

The Influence of Transformational Leadership Style and Organisational Climate on Employee Performance at the Office of Women's Empowerment and Child Protection of North Maluku Province

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ABSTRACT

This study aims to examine the influence of transformational leadership style and organisational climate on employee performance at the Office of Women's Empowerment and Child Protection (DP3A) of North Maluku Province, both partially and simultaneously. The research adopts a quantitative approach, with data collected through questionnaires distributed to 60 respondents. The data were analysed using SPSS version 26, employing a series of procedures including data quality testing, classical assumption testing, and multiple linear regression analysis. The findings reveal that transformational leadership style and organisational climate simultaneously exert a statistically significant influence on employee performance, as indicated by an F-statistic of 54.674 and a significance value of 0.000, which is below the 0.05 threshold. These results suggest that enhancing inspirational leadership practices, alongside developing a conducive organisational climate, can substantially optimise employee performance within the agency. Overall, this study concludes that leadership dynamics and the internal work environment play a strategic role in determining the quality of public service delivery and organisational productivity at the DP3A Office of North Maluku Province.

Keywords:

Transformational Leadership Style; Organisational Climate; Employee Performance

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INTRODUCTION

In the contemporary era of globalisation and escalating public expectations for high-quality services, human resources (HR) have emerged as the most strategic asset within organisations, particularly in government institutions. The effectiveness of public administration is largely contingent upon employee performance, which serves as a key indicator of organisational success. Employee performance reflects not only individual competencies but is also significantly shaped by leadership practices and the prevailing organisational environment.

Within the context of the Office of Women's Empowerment and Child Protection (DP3A) of North Maluku Province, preliminary observations highlight several challenges in sustaining optimal levels of performance. Data derived from the 2024 Performance Report (Laporan Kinerja Instansi Pemerintah/LKJIP) indicate that the agency has not achieved its expected performance targets. This is evidenced by a Government Institution Performance Accountability System (SAKIP) score of 65.65%, which falls short of the targeted 80%. This discrepancy points to a gap between organisational objectives and their actual implementation, often attributable to weaknesses in strategic planning, inconsistencies in reporting, and limitations in internal supervision.

Such challenges are closely associated with two critical determinants: transformational leadership style and organisational climate. Transformational

leadership represents an inspirational leadership approach in which leaders motivate employees to exceed expected performance levels by fostering a shared vision, commitment, and integrity. Conversely, organisational climate refers to the internal environment encompassing employees' perceptions of safety, support, collaboration, and overall workplace conditions. A positive organisational climate contributes to consistency, comfort, and psychological well-being in the workplace.

In the absence of effective leadership and a supportive organisational climate, employees may be unable to perform optimally in fulfilling the organisation's mandate, particularly in delivering public services. Previous empirical studies have yielded mixed results regarding the influence of these factors on employee performance across institutional and regional contexts. Therefore, it is essential to conduct a focused empirical investigation within the DP3A Office of North Maluku Province to understand how transformational leadership and organisational climate interact in shaping employee performance.

This study seeks to provide a robust empirical foundation for the development of human resource strategies, enabling the Provincial Government to enhance professionalism, accountability, and effectiveness in delivering services related to women's empowerment and child protection.

Literature Review

1. Employee Performance

Employee performance refers to the quality and quantity of work accomplished by an individual in the execution of assigned duties and responsibilities. According to Mangkunegara (2017), performance represents the outcomes achieved by employees in carrying out their organisational roles. Key performance indicators generally include work quality, work quantity, timeliness, and the ability to collaborate effectively with colleagues.

In the public sector, high levels of employee performance are crucial to ensure that services are delivered efficiently, transparently, and in accordance with established standards. Consequently, performance becomes a central element in evaluating organisational success and accountability.

2. Transformational Leadership Style

Transformational leadership is a leadership approach that inspires and motivates followers to transcend their personal interests for the greater benefit of the organisation. Bass and Avolio (1994) conceptualise transformational leadership through four core dimensions: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration.

This leadership style extends beyond directive or transactional interactions, focusing instead on transforming employees' attitudes, values, and behaviours. Leaders adopting this approach encourage innovation, creativity, and commitment among subordinates. Within the context of this study, transformational leadership is examined to determine how leadership practices at the DP3A Office motivate employees to enhance their performance despite the inherent challenges of the public sector.

