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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Transformational Leadership Style and Organizational Commitment on Employee Performance With Organizational Climate as Intervening Variable

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Abstract: This study aims to determine the effect of transformational leadership style and organizational commitment on employee performance with the intervening variable of organizational climate at Budi Agung Pati General Hospital. The variables of this study are transformational leadership style, organizational commitment, organizational climate, and employee performance. This research is a study using a quantitative approach. This type of research is associative research or research that examines the influence between variables. The number of research samples taken was 220 respondents from a population of 281 RSU Budi Agung Pati employees. Sampling using probability sampling technique with simple random sampling technique. Data collection using a questionnaire. The results of this study are as follows: transformational leadership style has a positive and significant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, transformational leadership style has a positive and significant effect on organizational climate, organizational commitment has a positive and significant effect on organizational climate and organizational climate has a positive and significant effect on employee performance.

Keywords: Transformational Leadership Style, Organizational Commitment, Organizational Climate, Employee Performance.

JEL Classification Code: M12, M54, O15, J24

1. INTRODUCTION

Health is essential to living properly and productively in everyday life, and every individual must own it. Health services themselves are places or facilities used to carry out health activities. Patients with their abilities can determine and compare service products to be purchased based on factors related to brands, service products, prices, service product quality, and service quality. It can be seen that the hospital's strategy in terms of funds and human resources supports the goal of meeting the needs and desires of patients as well as possible, which will later lead to patient satisfaction.

Competition in the healthcare sector in Pati Regency is fierce. The district has eleven hospitals of various types: B, C, and D. For example, the RAA Soewondo Regional General Hospital is a type B hospital. Type C hospitals include Kayen Regional General Hospital, Healthy Family Hospital Pati, Islamic General Hospital Pati, Healthy Fastabiq General Hospital PKU Muhammadiyah Pati, Mitra Bangsa General Hospital, and Ultima Mother and Child Hospital. Type D hospitals include Rumah Sakit Keluarga Sehat Tayu, Rumah Sakit Umum Sebening Kasih, Rumah Sakit Umum As-Suyuthiyyah, and Rumah Sakit Umum Budi Agung Pati. The quality of service of health workers is considered a crucial factor in this competition, as it influences patients' and families' choice of hospital (Ditjen Yankes, 2024).

Budi Agung Pati General Hospital, located at Jalan Bajo No. 7, Juwana Subdistrict, Pati Regency, Central Java Province, zip code 59185, according to DG Yankees (2024), has 281 employees



(SISMDK, 2024). Employee performance refers to the results of individual or group work according to their organizational duties and responsibilities and compliance with applicable legal, ethical, and moral principles (Afandi, 2021). The employees themselves at Budi Agung Pati General Hospital consist of 281 people who can carry out the daily operational activities of Budi Agung Pati General Hospital, starting from health workers such as specialists, general practitioners, nurses, midwives, pharmaceutical workers, nutritionists, laboratory workers, and physiotherapists to non-medical personnel such as drivers, OBs, etc. Budi Agung Pati General Hospital's performance has shown better from year to year. However, there is a need for improvement; this can be seen from the independent IKM assessment of Budi Agung Pati General Hospital in the following table 1.

Table 1. Assessment Result of RSU Budi Agung Pati 2021-2023

| Elements | Hospital | | | Hospitalization | | | Outpatient | | |
|----------|----------|-------|-------|-----------------|-------|-------|------------|-------|-------|
| | 2021 | 2022 | 2023 | 2021 | 2022 | 2023 | 2021 | 2022 | 2023 |
| U1 | 84,81 | 81,79 | 84,07 | 83,14 | 82,43 | 85,43 | 86,54 | 81,30 | 83,04 |
| U2 | 81,18 | 79,63 | 85,12 | 79,00 | 79,43 | 86,00 | 83,43 | 79,78 | 84,46 |
| U3 | 71,22 | 72,63 | 74,90 | 71,43 | 72,00 | 73,57 | 71,03 | 72,83 | 75,63 |
| U4 | 81,61 | 89,32 | 86,67 | 84,57 | 90,00 | 87,71 | 78,55 | 88,80 | 85,87 |
| U5 | 82,13 | 83,64 | 85,19 | 79,57 | 82,43 | 87,00 | 84,76 | 84,57 | 83,80 |
| U6 | 75,76 | 75,79 | 75,12 | 75,29 | 75,71 | 75,29 | 75,36 | 75,61 | 75,76 |
| U7 | 82,56 | 83,52 | 86,48 | 80,00 | 83,00 | 85,43 | 85,21 | 83,91 | 87,28 |
| U8 | 75,29 | 74,15 | 75,83 | 74,71 | 74,14 | 76,00 | 75,99 | 47,89 | 75,74 |
| U9 | 82,19 | 80,19 | 76,92 | 79,00 | 78,71 | 77,29 | 85,50 | 81,30 | 76,63 |
| Total | 81,19 | 83,74 | 84,03 | 79,30 | 83,54 | 84,19 | 83,15 | 83,89 | 83,91 |

Value criteria:

- 25.00 - 64.99= Not Good (D)
- 65.00 - 76.60= Less Good (C)
- 76.61 - 88.30= Good (B)
- 88.31 - 100.00= Excellent (A)

Description:

- U1 = Requirement Element
- U2 = Service Procedure Element
- U3 = Service Time Element
- U4 = Cost Element
- U5 = Product Element Specification Type of Service
- U6 = Executive Competence Element
- U7 = Behavioral Element of Implementers
- U8 = Infrastructure Element
- U9 = Complaint, Suggestion, and Feedback Handling Element

Based on the assessment above reveals that RSU Budi Agung Pati has experienced significant improvements. However, there are still values below the standard that have not met the targets expected by RSU Budi Agung Pati. Therefore, there needs to be improvements from the management of RSU Budi Agung Pati.

Table 2. Recapitulation of Complaints for 2021-2023

| Year | Number of Complaints Received | Complaints that have been realized | Complaints that have not been realized | Description |
|------|-------------------------------|------------------------------------|--|------------------|
| 2021 | 5 | 5 | 0 | Finish |
| 2022 | 6 | 5 | 1 | Still in process |
| 2023 | 8 | 6 | 2 | Still in process |

Based on table 2, many complaints still come in because of miscommunication between employees, which causes many complaints about services from hospital patients. This is what makes

the phenomenon occur in the field. Although many have been realized, complaints are still being resolved because it takes time. The challenges of transformative leadership style in improving the performance of healthcare employees at Budi Agung Pati General Hospital during the COVID-19 pandemic and after, including changes in health regulations such as Law Number 17 of 2023 on Health. This charismatic leadership style focuses on innovation, adaptation, and attention to the needs and aspirations of followers in seeking new solutions (Daft, 2012, p. 349). A positive organizational climate involves support for improving performance, rewards for honesty and achievement, clear goals, open communication, trust between colleagues, protection against risky work, maturity in thinking, and flexibility in responsibilities. The evaluation shows there are still opportunities to improve the organizational climate optimally.

