



Determinants of Civil Servant Performance: Empirical Evidence on Transformational Leadership and Organizational Climate from Indonesia

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Abstract :

This study examines the associations between transformational leadership, organizational climate, and employee performance at the Purwakarta Regency Archives and Library Office. A quantitative cross-sectional survey was conducted involving all 85 employees using saturated sampling. Data were collected through questionnaires and analyzed using descriptive statistics, regression diagnostics, and multiple linear regression. The results indicate that transformational leadership was rated moderate, with individualized consideration receiving the lowest dimension score. Organizational climate was rated good, with commitment recording the highest score and standards the lowest. Employee performance was also rated good, although effectiveness received the lowest dimension score. Transformational leadership was positively associated with employee performance ($\beta = 0.258$, $p = 0.013$), while organizational climate demonstrated a stronger positive association ($\beta = 0.533$, $p < 0.001$). Both predictors simultaneously produced a significant regression model ($F(2, 82) = 47.479$, $p < 0.001$). The findings suggest that, in this institutional context, organizational climate is a stronger predictor of employee performance than transformational leadership. The findings imply the importance of establishing clear performance standards, strengthening supportive organizational climates, providing individualized mentoring, and developing transformational leadership practices to enhance teachers' and education personnel's performance. However, the single-institution cross-sectional design limits causal interpretation and generalizability.

INTRODUCTION

Public organizations are judged not only by formal outputs but by whether employees consistently convert public resources into reliable, timely, and accountable services. This matters because local services shape citizens' access to information, cultural memory, educational resources, and administrative support. Employee performance is not merely an internal human-resource indicator; it is one route through which institutions fulfil public value and maintain public trust. Performance is multidimensional and requires assessment beyond a single organizational rating (Abbasi et al., 2022). Research also connects staff performance with engagement and supportive organizational factors (Abdelwahed & Al Doghani, 2023), while public-sector evidence shows that leadership can reinforce innovation-related organizational outcomes (Hoai et

al., 2022). These findings show that leadership and workplace conditions matter beyond internal management. Public agencies must understand how leadership and work climate relate to performance to improve service consistency, use resources responsibly, and sustain public trust. This issue warrants careful, context-specific empirical examination.

The theoretical model combines transformational leadership theory with organizational climate and employee performance frameworks. Transformational leadership describes how leaders influence followers through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration; these behaviors communicate shared purpose, encourage problem-solving, and address employees' development needs (Agazu et al., 2025). Organizational climate concerns employees' shared perceptions of workplace structures, standards, responsibilities, recognition, support, and commitment. The Job Demands–Resources perspective treats a supportive climate as a resource that may promote employee engagement and performance (Prawiranegara et al., 2025), particularly when role clarity and support match employees' daily task demands. Employee performance is conceptualized as work-related behavior and outcomes, assessed through quality, quantity, timeliness, and effectiveness; contemporary measurement research emphasizes valid, multidimensional assessment (Abbasi et al., 2022). Together, these perspectives link employee performance to leadership behavior and the climate surrounding daily work. They support testing these relationships in this institutional context within public service.

Public service agencies face a practical problem: an overall institutional score may conceal uneven performance among individual employees. This concern is visible at the Purwakarta Regency Archives and Library Office, whose overall performance achievement was reported as “Excellent,” yet employee appraisals were distributed across categories. According to the administrative data reported in the study, 36% of employees were rated “Very Good” and 34% “Good,” while 16% were classified as “Needs Improvement,” 10% as “Poor,” and 4% as “Very Poor.” Thus, 30% of staff fell below the “Good” category despite the organization’s favourable aggregate rating.

The issue matters because the office coordinates archival preservation, library services, and museum-related functions, each requiring different competencies, work routines, and service responsibilities. Similar conditions exist in educational institutions, where teachers and education personnel perform diverse responsibilities, including teaching, student support, curriculum implementation, administration, and institutional development. Such diversity may create differences in workload, professional needs, supervision, and performance expectations, making leadership and organizational climate important conditions for maintaining consistent performance. In this context, the present study raises a broader managerial question: whether leadership practices and organizational climate are associated with variations in employee performance, and how these findings may offer transferable insights for human resource management in educational institutions, particularly for strengthening supervision, professional development, performance standards, and supportive work environments.

