.107	0.258	2.530	0.013
	Organizational Climate (X ₂)	0.566	0.108	0.533	5.234	0.000

The formula for multiple linear regression is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Notes:

Y	=	Employee Performance
α	=	Constant
β_1, β_2	=	Regression Coefficients
X ₁	=	Transformational Leadership
X ₂	=	Organizational Climate
E	=	Error

$$Y = 2,722 + 0,270 + 0,566 + e$$

Based on the results of the multiple linear regression analysis, the intercept of 2.722 represents the baseline value of Y before being influenced by the two independent variables. Furthermore, the regression coefficient b1 (0.270) indicates a relationship between X1 and Y, while the coefficient b2 (0.566) indicates a relationship between X2 and Y. This implies that both independent variables have a positive effect on the dependent variable. Variable X2 contributes more significantly to predicting Y than X1 because its coefficient is higher.

T-Test (Partial)

The T-Test (Partial) is used to test regression coefficients individually in order to determine the significance of the partial effect of each independent variable on the dependent variable, assuming that the other independent variables are held constant.

The hypotheses used in this test are:

- H₀: calculated t < table t, meaning there is no significant effect of the independent variable on the dependent variable.
- H₁: calculated t > table t, meaning there is a significant effect of the independent variable on the dependent variable.

$$t = t(a/2 ; n-k-1)$$

table

$$= t(0,05/2 ; 85-2-1)$$

$$= t(0,025 ; 82)$$

$$= 1,98932$$

T-test for Transformational Leadership (X1)

Table 5: Result Of The T-Test For Transformasional Leadership (X1)

Model	Variables	B	Std. Error	Beta	t	Sig.
1	(Constant)	9.688	3.039	—	3.188	0.002
	Transformational Leadership (X ₁)	0.647	0.090	0.618	7.159	0.000

Based on the SPSS calculations above in table 7, it is found that the calculated t-value of 7.159 is greater than 1.989, and the significance level of 0.000 is less than 0.05; therefore, H₀ is rejected and H₁ is accepted. This means that transformational leadership has a positive effect on employee performance at the Purwakarta Regency Archives and Library Office.

T-test for Organizational Climate (X2)

Table 6. Result Of The T-Test For Organizational Climate (X2)

Model	Variables	B	Std. Error	Beta	t	Sig.
1	(Constant)	5.369	2.861	—	1.877	0.064
	Organizational Climate (X ₂)	0.750	0.082	0.707	9.118	0.000

Based on the SPSS calculations above, it is found that the calculated t-value of 9.118 is greater than 1.989, and the significance level of 0.000 is less than 0.05; therefore, H₀ is rejected and H₂ is accepted. This means that the organizational climate has a positive effect on employee performance at the Purwakarta Regency Archives and Library Office.

F-Test (Simultaneous)

The F-test is used to test the simultaneous (combined) effect of all independent variables on the dependent variable in a regression model. The test is conducted by comparing the calculated F-value with the critical F-value at a specific significance level.

The test decision can be determined in two ways:

- If $F_{calc} > F_{tab}$, then H₀ is rejected.
- If the significance level (p-value) $< \alpha$ (e.g., 0.05), then H₀ is rejected.

Dependent Variable: *Kinerja Pegawai*

Based on the SPSS calculations above, it is found that the calculated F-value is $47.479 > 3.11$, with a significance level of $0.000 < 0.05$; therefore, H_0 is rejected and H_3 is accepted. This means that transformational leadership and organizational climate have a positive effect on employee performance at the Purwakarta Regency Archives and Library Office.

Coefficient of Determination

To interpret the coefficient of determination, one must examine the F-test value in the linear regression analysis. If the F-test results indicate no significant effect, the coefficient of determination cannot be used; conversely, if the F-test results indicate a significant effect, the coefficient of determination can be used.

Table 7. Result Of The Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.733 ^a	0,522	0,522	2.232
a. Predictors: (Contant), Iklim Organisasi, Kepemimpinan Transformasional				

The table shows that the coefficient of determination is 0.522. This indicates that employee performance is influenced by transformational leadership and organizational climate by 52.2%, while 47.8% is determined by other variables that have not yet been studied.

Discussion

The Influence of Transformational Leadership (X_1) on Employee Performance

Transformational leadership is widely recognized as a leadership style that emphasizes the development of individual potential, innovation, and empowerment. Leaders adopting this approach seek to understand employees' needs and aspirations while providing motivation, support, and trust to enhance performance outcomes (Akbar, 2024). This leadership style is operationalized through four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Manurun, 2024). These dimensions collectively contribute to shaping employees' attitudes, behaviors, and overall performance within the organization.

The empirical findings indicate that transformational leadership has a positive and significant effect on employee performance, as evidenced by the t-

test result ($t = 7.159 > 1.989$; Sig. = 0.000). The descriptive analysis further shows that transformational leadership is perceived at a moderate level, suggesting that while leaders demonstrate transformational behaviors, their implementation has not yet been fully optimized across all employees. This finding implies that there is still room for improvement, particularly in ensuring that transformational practices are consistently applied throughout the organization.