Table 3. Employee Data of RSU Budi Agung Pati Year 2024

| Description | Total | Exit | Log in | Remaining |
|--------------------|-------|------|--------|-----------|
| Hospital Employees | 285 | 48 | 44 | 281 |

Based on existing team member data at RSU Budi Agung Pati, there have been significant changes, namely employees who resign, which causes the hospital's performance to be not optimal, which has an impact on not achieving the desired targets of the organization. This happens because of changes in the organizational climate that are less supportive of employees. Therefore, it is necessary to improve the organizational climate. Performance is essential as a result of individual behavior and actions in achieving the goals set by the organization. Individual abilities and efforts and the context and systems around them influence performance. Performance consists of inputs, processes, and outputs. The performance of RSU Budi Agung Pati is fluctuating, which is so less than optimal, where there are still frequent reports that are often late in hospital sections, which results in slightly disrupted services. There are still employees who lack discipline because they are still late. Even though they are not medical personnel, they significantly impact performance and service in the hospital, coupled with the large number of resigned personnel.

The problem at Budi Agung Pati General Hospital is that team member performance has fluctuated, experiencing increases and decreases. This is due to several factors: the leadership style provided is not maximized, so it cannot satisfy team member performance; the 2021-2023 service complaints evidence this recorded 1 in 2022 and 2 in 2023 unresolved complaints. Organizational commitment that has not been optimally implemented with changes in the number of employees resigning more (48 old employees resign) than employees recruited (44 new employees), which has an impact on the total number of employees who continue to work at RSU Budi Agung Pati decreasing from 285 to 281, impacting on the burden of orientation of new employees repeated by old employees. The organizational climate is still less supportive; this is evidenced by the still less conducive working environment from the achievement of U3, U6, and U8, which has not reached the average value of 76.61 - 88.30 in the assessment of RSU Budi Agung, thus affecting team member performance.

2. LITERATURE REVIEW

According to Setiawan (2020), transformational leadership can create fundamental changes. It is based on religious values, systems, and culture to create innovation and creativity in its followers to achieve a predetermined vision. Transformational leadership is a situation where followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader and are motivated to do more than initially expected (Latif, 2018).

Organizational commitment is a person's psychological condition that describes a team member's relationship with their organization and has implications for the decision to remain a member of that organization (Siswatiningsih et al., 2018). Commitment is the meaning of organizational members to their work and how individuals carry out their duties. Sumarni and Andri (2019) reveal that organizational commitment is an important component in the success of organizational performance because it is a driving element for someone to do their own and group work. According to Pulpon et al. (2021), organizational climate is the team member's perception of the quality of the organizational

environment. According to Latif (2018), organizational climate is a set of properties of the work environment that employees feel directly or indirectly, affecting their work behavior. Safitri et al. (2021) state that employee performance is the output obtained by employees in a certain period, which can be in the form of quality or quantity by organizational targets. According to Melinda et al. (2024), team member performance is the achievement of predetermined goals, which refers to the level of success in carrying out tasks.

2.1. Previous Research

Research conducted by Latif (2018) titled "The Effect of Transformational and Transactional Leadership on Organizational Climate and Organizational Citizenship Behavior (Study at Genteng Regional General Hospital, Banyuwangi Regency)." This type of research is quantitative research. This study uses a quantitative approach with Partial Least Square. As for the sample number, 130 respondents were taken using the Proportional Random Sampling method. The overall result of this study is that transformational leadership and transactional leadership significantly influence organizational climate. Transformational and transactional leadership significantly influence organizational citizens' behavior directly and indirectly through the organizational climate. Based on the results of this study, hospital management needs to develop what has become a common perception and understanding between leadership and employees by innovating in terms of policy leaders, either for the organization as a whole or for employees. Research conducted by Pulpon et al. (2021) with the title "Influences of Transformational Leadership, Organizational Climate, Human Resource Management, Organizational Structure, and Job Satisfaction on the Innovative Creation of Employees for the Faculty of Medicine Ramathibodi Hospital, Mahidol University." This study utilizes a mixed research methodology that combines quantitative and qualitative methods. For the quantitative part of the study, the sample consisted of 420 respondents, including doctors, nurses, pharmacists, and support staff. The sample size was determined based on a criterion of 20 times the observed variable. They were selected through stratified sampling. Data were collected using questionnaires and analyzed with structural equation models. As for the qualitative research component, interviews were conducted with 17 researcher-selected respondents, including doctors, nurses, and support staff. The data were analyzed by content analysis. The research findings showed that 1) transformational leadership, organizational climate, human resource management, organizational structure, job satisfaction, and creative innovation of the personnel of the Faculty of Medicine Ramathibodi Hospital, Mahidol University are rated at a high level; 2) transformational leadership, organizational climate, human resource management, organizational structure, and job satisfaction affect the creation of innovation of the personnel of the Faculty of Medicine Ramathibodi Hospital, Mahidol University, with a statistical significance level of .05 and the equation can predict the creation of innovation by 71 percent; and 3) the model of the creation of innovation of the personnel of the Faculty of Medicine Ramathibodi Hospital developed by the researcher fits the empirical data. The model is known as the "TOHOJC" model, which stands for T, which refers to transformational leadership; O, which refers to organizational climate; H, which refers to human resource management; O, which refers to organizational structure; J, which refers to job satisfaction; and C refers to personnel innovation creation). Innovation creation models that can build sustainable competitive advantage must be adapted to a paradigm that encourages stakeholders to work together through a multidisciplinary approach and a workflow that integrates all key education and health services functions. This should be achieved in an organizational climate that is goal-oriented and moving into the future despite threats to the organization regarding product and service development. This model will lead to improved work processes that can occur despite limited resources and drive the Faculty of Medicine Ramathibodi Hospital, Mahidol University, to achieve excellence and sustainability—similarities in this study on T transformational leadership and O, which refers to organizational climate.

Mattajang et al. (2022) researched "The Effect of Transformational Leadership, Job Satisfaction, and Training on Team Member Performance Through Employee Engagement at Mayapada Hospital." This study's research type is causal associative research with quantitative techniques. The research sample of 168 employees was selected by accidental sampling method. Data collection using

questionnaires and Structural Equation Modeling (SEM) is used as an analysis technique. The results prove that the variables of Transformational leadership, Job Satisfaction, and Training positively and significantly affect team member performance and Employee Engagement. The study results have implications for Transformational leadership, Job Satisfaction, and Training, which must be improved to improve team member performance and Employee Engagement.