Recent studies support an association between transformational leadership and performance, but findings are context-sensitive and may operate through organizational processes. A systematic review of 54 studies reported predominantly positive links between transformational leadership and firm performance, while noting that mechanisms and research designs warrant further examination (Agazu et al., 2025). At the unit level, shared perceptions of transformational leadership were associated with performance through collective trust and engagement, underscoring that leadership can

shape more than individual motivation (Gabel-Shemueli et al., 2022). In Vietnamese public-sector organizations, transformational leadership strengthened innovation's performance-related role in the relationship between internal controls and organizational outcomes (Hoai et al., 2022). Indonesian evidence also reports positive relationships between transformational leadership and employee performance in public-service contexts (Putri & Sumartik, 2024; Saputra & Muthia, 2024). However, evidence from agencies that combine archival, library, and museum services remains underdeveloped compared with business, education, and other government settings in Indonesia.

Research links organizational climate to performance, although explanatory pathways differ. In West Java agricultural agencies, climate indirectly affected performance through work engagement, suggesting that supportive conditions may mobilize employees rather than serve as a direct predictor (Prawiranegara et al., 2025). Studies of the Batu City Land Office have examined climate as a mediator of transformational leadership and performance, while other Indonesian research has tested organizational commitment as an intervening mechanism (Alfarisi et al., 2023; Sani, 2024). Additional research links organizational support, work environment, and digital organizational culture to employee performance (Abdelwahed & Al Doghan, 2023; Pangarso et al., 2022). These contributions broaden theoretical understanding, but mediation-based models do not directly answer whether leadership and climate each contribute to performance when estimated concurrently in a specific public agency. They also leave limited evidence from institutions where employees perform different technical and public-facing functions under one administrative structure.

This study examines the partial and simultaneous associations between leadership and climate and performance in a functionally heterogeneous local-government agency. Prior Indonesian studies have focused on land administration, village empowerment, agricultural services, taxation, or broader secretariat functions (Alfarisi et al., 2023; Lathifah & Frinaldi, 2025; Prawiranegara et al., 2025; Saputra & Muthia, 2024). Evidence from these settings is useful but cannot be transferred uncritically to archival and library organizations, where preservation, public information access, literacy services, and museum activities coexist. In addition, prior work often emphasizes mediators such as engagement, commitment, or citizenship behavior. In contrast, the present study estimates the independent contributions of transformational leadership and organizational climate and tests them jointly. This design offers context-specific evidence for human-resource management in a local public institution. It identifies which measured organizational factor is more strongly associated with employee performance in the sampled setting. This distinction informs management in similar local agencies.

Accordingly, the study asks whether transformational leadership and organizational climate are each associated with employee performance and whether their joint contribution is significant at the Purwakarta Regency Archives and Library Office. The hypotheses are: H1, transformational leadership is positively associated with employee performance; H2, organizational climate is positively associated with employee performance; and H3, transformational leadership and organizational climate jointly explain variation in employee performance. Leaders who articulate purpose, encourage problem solving, and attend to individual needs may strengthen task execution. At the same time, a clear, supportive climate may provide the structure and recognition needed for reliable performance. Prior research makes these expectations plausible (Gabel-Shemueli et al., 2022; Hoai et al., 2022; Sani, 2024). Using survey data from the

institution's full employee population, the study contributes empirical evidence on leadership and organizational climate that can inform human resource management in educational institutions. In particular, the findings provide a basis for strengthening transformational leadership, establishing clear performance standards, developing individualized mentoring, and fostering supportive organizational climates among teachers and education personnel. Thus, the study extends the practical relevance of public-sector performance research to educational settings where leadership and organizational conditions are important for sustaining employee performance and institutional effectiveness.

RESEARCH METHODS

This study used a quantitative survey design to examine the associations between transformational leadership, organizational climate, and employee performance. A quantitative approach was appropriate because the study required measurable perceptions and statistical estimates of individual and joint relationships among variables. Cross-sectional surveys examine relationships at one time but cannot establish temporal causation (Maier et al., 2023; Baumeister et al., 2026). The design therefore supports hypothesis testing through descriptive statistics and multiple linear regression rather than causal claims. Questionnaires enable standardized measurement across the population when items correspond to constructs and are clearly worded (Mellinger & Hanson, 2021; Poses et al., 2021). This choice aligns with Indonesian studies of leadership, organizational climate, and employee performance that use quantitative surveys to test workplace associations (Alfarisi et al., 2023; Lathifah & Frinaldi, 2025). This design accounts for the agency's diverse service functions and shared administrative leadership structure.