These results are consistent with previous studies, such as Permata Sari and Silviarita (2025) and Tafsir et al. (2022), which found that transformational leadership positively influences employee performance. Theoretically, this relationship can be explained by the ability of transformational leaders to inspire employees, foster creativity, and build a sense of ownership toward organizational goals. As a result, employees are more motivated to perform beyond standard expectations.

Therefore, strengthening transformational leadership practices is essential, particularly in enhancing individualized consideration to ensure that all employees receive equal attention and support. By optimizing the four dimensions of transformational leadership, organizations can create a more engaged workforce and improve overall performance outcomes in a sustainable manner.

The Influence of Organizational Climate (X_2) on Employee Performance

Organizational climate reflects employees' shared perceptions of organizational policies, practices, and work environments, which significantly influence their behavior and motivation (Bulqis & Fachri, 2025; Nuraini et al., 2025; Saepudin, 2023). A positive organizational climate fosters a supportive and collaborative atmosphere, enabling employees to perform effectively. Key indicators of organizational climate include structure, standards, responsibility, recognition, support, and commitment, which together shape the overall work environment (Mustaghfiroh & Mubaroq, 2025; Solehah, 2025).

The results of this study demonstrate that organizational climate has a positive and significant effect on employee performance, as indicated by the t-test result ($t = 9.118 > 1.989$; Sig. = 0.000). Descriptive findings reveal that organizational climate is perceived as good, suggesting that employees generally experience a conducive work environment. This condition contributes to higher levels of motivation, job satisfaction, and productivity, ultimately enhancing performance outcomes.

These findings are in line with previous research by Ahmad (2025) and Tafsir et al. (2022), which also confirmed the significant role of organizational

climate in influencing employee performance. A supportive climate provides clarity of roles, fair recognition, and strong interpersonal relationships, all of which are critical factors in driving employee engagement and effectiveness.

Thus, maintaining and strengthening a positive organizational climate should be a strategic priority. Organizations need to ensure clear structures, fair reward systems, and strong support mechanisms to sustain employee motivation and performance. A well-managed organizational climate not only enhances productivity but also contributes to long-term organizational success.

The Influence of Transformational Leadership and Organizational Climate on Employee Performance

The findings of this study reveal that transformational leadership and organizational climate simultaneously have a positive and significant effect on employee performance, as indicated by the F-test result ($F = 47.479 > 3.11$; Sig. < 0.05). The coefficient of determination ($R^2 = 0.522$) suggests that 52.2% of the variation in employee performance can be explained by these two variables, while the remaining 47.8% is influenced by other factors not examined in this study. This indicates that both variables play a substantial role in shaping employee performance outcomes.

These results are consistent with the study conducted by Nurlatifah (2022), which also found that transformational leadership and organizational climate jointly influence employee performance (Ataman, 2024; Fauzi et al., 2025; Islamiah & Maulidiah, 2024; Zaini, 2024). The interaction between these variables creates a reinforcing effect, where effective leadership enhances the organizational climate, and a positive climate supports the implementation of leadership practices. This synergy ultimately leads to improved employee performance.

From a practical perspective, transformational leadership contributes by providing vision, motivation, and individual support, while organizational climate creates a conducive environment for employees to perform their tasks effectively. When both elements are aligned, they form an integrated system that promotes innovation, collaboration, and accountability within the organization.

Therefore, organizations should adopt a balanced approach by simultaneously strengthening leadership practices and maintaining a positive organizational climate. This integrated strategy is essential for achieving optimal employee performance and ensuring the delivery of high-quality public services in a sustainable manner.

CONCLUSION

Based on the findings, this study highlights that both transformational leadership and organizational climate play a crucial role in shaping employee performance, with organizational climate emerging as the more dominant factor. Although transformational leadership is already implemented at a moderate level, several dimensions—particularly inspirational motivation, intellectual stimulation, and individualized consideration—require further optimization to ensure more inclusive and impactful leadership practices. Meanwhile, the organizational climate is generally perceived as good, reflected in clear structures, supportive work relationships, and effective recognition systems, which collectively foster employee motivation and productivity. The key lesson derived from this study is that improving employee performance in public sector organizations cannot rely solely on leadership style; instead, it requires the integration of effective leadership practices and a conducive organizational climate. The main contribution of this study lies in providing empirical evidence on the simultaneous and comparative influence of transformational leadership and organizational climate within a complex public service setting, thereby enriching the literature on human resource management, particularly in multifaceted governmental institutions.

However, this study has several limitations that should be considered for future research. First, the study focuses only on two independent variables, whereas employee performance may also be influenced by other factors such as organizational culture, job satisfaction, work motivation, and compensation systems. Second, the relatively small sample size and the use of a single organizational context limit the generalizability of the findings. Third, the use of a quantitative approach restricts the depth of understanding regarding employees' subjective experiences and perceptions. Therefore, future research is recommended to incorporate additional variables, expand the research scope across different organizational settings, and apply mixed-method approaches to provide more comprehensive and in-depth insights into the dynamics of employee performance.

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