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The Influence of Transformational Leadership and Organizational Climate on the Performance of Civil Servants in the Regional Secretariat of Sintang Regency

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Abstract

The purpose of this study was to investigate the impact of transformational leadership and organizational climate on the performance of Civil Servants (PNS) in the Secretariat of the Regional Government of Sintang Regency, West Kalimantan Province. This study aims to determine the individual and joint effects of transformational leadership and organizational climate on civil servant performance. A descriptive method with a quantitative approach was employed, and data were analyzed using the PLS-SEM method via SmartPLS 3.0 software. The research population consists of all civil servants in the Regional Secretariat, with a sample of 31 employees drawn from Echelons IV, III, and II. The study's findings indicate that transformational leadership has the most significant and strongest impact on civil servant performance, followed by organizational climate. Furthermore, the combination of both variables shows a statistically significant influence in enhancing performance within the public sector.

Keywords: Transformation Leadership, Organizational Climate, Performance

Introduction

The phenomenon of organizational success is nearly the same everywhere, including private organizations, public organizations, and social / community organizations, and is largely determined by the presence of a leader who can direct and mobilize to achieve organizational goals. Leadership and organization are interdependent, with the organization serving as a container for numerous resources, particularly human resources, which constitute an organization's power and core capital and which act in managing other resources. The administration of numerous resources in an organization is a process, and a leader's most important responsibility is to carry out the process. Similarly, professional leadership is required in Local Government Organizations to supervise the organization's operations.

Empirically, several problematic difficulties exist in Regional Government Organizations, such as public services that do not meet community expectations, discriminatory attitudes, and

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KKN practices, making it difficult to implement Bureaucratic Reform. Other issues related to civil servant performance include the inability to carry out their primary duties and functions , inadequate work facilities / equipment, an unbalanced work space in relation to the number of employees, and a variety of other issues in providing administrative services to the community. This will almost likely have a negative impact on the organizational climate and performance of federal servants, ultimately lowering organizational performance. The strong interference of supporting political parties, kinship, and so on, which creates a recruitment process for structural officials that is not based on competence in the field of tasks handled, also creates problems that have a significant impact on civil servant leadership ability/professionalism, organizational climate, and apparatus performance.

According to Holidin (2013), in Indonesia, the problem of bureaucracy that directly involves the apparatus, such as: low performance, wasteful image, red plate, has been attached to themselves, so that this has an impact on the community, which is perceived as a less professional apparatus behavior, because it appears slow, less dexterous, poor service, and long in completion. Leadership is the activity of influencing and directing a group in varied activities with interconnected tasks (Sharma and Jain, 2013). Transformational Leadership is one of the leadership styles that motivates subordinates to carry out their responsibilities (Shibru et al., 2011).

Organizations are faced with an increasingly complicated environment in the current era of disruption (Babalola, 2016), requiring executives to comprehend the complexity of the global environment with fast changes. Leaders who can apply four or more leadership models, according to Goleman (2004), may produce the optimal work environment and corporate performance. According to Mardiasmo (2016), the issue of local government performance is currently a concern for various organizations, particularly those concerned with encouraging government organizations to be more efficient and effective by eliminating stereotypes that

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have long been associated with government agencies, namely a hotbed of inefficiency, waste, a source of fund leakage, and institutions that always lose money.

The state of the organizational atmosphere is another essential aspect that is closely tied to the performance of the apparatus. Employees are affected by organizational climate, which is strongly tied to the characteristics of the work environment. Employees will be more inspired to work harder if they work in a nice organizational climate. An excellent organizational climate can boost employees' willingness to perform their jobs more effectively (Widayati & Gunarto, 2017).

Based on the phenomena described, various field realities, as well as previous research results and existing theoretical references, it is interesting to examine together the variables of transformational leadership and organizational climate, which in some previous studies were separate, using smartPLS analysis on the performance of civil servants at the Sintang Regency Regional Secretariat.

Methods

This study employs quantitative methodologies, descriptive research, and confirmatory research procedures to examine and validate hypotheses generated by various tests and data processing. Quantitative research methods, according to Schiffman and Kanuk (2000), are concerned with data gathering methodologies, sample design, and the building of data collection devices. Transformational leadership and organizational climate are employed as independent factors, with civil servant performance as the dependent variable. The research population consisted of all Civil Servants (PNS) in the Regional Secretariat of the Sintang Regency Government, and the sample was chosen using a purposive sampling technique, which is a sampling technique with specific considerations (Sugiyono, 2008), so that the selected civil servants were structural officials, occupying Echelon II, III, and IV positions, and for at least one year, with a total of 31 samples. This number satisfies the requirements for data processing

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utilizing the SmartPLS (Partial Least Square) software analysis technique version 3.0. The outcomes of sending surveys to respondents yield primary data.