The study was conducted at the Purwakarta Regency Archives and Library Office, West Java, Indonesia. The location was selected because it offers an integrated public-service setting where archival management and library services operate within one local-government organization, alongside museum-related functions. These functions involve distinct technical tasks but share administrative leadership, making the office suitable for examining whether employees' perceptions of leadership and organizational climate are associated with performance across varied duties. The study also arose from an internally reported performance discrepancy: although the agency received an "Excellent" overall rating, 30% of employees were classified below the "Good" category. This context makes a single-site investigation useful, although findings should not automatically be generalized to other agencies. Indonesian public-sector research likewise examines workplace climate and leadership-performance relationships in specific institutional settings in public administration (Rahawarin et al., 2022; Alfarisi et al., 2023).

The population comprised all 85 employees of the Purwakarta Regency Archives and Library Office. Each employee served as the unit of analysis. Because this population was small and accessible, the study used saturated (total-population) sampling, including all employees rather than a subset. The sample therefore comprised all 85 employees, as shown in the tables. This approach was appropriate for describing perceptions within the institution, although it cannot eliminate nonresponse or measurement bias or guarantee generalizability beyond the office (Walters, 2021; Hartner-Tiefenthaler et al., 2023). Related Indonesian research on leadership and employee performance has used total sampling in institutional populations (Alfarisi et al., 2023; Muhdar et al., 2022). It suits a

finite workforce when staff are accessible, and findings are institution-specific. Although the descriptive tables report 85 observations, the final report should confirm questionnaire completeness and explain how missing data were handled for methodological transparency and replication (Ghaferi et al., 2021; Moreau, 2026).

We collected data through direct observation, a structured questionnaire, and document review. Observation specifically focused on workplace conditions, employee interactions, and leadership practices. The questionnaire measured transformational leadership with 10 items covering idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration; organizational climate with 10 items covering structure, standards, responsibility, recognition, support, and commitment; and employee performance with nine items addressing work quality, quantity, timeliness, effectiveness, and commitment. Responses were recorded using a Likert-type scale, while institutional profiles, organizational structures, performance reports, and administrative records provided supplementary evidence. Questionnaire items were organized around the stated indicators, consistent with recommendations that survey items align with constructs (Mellinger & Hanson, 2021; Poses et al., 2021). Response options should be clearly reported; self-report limitations also merit acknowledgement because a shared measurement source may inflate associations (Kaltsonoudi et al., 2022; Dolnicar et al., 2022).

We analyzed the data in SPSS version 26: descriptive statistics summarized frequencies, percentages, means, and standard deviations for each variable. Regression assumptions included residual normality, multicollinearity (tolerance and variance inflation factors), and heteroscedasticity (residual plots). Multiple linear regression estimated the partial associations of transformational leadership and organizational climate with employee performance; t-tests assessed individual coefficients, the F-test assessed the overall model, and R^2 quantified explained variance. Transparent reporting should include coefficient estimates, exact significance values, and assumption-test outcomes to enable critical appraisal (Walters, 2021; Ghaferi et al., 2021). Regarding ethics, the source manuscript does not document institutional approval or consent procedures, so these details must be confirmed rather than assumed. The final version should state the actual review status and describe voluntary informed consent, confidentiality, withdrawal rights, and secure data handling, consistent with ethical guidance for consent processes (Yusof et al., 2022; Moreau, 2026).

RESULTS AND DISCUSSION

Results

The Transformational Leadership

The results of the transformational leadership assessment are presented in Figure 1. The figure illustrates the mean scores of each transformational leadership indicator, providing an overview of how employees perceive the leadership practices implemented within the institution. The differences in mean scores across indicators indicate that the dimensions of transformational leadership are not perceived uniformly, suggesting variations in the extent to which employees experience specific leadership behaviors. These findings provide a strong basis for identifying the strongest leadership practices and areas needing improvement, particularly individualized attention, employee development, and leadership support.