Siswatiningsih et al. (2018) researched "The Effect of Transformational and Transactional Leadership on Organizational Culture, Work Motivation, Organizational Commitment, and Employee Performance." The research was conducted at the Muhammadiyah Ahmad Dahlan Kediri General Hospital, which has 353 employees. The sample was determined based on the questionnaire results that came in as many as 130 respondents, including 81 people (62%) health workers and 49 people (38%) non-health workers / administrative staff. Statistical analysis techniques include the Structural Equation Model (SEM) and t-test. The results of hypothesis testing show that (1) transformational leadership has a positive and significant effect on organizational culture and organizational commitment; (2) transactional leadership has a positive and significant effect on organizational culture and employee performance; (3) organizational culture has a positive and significant effect on work motivation; (4) work motivation has a positive and significant effect on organizational commitment; (5) organizational commitment has a positive and significant effect on employee performance; (6) transformational leadership has a positive and insignificant effect on work motivation and employee performance; (7) transactional leadership has a positive and insignificant effect on work motivation and organizational commitment.

Sumarni and Andri (2019) researched "The Effect of Organizational Commitment on Nurse Performance at PKU Muhammadiyah Bantul Hospital." This study used a quantitative approach research design with a cross-sectional study design. The research sample consisted of 150 inpatient nurses at PKU Muhammadiyah Bantul Hospital, selected using the survey method. Data was collected using a questionnaire about organizational commitment variables and nurse performance. The results showed a positive relationship between organizational climate and professional commitment ($p = 0.001$, $r = 0.326$), so the hypothesis in this study was accepted. This proves that organizational climate can affect individual behavior and impact professional commitment. Organizational commitment variables positively influence nurse performance at PKU Muhammadiyah Bantul Hospital, the coefficient of determination ($r^2 = 0.1063$). Thus, the results of this study indicate that the more positive the organizational climate is, the higher the professional commitment, and the more negative the organizational climate is, the lower the professional commitment.

Safitri et al. (2021) researched "The Effect of Teamwork, Work Discipline, and Organizational Climate on Employee Performance: Study at Hospital X, South Jakarta." This quantitative study included 187 permanent employees of Hospital X, a population with a non-probability sampling technique using convenience sampling. Based on the completion formulas, a sample of 130 respondents was obtained. Data processing using the IBM SPSS Statistics 23 program with a significance level of 5% (0.05). The results showed that teamwork partially influences employee performance, work discipline partially influences employee performance, organizational climate partially influences employee performance, and teamwork, work discipline, and organizational climate affect employee performance.

Hamonangan (2019) researched "The Effect of Service Quality and Patient Satisfaction on Loyalty of Outpatients of the Karawang Lung Specialized Hospital." This study uses a descriptive correlation method; the population in this study amounted to 340 nurses, while the sample was 51 nurses using a *simple random sampling* technique. The results of this study indicate that there is a relationship between structure and nurse performance ($P = <0.05$), there is a relationship between standards and nurse performance ($P = <0.05$), there is a relationship between responsibility and nurse performance ($P = <0.05$), there is a relationship between structure and nurse performance ($P = <0.05$).0.05), there is a relationship between recognition and nurse performance ($P = <0.05$), there is a relationship between teamwork and nurse performance ($P = <0.05$), there is a relationship between commitment and nurse performance ($P = <0.05$). There is a relationship between organizational climate and nurse performance ($P = <0.05$). Based on the previous research above, there are similarities in this study, starting from the influence between the variables tested, hypothesis testing being carried

out on one side, and the object of research being carried out in the hospital and its locus to hospital employees.

2.2. Research Indicators

Transformational leadership variable:

- a. Ideal Influence
Hospital leaders must provide a vision and mission, generate a sense of pride, and earn the respect and trust of subordinates.
- b. Inspirational Motivation
Leaders must be able to communicate high expectations, compellingly convey a shared vision using symbols to focus subordinates' efforts and inspire subordinates to achieve goals that result in progress for the organization.
- c. Intellectual Stimulation
Leaders should be able to provide and improve the intelligence of subordinates to increase their creativity and innovation, rationality, and *careful* problem-solving.
- d. Personal attention
Leaders provide personal attention, treat each subordinate individually as a person with different needs, abilities, and aspirations, and coach and provide constructive feedback.
- e. Visionary
Leaders must foster a sense of fighting spirit toward a clear vision.

Organizational commitment variable:

- a. Affective
Affective commitment includes strong belief and acceptance of organizational values and goals, loyalty to the organization, and willingness to use efforts for the organization's benefit.
- b. Continuous
Continuance commitment includes calculating the benefits of staying in the organization and calculating the disadvantages of leaving the organization.
- c. Normative
Normative commitment includes willingness to work and responsibility to advance the organization.
- d. Willpower
Defined by the existence of a person's will, where there is a person's desire to strive to achieve the interests of an organization.
- e. Loyalty
It is defined as a person's loyalty, where someone wants to maintain their membership to remain a part of an organization.
- f. Pride
It is defined by a person's pride in the organization, characterized by feeling proud to be part of the organization he follows and feeling that the organization has become a part of life.

Organizational climate variable:

- a. Responsibility
An inner sense of being a leader of oneself or a leader for others based on authority, confidence in the decisions made in doing the job, and the team member knowing his/her job.
- b. Identity
A sense of belonging to the organization and being accepted within the group.
- c. Warmth
I feel friendly in the work atmosphere or friendliness in the group, and I have good relationships with coworkers.
- d. Support
Peer support and mutual help between leaders and workers.
- e. Conflict

The condition of conflict between employees and leaders or between fellow employees. Where each other must be able to respect and accept different opinions. In addition, both parties are open to each other, looking for the best solution, and do not avoid conflict.

Employee performance variable:

- a. Quality
A person's perception of the quality of work produced and the perfection of tasks against their skills and abilities.
- b. Quantity
The amount produced is commonly expressed in terms such as number of units and activity cycles completed.
- c. Effectiveness
The use of organizational resources in the form of workforce, money, technology, and raw materials is maximized to increase the results of each unit when using resources.
- d. Efficiency
The level of activity completed at the beginning of the stated time is seen from the angle of coordination with the output results and maximizing the time available for other activities.
- e. Responsibility
The level of loyalty of a person to the responsibility of a team member who can carry out his work duties correctly.
- f. Cooperation
A form of working that is done together within a section (group) or between sections.

Based on the research conceptual framework, the hypothesis formulation is as follows:

- H₁: Transformational leadership style positively and significantly affects team member performance at Budi Agung Pati General Hospital.
- H₂: Organizational commitment positively and significantly affects team member performance at Budi Agung Pati General Hospital.
- H₃: Transformational leadership style positively and significantly affects the organizational climate at Budi Agung Pati General Hospital.
- H₄: Organizational commitment positively and significantly affects the organizational climate at Budi Agung Pati General Hospital.
- H₅: Organizational climate positively and significantly affects employee performance at Budi Agung Pati General Hospital.