3. Organisational Climate

Organisational climate refers to the internal environment of an organisation as perceived by its members. Stringer (2002) defines organisational climate as a set of measurable characteristics of the work environment based on collective employee

perceptions. These characteristics include organisational structure, responsibility, reward systems, interpersonal warmth, and managerial support.

A positive organisational climate provides a supportive psychological environment that enables employees to perform their duties effectively and efficiently. In the DP3A Office of North Maluku Province, a conducive organisational climate is expected to foster comfort, engagement, and productivity among employees, ultimately contributing to improved performance outcomes.

Hypotheses Development

This study tests three hypotheses: (H1) transformational leadership style significantly affects employee performance; (H2) organizational climate significantly affects employee performance; and (H3) both variables simultaneously have a significant effect on employee performance at the DP3A Office of North Maluku Province. These relationships are analyzed using multiple linear regression.

Reserch Model

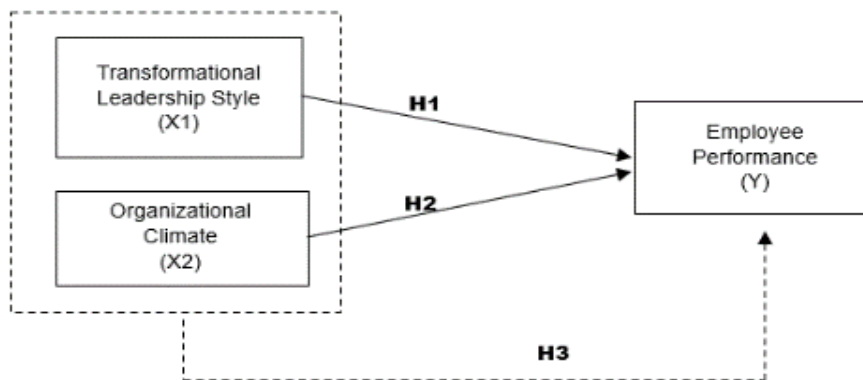


Figure 1 Conceptual Framework

The conceptual framework of this study illustrates the relationship between transformational leadership style, organizational climate, and employee performance. These variables are proposed to influence performance both partially and simultaneously. This model is developed based on previous theories and empirical evidence indicating that inspirational leadership and a supportive work environment are critical in strengthening employee outcomes at the DP3A Office of North Maluku Province.

METHOD

This study adopted a quantitative research design to examine the influence of transformational leadership style and organisational climate on employee performance at the Office of Women's Empowerment and Child Protection (DP3A) of North Maluku Province. The population comprised all employees within the organisation, totalling 61 individuals. From this population, 60 respondents were selected as the final sample (excluding the Head of Department) through a saturated sampling technique, thereby ensuring that the entire accessible population was represented and enhancing the robustness of the data.

Data were collected using a structured questionnaire consisting of validated measurement items. These items underwent validity testing to ensure construct validity, while reliability testing was conducted to confirm internal consistency. The variables of transformational leadership, organisational climate, and employee

performance were measured using a five-point Likert scale, ranging from “Strongly Disagree” to “Strongly Agree”.

To test the proposed hypotheses, multiple linear regression analysis was performed using SPSS version 26. This analytical approach enabled the examination of both the partial effects of transformational leadership style and organisational climate on employee performance, as well as their simultaneous influence. Additionally, classical assumption tests—including normality, multicollinearity, and heteroscedasticity—were conducted to ensure that the regression model satisfied the BLUE (Best Linear Unbiased Estimator) criteria. All statistical decisions were made at a significance level of 0.05.

RESULTS AND DISCUSSION

Table 1. Regression Results

Coefficients^a

Model	Unstandardised Coefficients (B)	Std. Error	Standardised Coefficients (Beta)	t	Sig.
(Constant)	0.918	0.561	–	1.637	0.107
Transformational Leadership	0.332	0.132	0.264	2.517	0.015
Organisational Climate	0.402	0.080	0.527	5.023	0.000

The Effect of Transformational Leadership Style on Employee Performance

The statistical analysis indicates that transformational leadership style exerts a positive and statistically significant effect on employee performance at the DP3A Office of North Maluku Province. The t-test results reveal that the calculated t-value for the transformational leadership variable (X1) is 2.517, which exceeds the critical t-value of 2.002. Furthermore, the associated significance value is 0.015, which is below the threshold of 0.05 ($0.015 < 0.05$).