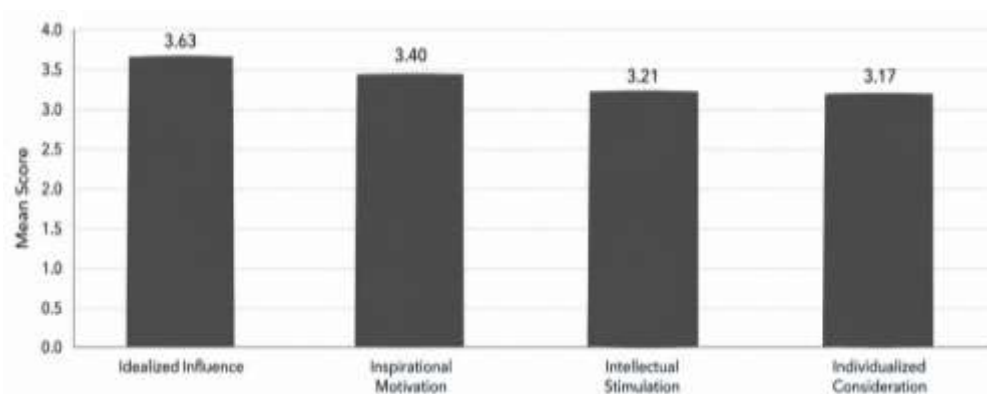


Figure 1. Mean Score for Transformational Leadership Indicator

Figure 1 illustrates variations across the four indicators of transformational leadership at the Purwakarta Regency Archives and Library Office. Idealized influence obtained the highest mean score (3.63), suggesting that employees perceived leaders as relatively strong role models. Inspirational motivation followed with a score of 3.40, placing it at the upper boundary of the moderate category. Meanwhile, intellectual stimulation (3.21) and individualized consideration (3.17) recorded comparatively lower scores, indicating potential areas for improvement in encouraging innovative thinking and providing support tailored to individual employee needs. These results suggest that leadership is more strongly reflected in exemplary conduct than in stimulating employee creativity and addressing individual development needs.

Transformational leadership achieved a total mean score of 33.47 (SD = 3.092), with observed scores ranging from 25 to 40. The reported average of 3.34 indicates a moderate level of transformational leadership, suggesting that leadership practices are established but have not yet been implemented consistently across all dimensions. The standard deviation also indicates variation in employees' assessments of leadership practices, although its practical magnitude should be interpreted in relation to the measurement scale. Accordingly, organizational improvement should prioritize intellectual stimulation and individualized consideration through constructive feedback, opportunities for creative problem-solving, mentoring, and more personalized professional support. These measures could help translate existing leadership strengths into more consistent employee development and performance.

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

Table 1. Output Descriptive Statistics

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

Table 1, the descriptive analysis of transformational leadership involving 85 respondents revealed a mean score of 33.47, with a minimum of 25, a maximum of 40, and a standard deviation of 3.092. Based on the ten measurement items, the average score per item was approximately 3.35, indicating a moderate level of transformational leadership. The relatively low standard deviation compared with the mean suggests that respondents' perceptions were reasonably consistent, although some variation remained. These findings indicate that transformational leadership practices are moderately established within the organization, highlighting opportunities for further improvement in leadership effectiveness.

Result of The Organizational Climate

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

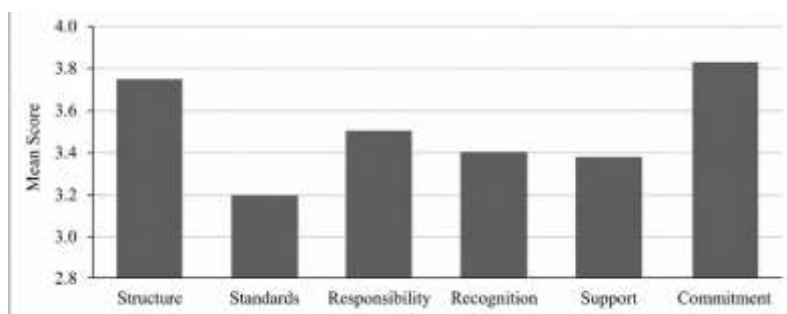


Figure 2. Data Categorization Diagram for Organizational Climate

Figure 2 illustrated organizational climate was assessed through six dimensions: structure, standards, responsibility, recognition, support, and commitment. Commitment and structure received the highest ratings, whereas standards recorded the lowest, indicating variations in employees' perceptions across organizational climate dimensions. The descriptive analysis of 85 respondents yielded a mean total score of 34.46 (SD = 3.054), with scores ranging from 28 to 40. The average item score of approximately 3.45 places organizational climate in the good category, suggesting generally favorable perceptions of the organizational environment. Nevertheless, the relatively lower rating for standards highlights an area requiring greater organizational attention, particularly regarding employees' perceptions of established work expectations and performance standards.