3. RESEARCH METHOD AND MATERIALS

This research is a quantitative study using SEM Amos analysis. The object of this research was carried out at Budi Agung Pati General Hospital. The population in this study was 281 hospital employees. The sample was 220 people, and a probability sampling technique was used, using a simple random sampling model technique, namely a simple random sampling system. The data collection method used was a questionnaire. Data collection using Google form. This research questionnaire uses a Likert scale with choices using a 1-5 scale.

4. RESULTS AND DISCUSSION

Complete measurement confirmatory factor analysis is the stage of measuring all variables against the dimensions that form latent variables. Latent variables or constructs in this research model consist of 4 variables. The results of the complete measurement test obtained the loading factor value on all construct variables that compose the latent variable above the value of 0.7. The model formed has not met the Goodness of Fit criteria, so the model must be modified so that several indicators are not

included, namely: X1_5, X2_7, X2_10, Y1_12, Y1_15, Y2_17, Y2_18, and Y2_22. The results of model changes before and after modification can be seen in the following figure 1 and figure 2.

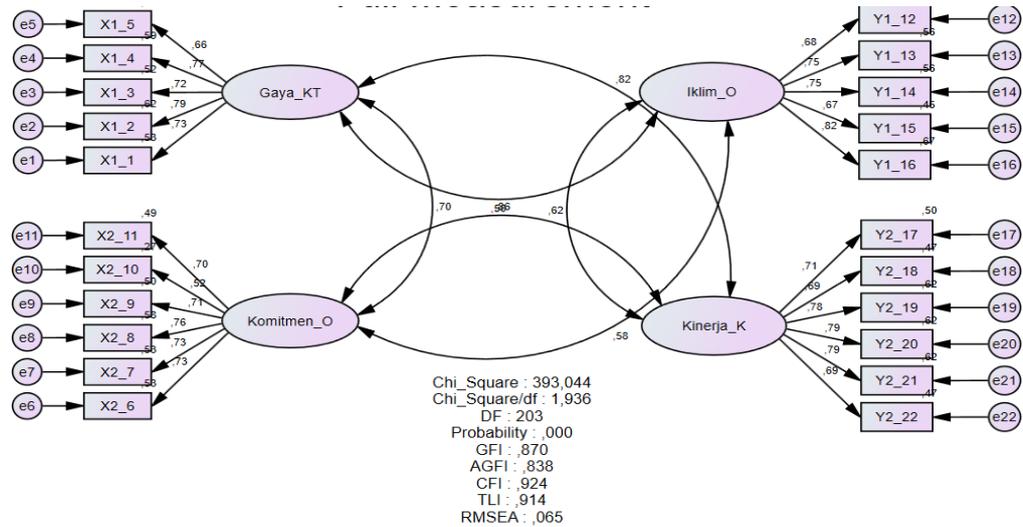


Figure 1. Full Initial Measurement

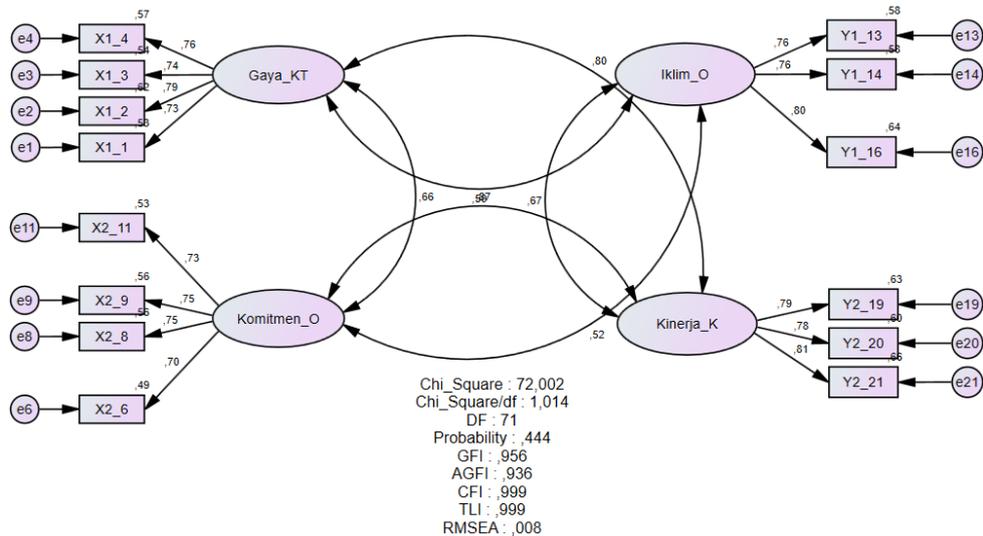


Figure 2. Full Measurement Modification

The results of the modified complete measurement analysis showed that the dimensions of the construct variables have compiled latent variables, and the indicators are declared valid because the loading factor value is > 0.70 and has met the criteria for goodness of fit. Structural Equation Model (SEM) analysis determines the structural relationship between the variables studied. The structural relationship between variables is tested for suitability with the goodness of fit index. The results of SEM analysis in this study can be seen in the following figure 3.

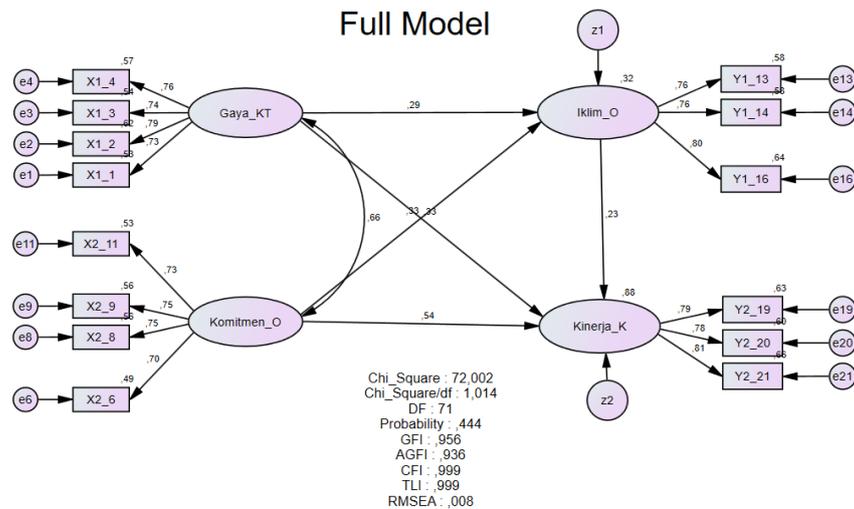


Figure 3. SEM Full Model Testing

The results of the goodness of fit evaluation in Amos SEM modeling can be seen in the following table 4.