These findings demonstrate that transformational leadership style has a significant positive influence on employee performance. In practical terms, the more effectively transformational leadership is implemented, the greater the improvement observed in employee performance outcomes.

The Effect of Organisational Climate on Employee Performance

The t-test results also demonstrate that organisational climate has a positive and statistically significant effect on employee performance. The calculated t-value for the organisational climate variable (X2) is 5.023, which is substantially higher than the critical value of 2.002. The significance value is 0.000, which is considerably lower than the 0.05 threshold ($0.000 < 0.05$).

Thus, it can be concluded that organisational climate significantly enhances employee performance. This finding suggests that a conducive and supportive work environment plays a pivotal role in fostering optimal employee performance within the DP3A Office of North Maluku Province.

Table 2. Simultaneous Effect of Transformational Leadership Style and Organisational Climate on Employee Performance ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.461	2	6.231	17.727	0.000
Residual	20.035	57	0.351	–	–
Total	32.496	59	–	–	–

Simultaneous Effect Analysis

The F-test was employed to determine whether the independent variables—transformational leadership style (X1) and organisational climate (X2)—simultaneously influence employee performance (Y). Based on the SPSS output presented in Table 2, the calculated F-value is 17.727, with a significance value of 0.000.

Given that the significance value is well below 0.05 ($0.000 < 0.05$) and the calculated F-value (17.727) exceeds the critical F-value (3.16), it can be concluded that transformational leadership style and organisational climate jointly exert a positive and statistically significant effect on employee performance at the DP3A Office of North Maluku Province.

Discussion

The findings of this study demonstrate that transformational leadership style has a strong and statistically significant impact on employee performance. This result is consistent with the theoretical framework proposed by Bass and Avolio (1994), which posits that transformational leadership enhances performance through inspirational motivation, intellectual stimulation, and individualised consideration. Leaders who embody these qualities are more likely to inspire employees to achieve superior performance outcomes.

Within the context of the DP3A Office of North Maluku Province, transformational leadership appears to be closely associated with employees' commitment to organisational objectives. Leaders who act as role models and actively promote innovation tend to cultivate higher levels of employee engagement. This, in turn, contributes to improved individual performance, as evidenced by the statistical results ($t = 2.517$; $p = 0.015$).

Furthermore, the study reveals that organisational climate significantly contributes to employee performance. This finding aligns with Stringer's (2002) perspective, which conceptualises organisational climate as the psychological environment perceived by employees. A positive organisational climate—characterised by support, trust, warmth, and clearly defined responsibilities—encourages proactive behaviour and enhances productivity.

In the DP3A Office, where effective coordination is essential for implementing women's empowerment and child protection programmes, a conducive organisational climate plays a critical role in sustaining high levels of performance. This is substantiated by the high t-value (5.023) and the highly significant p-value (0.000), underscoring the importance of the work environment as a key determinant of employee performance.

Moreover, the results of the simultaneous analysis indicate that transformational leadership style and organisational climate collectively have a

significant effect on employee performance. This finding corroborates broader human resource management literature, which suggests that employee performance is shaped by both leadership dynamics and the organisational environment.

The synergy between an inspiring leader and a supportive organisational climate forms a critical foundation for enhancing individual and organisational performance. This is reflected in the F-value of 17.727, indicating a strong combined effect. These findings imply that organisations seeking to improve service delivery must adopt a balanced approach that integrates leadership development with the cultivation of a positive organisational climate.

CONCLUSION

This study examined the influence of transformational leadership style and organisational climate on employee performance at the Office of Women's Empowerment and Child Protection (DP3A) of North Maluku Province. The findings indicate that transformational leadership significantly enhances employee performance by fostering an inspiring vision, promoting intellectual stimulation, and providing individualised support.

In addition, the study confirms that a positive organisational climate contributes to improved performance through the creation of a supportive work environment, clear role expectations, and effective internal coordination.

The results of the simultaneous analysis further demonstrate that transformational leadership style and organisational climate jointly exert a significant influence on employee performance. This highlights the importance of synergy between leadership practices and organisational conditions in achieving optimal performance outcomes.

Overall, the study underscores the importance of organisational strategies that prioritise both leadership development and the establishment of a conducive work environment, particularly within the public sector. Strengthening transformational leadership capabilities and maintaining a supportive organisational climate are essential for enhancing the quality of public service delivery and ensuring consistent, high-level employee performance at the DP3A Office of North Maluku Province.

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