To provide a comprehensive overview of employees' perceptions of the organizational climate, descriptive statistical analysis was conducted using data from 85 respondents. The results, including the minimum and maximum scores, mean, and standard deviation, are presented in Table 3.

Table 2. Output Deskriptive Statistics				
N	Minimum	Maximum	Mean	Std. Deviation
85	28	40	34.46	3.054

Table 2 Shows organizational climate among 85 respondents recorded a mean score of 34.46 (SD = 3.054), with scores ranging from 28 to 40. The average item score of approximately 3.45 indicates a good organizational climate, reflecting generally favorable employee perceptions of the work environment. The relatively low variability suggests reasonably consistent perceptions across respondents, although differences in individual experiences remain.

Results of The Employee Performance

The results of the assessment of employee performance are presented in Figure 3. The figure categorizes employee performance based on observed scores, providing an overview of overall performance levels at the Purwakarta Regency Archives and Library Office. The categorization shows the distribution of employees across performance levels and indicates how well employees have met expected performance standards. These results also provide a basis for identifying variations in employee performance and the areas that require further managerial attention.

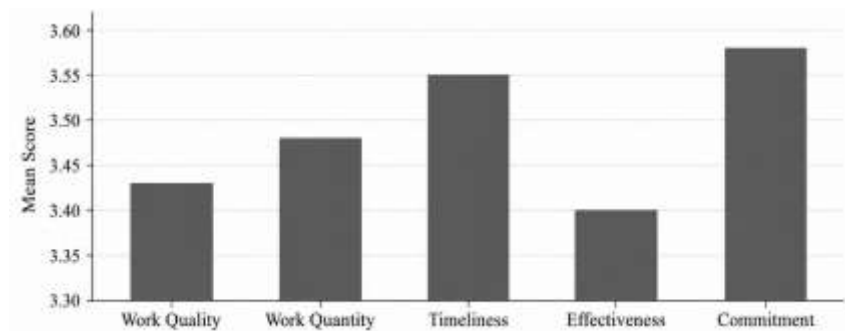


Figure 3. Data Categorization Diagram for Employee Performance

Figure 3 illustrated employee performance was assessed across five dimensions: work quality, work quantity, timeliness, effectiveness, and commitment. Commitment recorded the highest mean score (3.58), followed by timeliness (3.55), indicating relatively strong employee dedication and adherence to work schedules. Conversely, effectiveness exhibited the lowest score (3.40), suggesting potential limitations in optimizing work processes and resource utilization. Overall, the findings indicate a generally favorable level of employee performance, while highlighting effectiveness as a priority area for organizational improvement.

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

Table 3. Output Descriptive Statistics

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

Table 3 Shows the employee performance among 85 respondents recorded a mean score of 31.35 (SD = 3.239), ranging from 22 to 36. The average item score of 3.48 indicates a good level of employee performance, suggesting generally favorable performance outcomes despite some variation across respondents.

Tests of Classical Assumptions

Normality Test

We conducted a normality test to determine whether the data were normally distributed. In this study, normality was assessed by examining the Asymp. Sig. (2-tailed) value. The decision-making criteria were based on a significance level of 0.05. If the significance value was greater than 0.05 (Sig. > 0.05), H_0 was accepted, indicating that the data were normally distributed. Conversely, if the significance value was less than 0.05 (Sig. < 0.05), H_0 was rejected, indicating that the data were not normally distributed. Therefore, the normality test results were used to determine whether the data met the normality assumption required for subsequent statistical analysis. The normality test results are shown in Table 4.