Table 4. Goodness of Fit Index Modification

| Goodness of Fit Index | Cut off Value | Results | Description |
|-----------------------|--------------------------|---------|-------------|
| Chi-Square | Expectedly small df = 71 | 72,002 | Good Fit |
| CMIN/DF | ≤ 2,00 | 1,014 | Good Fit |
| Probability | ≥ 0,05 | 0,444 | Good Fit |
| GFI | ≥ 0,90 | 0,956 | Good Fit |
| AGFI | ≥ 0,90 | 0,936 | Good Fit |
| TAG | ≥ 0,95 | 0,999 | Good Fit |
| CFI | ≥ 0,95 | 0,999 | Good Fit |
| RMSEA | ≤ 0,08 | 0,008 | Good Fit |

Based on the results of the model modification, the Goodnes-of-Fit Index value includes Chi-Square, CMIN / DF, Probability, GFI, and AGFI. TLI, CFI, and RMSEA have met the good fit category to be accepted in this study. Hypothesis testing in this study was based on the Critical Ratio (CR) value and the Significance Probability (P) value of each relationship between variables. Data processing in this study uses SEM AMOS, and the output used is Regression Weight, which can be seen in the following table 5.

Table 5. Regression Weight

| | | | Estimate | S.E. | C.R. | P | Label |
|---------------|------|--------------|----------|------|-------|------|--------|
| Climate_O | <--- | Style_KT | ,276 | ,107 | 2,579 | ,010 | par_12 |
| Climate_O | <--- | Commitment_O | ,339 | ,117 | 2,909 | ,004 | par_13 |
| Performance_K | <--- | Style_KT | ,422 | ,101 | 4,175 | *** | par_14 |
| Performance_K | <--- | Commitment_O | ,746 | ,122 | 6,101 | *** | par_15 |
| Performance_K | <--- | Climate_O | ,305 | ,086 | 3,554 | *** | par_16 |

Testing this hypothesis on the Estimated value is positive, so an increase in certain variables will equal an increase in the variables it affects. This hypothesis is tested by analyzing the C.R value and the P-value of the data processing results, comparing them to the required statistical limits, which are above 1.64 (one-sided test) for the C.R value and below 0.05 for the P value. If the data processing results show a value that meets these requirements, then the proposed research hypothesis has a significant effect and can be accepted. The research hypothesis testing is as follows:

Hypothesis 1: Transformational leadership style positively and significantly affects employee performance. From the data processing analysis results, it is known that the Estimate value = 0.422, CR value of 4.175 with a P value of 0.000. These three values show that the Estimate is positive; the value is above 1.64 ($Z_{tabel} = Z_{\alpha/5} = Z_{0,05} = 1.64$) for CR and below 0.05 for the P value. Thus, it can be said to be significant, so hypothesis 1 of this study is accepted. This means that transformational leadership style positively and significantly affects employee performance.

Hypothesis 2 Organizational commitment has a positive and significant effect on employee performance. From the results of data processing analysis, it is known that Estimate = 0.746, CR value of 6.101 with a P value of 0.000. These three values show that the Estimate is positive; the value is above 1.64 ($Z_{tabel} = Z_{\alpha/5} = Z_{0,05} = 1.64$) for CR and below 0.05 for the P value, so hypothesis 2 of this study is accepted. This means that organizational commitment positively and significantly affects employee performance.

Hypothesis 3: Transformational leadership style positively and significantly affects organizational climate. From the results of data processing analysis, it is known that Estimate = 0.276, CR value of 2.579 with a P value of 0.010. These three values show that the Estimate is positive; the value is above 1.64 ($Z_{tabel} = Z_{\alpha/5} = Z_{0,05} = 1.64$) for CR and below 0.05 for the P value. Thus, it can be said that it is significant, so hypothesis 3 of this study is accepted. This means that transformational leadership style positively and significantly affects organizational climate.

Hypothesis 4 states that organizational commitment positively and significantly affects organizational climate. From the data processing analysis results, it is known that the Estimate value = 0.339, CR value of 2.909 with a P value of 0.004. These three values show that the Estimate is positive; the value is above 1.64 ($Z_{tabel} = Z_{\alpha/5} = Z_{0,05} = 1.64$) for CR and below 0.05 for the P value. Thus, it can be said to be significant, so hypothesis 4 of this study can be accepted. This means that organizational commitment positively and significantly affects organizational climate.

Hypothesis 5 states that organizational climate positively and significantly affects employee performance. From the results of data processing analysis, it is known that Estimate = 305, CR value of 3.554 with a P value of 0.000. These three values show that the estimate is optimistic; the value is above 1.64 ($Z_{tabel} = Z_{\alpha/5} = Z_{0,05} = 1.64$) for CR and below 0.05 for the P value. Thus, it can be said to be significant, so hypothesis 5 of this study can be accepted. This means that organizational climate positively and significantly affects employee performance. From the results of direct and indirect tests, the discussion can be seen as follows.

Table 6. Results of Direct Effect, Indirect Effect, and Total Effect Analysis

| | | | Direct Effect | Indirect Effect | Total Effect | Description |
|----|-------------|-----|---------------|-----------------|--------------|-------------------|
| KK | <--- | GKT | 0,326 | 0,065 | 0,391 | Unable to Mediate |
| KK | <-- IO <--- | GKT | | | | |
| KK | <--- | KO | 0,539 | 0,075 | 0,614 | Unable to Mediate |
| KK | <-- IO <--- | KO | | | | |

Based on table 6, it can be seen that the transformational leadership style variable on employee performance has a direct effect value of 0.326 and an indirect effect of 0.065 with a total effect of 0.391. It can be concluded that the direct effect value is greater than the indirect effect value, meaning that the organizational climate variable cannot be an intervening variable between the transformational leadership style variable and employee performance in this study. Based on the table above, it can be seen that the organizational commitment variable on employee performance has a direct effect value of 0.539 and an indirect effect of 0.075 with a total effect of 0.614. It can be concluded that the direct effect value is greater than the indirect effect value, meaning that the organizational climate variable cannot be an intervening variable between the organizational commitment variable and employee performance in this study.

4.1. Discussion

a. *The Effect of Transformational Leadership Style on Employee Performance*

According to the results of the structural equation of one of the research models and based on the results of hypothesis testing, the influence of variables shows that transformational leadership style affects team member performance at RSUD Budi Agung Pati. This research obtained empirical evidence stating that transformational leadership style influences employee performance. Transformational leadership creates a situation where followers of a leader feel trust, admiration, loyalty, and respect for the leader and are motivated to do more than what was initially expected of them. The leader will increase high motivation as the spirit in an organization to someone. A leader will strive to make changes by thoroughly re-transforming to achieve better and maximum performance. Suppose a leader can thoroughly transform the values that exist in the organization. In that case, it will impact an employee's performance in the future by increasing awareness, motivation, and performance for achieving common goals beyond personal interests. Transformational leaders encourage their members to think long-term, not just to meet temporary needs but long-term ones.