Table 4. 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	

The normality test in SPSS 26 (Table 4) shows an Asymp. Sig. (2-tailed) value of 0.060, which is greater than the significance level of 0.05. Therefore, we fail to reject the null hypothesis (H_0), indicating that the residuals are normally distributed. The test statistic of 0.094 and the absolute extreme difference of 0.094 further indicate that the observed distribution does not substantially deviate from the expected normal distribution. The positive and negative differences of 0.065 and -0.094 , respectively, also show relatively small deviations between the observed and theoretical cumulative distributions. With 85 observations and a residual standard deviation of 2.205, the results provide sufficient evidence that the normality assumption is satisfied. This finding matters because normally distributed residuals support the validity of subsequent parametric analyses, particularly multiple linear regression, allowing greater confidence in the estimated coefficients and associated significance tests. Thus, the regression model meets the normality assumption required for further analysis.

Multicollinearity Test

The multicollinearity test was conducted to determine whether the independent variables in the regression model were highly correlated. A good regression model should not show perfect or high correlation among independent variables because multicollinearity can reduce the stability and accuracy of regression coefficient estimates and make it difficult to assess each predictor's individual contribution. In this study, we assessed multicollinearity using the coefficient of determination (r^2) compared with the combined coefficient of determination (R^2), as well as the Tolerance and Variance Inflation Factor (VIF) values from the regression output. Comparing the individual and combined coefficients of determination indicates the extent to which the independent variables overlap in explaining the dependent variable. Meanwhile, Tolerance reflects the proportion of variance in an independent variable not explained by the other independent variables.

In contrast, VIF indicates how much correlations among predictors inflate the variance of the estimated regression coefficient. Generally, a Tolerance value greater than 0.10 and a VIF value below 10.00 indicate that the regression model does not suffer from problematic multicollinearity. Therefore, we used these criteria to assess whether we could include the independent variables simultaneously in the multiple regression analysis.

Table 5. Results of The Multicollinearity Test

Table 3. Results of the Multicollinearity Test							
		Coefficients ^a				Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
(Constant)		2.722	2.963		.919	.361	
1	Transformational Leadership	.270	.107	.258	2.530	.013	.544 1.837
	Organizational Climate	.566	.108	.533	5.234	.000	.544 1.837

The results at Table 5 above show that the tolerance value of $0.544 > 0.10$ and the VIF (Variance Inflation Factor) value of $1.837 < 0.10$ indicate that there is no correlation between the independent variables. This means that there is no multicollinearity in the regression model.

Heteroscedasticity Test

Heteroscedasticity occurs when residual variance varies across observations. A good regression model should meet the homoscedasticity assumption, where residual variance remains relatively constant. You can assess this by examining the residual scatterplot. If the residuals are randomly distributed around the zero line without a clear pattern, the model is considered free of heteroscedasticity. Conversely, a clear or systematic pattern may indicate heteroscedasticity.

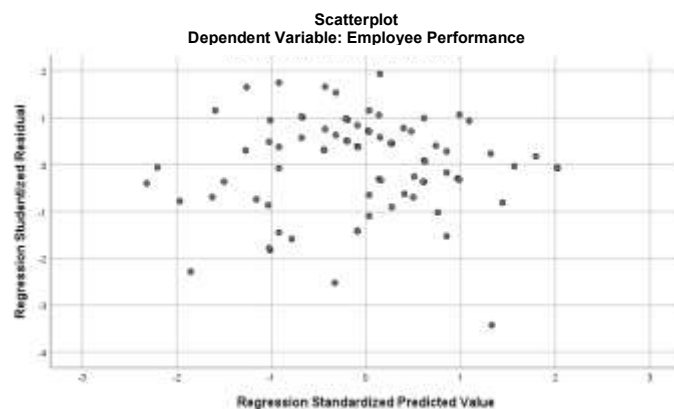


Figure 5. Residual Scatterplot for Heteroscedasticity Testing

Based on Figure 4, the heteroscedasticity test indicates that the residuals are distributed around the zero point across the range of standardized predicted values. Observations appear on both sides of the Y-axis, with no consistent increase or decrease in residual dispersion as predicted values increase. Although several observations are relatively distant from the center, including one residual below -3 , these points do not form a systematic distribution that would indicate a changing residual variance. Overall, the dispersion suggests that residual variability remains reasonably stable throughout the prediction range.