Leaders realize what is important and try to change/develop subordinates to become a better generation in the future. Some studies reveal that transformational leadership is the leadership style of many organizations in the modern era, both business, social, and government. This is because transformational leadership can involve the entire system, from a person in the organization, technology, and others, to jointly move forward to achieve the vision and mission of the organization and create relevant solutions according to the organizational context. Pawerangi et al. (2023) revealed that the lack of managerial skills, especially planning, and rewards given by leaders, made hospital employees feel unnoticed and work only as a routine. The results of this study reveal that there are still four indicators, namely idealized influence, inspirational motivation, intellectual stimulation, and personal attention. Idealized influence means leaders with idealized influence act as role models for their employees. They uphold high ethical and moral values, thus gaining their subordinates' respect, admiration, and trust. This encourages employees to be more motivated at work because they are inspired to emulate the traits of these leaders, which in turn can improve employee performance. Inspirational motivation means that leaders who provide inspirational motivation can communicate visions and goals in a way that uplifts and gives hope to employees. By delivering optimistic messages and providing meaningful challenges, employees will feel more motivated to achieve higher targets, thus positively impacting their performance.

Intellectual stimulation means that leaders who provide intellectual stimulation encourage employees to think creatively and innovatively and solve problems in new and effective ways. As such, employees feel supported to step out of their comfort zone and explore their full potential. This increases critical thinking skills and higher productivity, thereby improving work performance. Individualized consideration means that leaders who provide personal attention focus on the needs and development of each employee individually. They provide support and guidance tailored to each employee's potential and weaknesses. When employees feel personally cared for and supported, they are more motivated to work hard and improve their performance because they feel valued.

The results of the research on descriptive analysis show that the highest indicator is that employees show exceptional ability to encourage innovation, critical thinking, and creativity in the workplace. Employees love intellectual challenges, are open to new ideas, and actively seek creative solutions to problems. They encourage their colleagues to think outside the box and are often instrumental in facilitating stimulating discussions and better decision-making processes. The lowest indicator is obtained in the ideal influence indicator. Leaders have weak or minimal influence over their peers or the work environment. This could mean that leaders are less respected or less able to motivate, inspire, or model for others. They lack a central role in the team or organization, and their contribution to work culture or positive change is limited. Leaders with low idealized influence indicators tend to be less effective at leading or influencing others in the workplace. The results of this study are the same as the results of research conducted by Pawerangi et al. (2023) and Melinda et al. (2024), who tested transformational leadership variables on employee performance, revealed that there was a positive and significant effect on team member performance. This study shows the transformational leadership style through the idealized influence factor in hospital leaders. Employees can model the quality of leadership that has a high level of commitment and ethical consequences of the decisions taken.

b. The Effect of Organizational Commitment on Employee Performance

According to the results of the structural equation of one of the research models and based on the results of hypothesis testing, the influence between variables shows organizational commitment to team member performance at RSU Budi Agung Pati. This research obtained empirical evidence stating that organizational commitment affects employee performance. Organizational commitment is a management concept that places human resources as a central figure in the organization that has a positive, active, and profound participation impact on each individual. Therefore, organizational commitment must be considered and maintained to remain consistent.

Organizational commitment is an attitude that reflects the extent to which an individual knows and is attached to his organization; if he has this feeling, he will be serious about working. Commitment is the attitude of someone who has a strong desire to remain a member of the organization and make a positive contribution to improving the organization's future performance. The desire to strive by the wishes of the organization is also defined as a particular belief and acceptance of the values and goals of the organization; in other words, this attitude reflects a person's loyalty to the organization and the ongoing process by which organizational members express their concern for the organization and its continued success and progress. Someone who has a strong commitment to the organization will stay with the organization both under and above circumstances, maintain and develop assets owned, and implement the organization's vision, mission, and goals. The theory that supports the organizational commitment variable on team member performance is Armstrong and Baron's theory in Wibowo (2017: 84), which is in the form of performance management theory. This theory explains that personal factors can influence performance. If a person's factors are less supportive, it will impact the organization.

The results of this study reveal that there are still four indicators, namely affective, normative, willingness, and pride. Affective means that affective commitment refers to employees' emotional attachment to their organization. When employees have a strong affective attachment, they feel emotionally connected to the organization and tend to desire to keep working there. With this attachment, employees will show extraordinary dedication, feel more satisfied with their work, and be motivated to deliver better performance. Normative commitment is related to the employee's sense of moral obligation or responsibility to continue working in the organization. Employees with high normative commitment feel obliged to stay at work for ethical or moral reasons, for example, because they feel indebted to the organization. This can encourage them to work harder and be more responsible, improving their performance. Willpower means that the willingness to work is employees' willingness to exert effort and energy in carrying out their tasks. Employees who are highly willing to work tend to be more proactive, disciplined, and motivated to achieve good results. This positive attitude and desire to contribute can improve productivity and overall performance. Pride means that pride in work refers to feelings of satisfaction and pride in the work done and the achievements made. Employees who take pride in their work tend to have higher commitment and more extraordinary passion in carrying out their tasks. This pride encourages employees to give their best, maintain work quality, and continuously improve performance.

The research results on descriptive analysis show that the highest indicator is pride, meaning that employees feel very proud of their work, organization, and achievements at work. This shows that employees have strong positive feelings towards the organization; they feel valued, and their work has meaning. The lowest indicator is the affective, meaning that the emotional and attitudinal areas or aspects are the weakest or least developed in employees. This usually includes motivation, job satisfaction, passion, loyalty, responsibility, or the ability to cooperate with others. If these affective indicators are low, it indicates that employees are less energized, less motivated, and less emotionally engaged in their work. The results of this study are the same as those of Sumarni and Andri (2018) in their research, which stated that organizational commitment has a positive and significant effect on team member performance. If someone's commitment is exemplary, their performance will be good, too.

c. *The Effect of Transformational Leadership Style on Organizational Climate*

According to the results of the structural equation of one of the research models and based on the results of hypothesis testing, the influence of variables shows that transformational leadership style affects the organizational climate at RSUD Budi Agung Pati. This research obtained empirical evidence stating that transformational leadership style affects organizational climate. The transformational leadership style is very suitable for use in the current situation. Transformational leadership style is a flexible style. Transformational leadership style influences organizational climate. Transformational leaders can articulate an inspiring and clear vision for the organization. This helps direct all team members towards a common goal that is greater than just daily tasks.