Furthermore, the scatterplot shows no recognizable patterns such as a funnel shape, wave-like formation, clustering, or a gradual widening and narrowing of the residual spread. This pattern provides visual evidence that the regression model satisfies the homoscedasticity assumption, meaning the residual variance is relatively constant across observations. Consequently, there is no apparent evidence of heteroscedasticity that could compromise the reliability of the estimated standard errors and significance tests. The regression model can therefore proceed to subsequent hypothesis testing and interpretation, provided the other classical regression assumptions are met.

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 6. Result of The Multiple Linear Regression Test

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.722	2.963		.919	.361
	Transformational Leadership	.270	.107	.258	2.530	.013
	Organizational Climate	.566	.108	.533	5.234	.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 Table 6 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.

$$\begin{aligned} t_{\text{table}} &= t(a/2; n-k-1) \\ &= t(0,05/2; 85-2-1) \\ &= t(0,025; 82) \\ &= 1,98932 \end{aligned}$$

T-test for Transformational Leadership (X1)

Table 7. T-Test For Transformasional Leadership (X1)

Table 7.1: Test of Transformational Leadership (N=2)						
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	9.688	3.039		3.188	.002
	Transformational Leadership	.647	.090	.618	7.159	.000

Based on the SPSS calculations at Table 7 above, 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 8. T-Test For Organizational Climate (X2)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	5.369	2.861		1.877	.064
	Organizational Climate	.750	.082	.707	9.118	.000

Based on Table 8, 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 the organizational climate positively affects employee performance at the Purwakarta Regency Archives and Library Office.

F-Test (Simultaneous)

The F-test assessed whether the independent variables jointly affect the dependent variable in the regression model. The decision was based on comparing the calculated F-value with the critical F-value and the significance level. Reject the null hypothesis (H_0) when $F_{calc} > F_{tab}$ or when the p-value < 0.05 , indicating that the independent variables jointly explain variation in the dependent variable. Conversely, when $F_{calc} \leq F_{tab}$ and p-value ≥ 0.05 , we do not reject H_0 , indicating that the independent variables do not have a statistically significant joint effect. Thus, the F-test provides an overall assessment of whether the regression model is statistically significant.

$$\begin{aligned}
 t_{\text{tabel}} &= t(2; n-k-1) \\
 &= t(2; 85-2-1) \\
 &= t(2; 82) \\
 &= 3,11
 \end{aligned}$$

Table 9. Result Of The F-Test (Simultaneous)

		ANOVA ^a				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	472.976	2	236.488	47.479	.000 ^b
	Residual	408.436	82	4.981		
	Total	881.412	84			

Dependent Variable: Employee Performance

Based on the SPSS calculations at Table 9 above, it is found that the calculated F-value is $47.479 > 3.11$, with a significance level of $0.000 < 0.05$; therefore, H0 is rejected and H3 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 10. 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), Organizational Climate, Transformational Leadership

Table 10 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 findings demonstrate that transformational leadership is positively associated with employee performance ($\beta = 0.258$, $p = 0.013$), supporting its relevance within public archival institutions. This result aligns with Chau et al. (2022), who identified a positive relationship between transformational leadership and public organizational performance, and Tran and Hoang (2024), who emphasized employee participation and public service motivation as explanatory mechanisms. Similarly, Vuong et al. (2023) highlighted the importance of motivational factors in leadership effectiveness. However, the moderate leadership rating, particularly the relatively low individualized consideration score, suggests that transformational leadership practices are not consistently perceived across employees. This finding extends existing literature by emphasizing the importance of personalized leadership within technically diverse public institutions. Theoretically, it reinforces the contextual applicability of transformational leadership theory, while practically highlighting the need for individualized mentoring, participatory decision-making, and competency-based professional development to strengthen employee performance.

Organizational climate showed a stronger positive association with employee performance ($\beta = 0.533$, $p < 0.001$) than transformational leadership, underscoring the role of organizational conditions in shaping workplace outcomes. This finding is consistent with Firmansyah et al. (2024), who identified organizational climate as an important predictor of employee performance in a local government health institution, and Lintanga and Rathakrishnan (2024), who demonstrated its relevance to public sector job satisfaction. Similarly, Shim et al. (2023) highlighted the importance of workgroup climates in supporting innovative behavior. Unlike studies that primarily emphasize leadership characteristics, these findings suggest that organizational climate may be a stronger predictor in institutions with heterogeneous administrative and technical responsibilities. The relatively high commitment score, alongside the lower standards score, indicates differences across organizational climate dimensions. Theoretically, these findings underscore organizational climate as a distinct predictor of performance, while practically emphasizing clearer performance standards, transparent recognition, and consistent institutional support.