Using idealistic influence and examples, transformational leaders can generate strong employee motivation. They give instructions and inspire others to achieve better results than they thought possible. Transformational leaders must also have the ability to align a vision of the future with their subordinates and elevate the needs of subordinates to a level higher than what they need. Transformational leaders encourage creativity and innovation by stimulating critical thinking and different solutions. They encourage employees to think outside the box and find new ways to overcome challenges. By intrinsically motivating employees, enhancing creativity, and creating a positive work culture, the overall transformational leadership style helps improve organizational performance. Employees are more motivated to give their best, which results in achieving organizational goals more effectively and efficiently. This positive influence is not only limited to aspects of organizational performance but also to team member satisfaction, retention, and the organization's ability to adapt to changes in the external environment. Therefore, transformational leadership style is often considered a powerful approach to creating and maintaining a healthy and productive organizational climate.

The results of this study reveal that there are still four indicators, namely ideal influence, inspirational motivation, intellectual stimulation, and personal attention. Idealized influence means that leaders with idealized influence act as role models that employees respect and idolize. They demonstrate integrity, morality, and a strong commitment to organizational values. This influence creates an organizational climate based on respect and trust. Employees feel inspired to emulate the leader's behavior, increasing the sense of solidarity and stability in the work environment. The organizational climate becomes more ethical, fair, and harmonious. Inspirational motivation means that leaders who provide inspirational motivation can convey a clear vision and mission and excite and enthuse employees. This creates an optimistic organizational climate where employees feel engaged and motivated to achieve common goals. When employees feel valued and inspired by the leader's vision, they tend to be more collaborative and passionate about their work, resulting in a dynamic climate of positive energy.

Intellectual stimulation means leaders who encourage intellectual stimulation challenge employees to think creatively and innovatively to solve problems. This creates an organizational climate that supports individual growth, learning, and development. Employees feel valued for their critical thinking and new ideas, resulting in a culture of innovation and renewal. The organizational climate becomes more flexible, open to change, and adaptive to new challenges. Personal attention means leaders who provide personal attention are concerned for each employee's needs, aspirations, and development. This creates an inclusive and supportive organizational climate where individuals feel valued and supported in their personal development. With personal attention, employees feel more emotionally connected to the organization and their colleagues. The organizational climate becomes more empathetic and supportive, strengthening the community.

The research results on descriptive analysis show that the highest indicator is the intellectual stimulation indicator, meaning that employees prefer to provide knowledge to them to increase their knowledge and skills. The lowest indicator is obtained at ideal influence, meaning the leader must provide a charismatic personal example so employees can follow it.

The results of this study are the same as those of Latif (2018) and Lee et al. (2013), which state that transformational leadership has a positive and significant effect on organizational climate. This is influenced by ideal/charisma, inspirational motivation, intellectual stimulation, and individual consideration, which can effectively form a conducive organizational climate to improve organizational performance.

d. *The Effect of Organizational Commitment on Organizational Climate*

According to the results of the structural equation of one of the research models and based on the results of hypothesis testing, the influence between variables shows organizational commitment to the organizational climate at RSU Budi Agung Pati. This research obtained empirical evidence stating that organizational commitment affects organizational climate. Commitment to organizational climate refers to the level of involvement and trust that employees have towards the conditions and work culture in the organization.

Commitment to organizational climate can be very significant in shaping various positive aspects. Starting from employees who have a high level of commitment to the organizational climate tend to make more significant contributions to organizational goals. They feel connected to the organization's mission and values, which motivates them to work more effectively and efficiently. Employees who feel committed to a good organizational climate tend to be more loyal. They are more likely to stay and not seek other employment opportunities, reducing turnover and the costs associated with team member turnover. Commitment to a positive organizational climate often correlates with higher levels of job satisfaction. Employees feel valued and supported in an environment that promotes open communication, collaboration, and self-development.

A supportive organizational climate facilitates innovation and creativity. Employees who feel committed to their organization are likelier to contribute new ideas and seek innovative solutions. Employees committed to a good organizational climate tend to work with high morale and motivation. This can result in an overall increase in productivity across the organization. Committing to the organizational climate helps build a positive and inclusive culture. It creates an environment where values such as cooperation, integrity, and respect for diversity are respected and practiced. The influence of commitment to a good organizational climate is crucial to the long-term success of an organization. It contributes to employee well-being and the organization's ability to achieve its strategic goals more effectively and sustainably.

The results of this study reveal that there are still four indicators, namely affective, normative, willingness, and pride. Affective means that when employees have a strong emotional attachment to the organization (affective commitment), they tend to feel comfortable and emotionally involved in work and relationships between employees. This creates a positive organizational climate where employees feel valued and feel a sense of belonging. The climate is more supportive and collaborative, with more harmonious employee relationships. Normative means that normative commitment, related to a sense of moral responsibility to stay with the organization, contributes to a stable and reliable organizational climate. Employees with high normative commitment tend to show loyalty and adherence to organizational values. This creates an atmosphere where work rules, norms, and expectations are respected, increasing the sense of security and order in the work environment.

Willpower means that a team member's willingness to work hard and contribute positively to the organization significantly affects the organization's work dynamics and overall atmosphere. Employees who are highly willing to work tend to be proactive and enthusiastic and provide positive energy that spreads to their peers. This creates an organizational climate that is energetic, productive, and results-oriented, encouraging effective collaboration and teamwork. Pride means employees who take pride in their work tend to display a strong positive attitude towards the organization. This pride creates a work environment where employees are motivated to maintain the organization's reputation and demonstrate high work standards. This sense of pride makes the organizational climate more positive, with a work atmosphere filled with respect, optimism, and a passion for achieving mutual success.

The research results on descriptive analysis show that the highest indicator is warmth, meaning that employees show a high level of friendliness, empathy, and positive attitude towards coworkers and the work environment. Employees with high warmth indicators tend to be sociable and supportive and create a harmonious work atmosphere. They feel open and willing to help others and contribute to building good relationships between teams, which can increase collaboration and comfort in the workplace. The lowest indicator is obtained in the identity indicator, meaning that employees have a weak feeling of attachment or recognition of themselves with the organization or their position. This could indicate that employees feel less emotionally connected to the organization's vision, values, or culture or feel their role does not provide a strong sense of belonging or meaning.

As a result, they feel less motivated, do not feel an important part of the organization, or even experience a role crisis at work.

The results of this study are the same as those of research conducted by Saputra et al. (2022), which states that work commitment has a positive and significant effect on organizational climate. The strong personal commitment of employees influences this. If commitment is exemplary, it will impact the organizational climate.

e. Effect of Organizational Climate on Employee Performance

According to the results of the structural equation of one of the research models and based on the results of hypothesis testing, the influence between variables shows the organizational climate on employee performance at RSU Budi Agung Pati. This research obtained empirical evidence stating that organizational climate affects employee performance. Organizational climate is very influential on employee performance. A positive organizational climate can improve the quality of service provided to someone. Employees who feel valued and supported tend to pay better attention to a person, improving a person's overall experience.