The simultaneous significance of transformational leadership and organizational climate ($F(2, 82) = 47.479, p < 0.001$) demonstrates their combined explanatory relevance to employee performance. Based on the reported ANOVA results, both variables explain approximately 53.7% of performance variance, indicating substantial explanatory power within the estimated model. This finding aligns with Pham et al. (2024), who identified interconnected leadership, motivational, and organizational factors associated with public sector performance. However, Maqdiyan and Setiawan (2023) reported that transformational leadership did not significantly predict organizational innovation, illustrating differences across organizational outcomes. Likewise, Az Zahra and Etikariena (2024) found no significant direct relationship between transformational leadership and innovative work behavior among Indonesian civil servants, although meaningful work served as a significant mediator. These contrasting findings suggest that leadership outcomes depend on organizational contexts and psychological mechanisms. This study contributes comparative evidence by examining leadership and organizational climate simultaneously within a multifunctional local government institution.

The study's principal novelty lies in examining employee performance within an integrated public institution responsible for archival management, library services, and museum-related functions under unified administrative leadership. Unlike previous studies conducted in relatively specialized organizational environments, this institutional setting integrates heterogeneous professional responsibilities, service expectations, and coordination requirements. The findings complement Teoh et al. (2022), who demonstrated variations in the relationships between transformational leadership dimensions and employee performance, and Saadah and Agustiyara (2024), who examined leadership capabilities in public sector innovation. Theoretically, this study extends organizational management perspectives by demonstrating that organizational climate is a stronger predictor of employee performance than transformational leadership in the examined institutional context. Rather than introducing new theoretical constructs, the study contributes contextual evidence that may inform human resource management in educational institutions, particularly regarding the importance of organizational conditions in supporting employee performance. The findings provide a basis for further comparative research examining whether similar relationships occur among teachers and education personnel across schools, madrasahs, and higher education institutions.

The practical implications for educational institutions emphasize the need to integrate transformational leadership with systematic improvements in organizational climate. Educational leaders can strengthen individualized consideration through mentoring, consultation, professional development, and recognition of employee contributions, while also setting clear performance standards, supporting working conditions, and fostering effective collaboration among staff. These practices may help create an organizational environment that supports teacher and education personnel performance, particularly amid digital transformation and increasing demands for educational quality. The stronger association between organizational climate and performance also suggests that educational institutions should not rely solely on leadership development, but should address organizational conditions that directly shape employees' daily work experiences. Nevertheless, because the present study used a cross-sectional design in a single public institution, its implications for educational settings should be considered contextually transferable rather than directly generalizable.

CONCLUSION

This study demonstrates that transformational leadership and organizational climate are positively and significantly associated with employee performance, with organizational climate emerging as the stronger predictor. The central insight is that improving employee performance in public institutions requires not only effective leadership but also a supportive organizational environment that fosters commitment, accountability, and collaboration. The theoretical contribution extends understanding of transformational leadership and organizational climate as complementary predictors of employee performance in multifunctional public institutions that integrate archival, library, and museum-related services. The practical implications highlight the importance of strengthening organizational climate through clear performance standards, employee recognition, and institutional support, alongside personalized leadership development. Despite these contributions, the study is limited by its cross-sectional design, single-institution setting, and reliance on questionnaire-based measurements, which constrain causal inference and generalizability. Future research should use longitudinal, multisite designs; incorporate objective performance indicators; and examine mediating or moderating mechanisms, such as employee engagement, organizational commitment, and work motivation, to better understand employee performance in public service institutions.

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CONFLICTS OF INTEREST

No conflicts of interest.

USE OF ARTIFICIAL INTELLIGENCE (AI)-ASSISTED TECHNOLOGY

The authors acknowledge the use of ChatGPT by OpenAI, solely as an assistive tool for English translation, grammar correction, and linguistic refinement of the manuscript. The use of AI was strictly limited to language-related assistance and did not involve data collection, statistical analysis, interpretation of findings, or scientific decision-making. All AI-assisted content was reviewed and verified by the authors, who retain full responsibility for the manuscript's accuracy, originality, and scientific integrity.

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