A good organizational climate creates a supportive work environment where employees feel motivated and satisfied. This can increase employee productivity and dedication to providing better services. A positive organizational climate encourages effective collaboration and teamwork among various units and departments. Employees feel more comfortable sharing knowledge and experience, which in turn will improve operational coordination and efficiency. According to Siti and Julianes (2023), team member performance depends on a combination of ability, effort, and opportunities achieved. One of the determinants of progress in organizational activities is the ability to direct or manage the performance of its employees. The success of performance management is determined by an evaluation system that can meet the organization's needs and create a competitive advantage with the help of an effective company evaluation system to minimize errors.

Employees who work in a supportive organizational climate tend to be more open to innovative ideas. They are more likely to seek new solutions to increase process efficiency, reduce costs, or improve the patient experience by using the latest technology or practices in the organization's services. A positive organizational climate impacts team member performance and the organization's employee experience, operational efficiency, and overall reputation. Therefore, organizational management must prioritize building an organizational climate that supports and nurtures employee well-being and motivation.

The results of this study reveal that there are still three indicators, namely identity, warmth, and conflict. Identity refers to how employees feel they are part of the organization or team. Employees with a strong sense of identity with the organization are more motivated to contribute to its success. They feel they have an important and relevant role and are more committed and responsible for their work. This improves performance as employees who feel connected to the organization's goals tend to work with dedication and maintain high-quality standards.

Warmth means warmth in employee relationships, especially in interactions with superiors and coworkers, creating a comfortable and supportive work environment. When employees feel warmth in the work environment, they communicate more efficiently, collaborate, and feel valued. This creates a positive atmosphere, improving performance as employees feel safe to share ideas, ask for help, and work together to complete tasks more effectively. Conflict means that conflict in organizations if not appropriately managed, can negatively impact team member performance. Prolonged or destructive conflict can demoralize, reduce focus, and create stress, resulting in decreased productivity. However, suppose conflict is managed correctly as part of organizational dynamics (e.g., through effective conflict management). In that case, it can encourage constructive dialogue, innovation, and improved performance, and resolving conflict can lead to new solutions or creative ideas.

The research results on descriptive analysis show that the highest indicator is responsibility, meaning that employees show a very high level of concern and commitment to their duties and obligations. The lowest indicator obtained in the effectiveness indicator means that employees still have difficulty managing time and efficiency in the work process and have limitations in the skills

needed to work productively. This reflects that employees need improvement in competence, decision-making ability, and appropriate use of resources.

The results of this study are the same as research conducted by Safitri *et al.* (2021), which states that organizational climate has a positive and significant effect on employee performance. This study found that team member performance was in a suitable category, meaning that employee work performance was good in quantity and quality and that employees carried out their duties according to the responsibilities given. The indicator that makes the highest contribution to employee performance is service culture. A high-service culture is inseparable from a relatively conducive organizational climate.

f. *The Effect of Transformational Leadership Style on Employee Performance Through Organizational Climate*

Organizational climate cannot be an intervening variable between transformational leadership style and employee performance. This can happen because the direct relationship between transformational leadership style and employee performance remains strong, without the need to be influenced by organizational climate. Organizational climate has no significant influence in strengthening or weakening the influence of leadership on performance. These results indicate that although organizational climate is important, it does not have a significant intervening role.

Transformational leadership shapes a supportive work culture and environment, ultimately improving employee performance. The transformational leadership style can influence the organizational climate first, which will then impact improving employee performance. Transformational leaders direct employees towards a more excellent vision by emphasizing personal development and intrinsic motivation. This leadership style has four main dimensions: *Inspirational motivation*, motivating employees through a clear and compelling vision; *idealized influence*; the leader acts as a role model who is respected and admired by employees; *intellectual stimulation*, encouraging employees to think critically, creatively, and innovatively and *individualized consideration*: providing personal attention and support to employees, tailoring approaches to individual needs. When creating an organizational climate, employees tend to be more motivated, satisfied, and committed to their work.

g. *The Effect of Organizational Commitment on Employee Performance Through Organizational Climate*

Organizational climate does not intervene in the influence relationship between organizational commitment and employee performance. Although organizational climate exists in this case, it does not serve as an intervening function that explains how or why organizational commitment affects employee performance. In other words, the effect of organizational commitment on employee performance does not pass through the organizational climate, so the effect is direct on employee performance. This can be interpreted that organizational climate does not strengthen or weaken the relationship between organizational commitment and employee performance and, therefore, does not become an intermediate factor in these variables.

Organizational climate describes the state of the work environment formed by organizational values, norms, policies, and practices. A positive organizational climate can create conditions that support optimal employee performance. Even without going through the organizational climate, organizational commitment has a more substantial direct influence on employee performance than through the organizational climate. In this case, team member performance is more influenced by factors such as loyalty, intrinsic motivation, or a sense of responsibility that arises from this commitment, without the need to involve the organizational climate. If commitment is well established, then performance can also go well too.

5. CONCLUSION

Based on the results of the analysis and discussion in this study, the conclusions that can be drawn are as follows:

- a. Transformational leadership style positively and significantly affects employee performance at Budi Agung Pati General Hospital. This states that employee performance will be higher if the transformational leadership style improves.
- b. Organizational commitment positively and significantly affects employee performance at Budi Agung Pati General Hospital. This states that the higher the organizational commitment, the better employee performance will be.
- c. Transformational leadership style positively and significantly affects the organizational climate at Budi Agung Pati General Hospital. This states that the higher the transformational leadership style, the better the organizational climate.
- d. Organizational commitment positively and significantly affects the organizational climate at Budi Agung Pati General Hospital. This states that the higher the organizational commitment, the better the organizational climate.
- e. Organizational climate positively and significantly affects employee performance at Budi Agung Pati General Hospital. This states that if the organizational climate is higher, employee performance will also improve.
- f. Organizational climate cannot be an intervening variable between transformational leadership style and Budi Agung Pati General Hospital employee performance. This is because the transformational leadership style has directly influenced the organizational climate.
- g. Organizational climate cannot be an intervening variable between organizational commitment and employee performance at Budi Agung Pati General Hospital. This can happen because organizational commitment can directly affect employee performance without going through the organizational climate.

Managerial implications in this research are:

- a. The research results on the lowest transformational leadership style variable indicators were obtained in indicator 1, namely ideal influence, which means that the leader must be able to provide an ideal personal example with good charisma and authority so that employees can follow it.
- b. The research results on the lowest organizational commitment variable indicators were obtained in indicator 1, namely the affective indicator, which means that employees must have high motivation to be emotionally involved in their work.
- c. The research results on the lowest organizational climate variable indicators were obtained in indicator 2, namely identity, which means that employees must have a strong feeling of confidence in their attachment or recognition of themselves to the organization and their position in the organization.

The research results on the lowest employee performance variable indicators were obtained in indicator 3, namely effectiveness, which means that employees must be able to manage time efficiently in the work process and have good skills to work productively.

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