All research variables were evaluated based on their indicator scores, which were calculated on a Likert Scale of 1-5 with the following categories: Very suitable (5), suitable (4), Quite suitable (3), Not suitable (2), and Very unsuitable (1). According to Ghozali (2006), PLS is a soft modeling analytical method since it does not require data to be measured on a specific scale, which means that the number of samples can be tiny (under 100 samples). According to Hair et al. (2006), this method is suitable for data reduction, namely calculating the least number of factors required to calculate the maximum position of the total variance represented in a set of original variables.

Results and Discussion

Respondent profile: out of 31 respondents, 22 men and 9 women, aged 31 to 60 years, education level S1 and S2, structural positions: 9.7% echelon II, 22.6% echelon III, and 67.7% echelon IV (Functional equivalent), structural position tenure 1 to 6 years.

1) Modeling and Hypothesis Testing

The analytical model employed has two evaluation assessments, one for the outer model or measurement model and one for the interior model or structural model.

The convergent validity test is used by the outer model or measurement model to determine the validity of each link between the indicator and the construct or latent variable. Experts underline that all items must be more than 0.7. A loading value of 0.5 to 0.6 is deemed sufficient for research in the early phases of constructing a measurement scale (Shmuelli et al., 2019). The findings are shown in the table below.

Table 1. Results of Convergent Validity Testing (Outer Loading)

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Table	Indicator	Original Sample (O)	P Values	Critical Point	Kesimpulan
Transformational Leadership	X1.1	0.719	0.001	0.7	Valid
	X1.2	0.903	0.000	0.7	Valid
	X1.3	0.769	0.001	0.7	Valid
	X1.4	0.821	0.000	0.7	Valid
Organizational Climate	X2.1	0.872	0.000	0.7	Valid
	X2.2	0.919	0.000	0.7	Valid
	X2.3	0.788	0.000	0.7	Valid
	X2.4	0.705	0.000	0.7	Valid
Performance	Y1.1	0.802	0.000	0.7	Valid
	Y1.2	0.766	0.000	0.7	Valid
	Y1.3	0.845	0.000	0.7	Valid
	Y1.4	0.891	0.000	0.7	Valid

Source: Data Processed (2025)

According to the table above, all indicators have a factor loading value larger than 0.7, implying that all indicators are legitimate. As a result, all indicators may be concluded to explain each existing variable, and the variables can be stated to be valid for future study.

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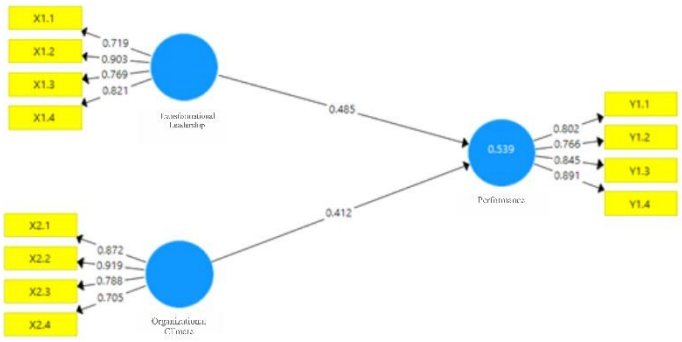

Figure 1. Structural Model

Source: Data Processed (2025)

2) Validity Test

The Average Variance Extracted (AVE) approach can also be used to assess convergent validity for each concept or latent variable. If an instrument's Average Variance Extracted (AVE) is greater than 0.5, it is said to pass convergent validity testing. The findings are shown in the table below.

Table 2. Results of Construct Validity Testing Using AVE

Variable	Average Variance Extracted (AVE)	Critical Point	Kesimpulan
Transformational Leadership_(X1)	0,650	0,500	Good
Organizational Climate_(X2)	0,680	0,500	Good
Performance (Y)	0,684	0,500	Good

Source: Data Processed (2025)

The table shows that the variables Transformational Leadership (X1), Organizational Climate (X2), and Performance (Y) have an Average Variance Extracted (AVE) value greater than 0.5. As a result, all indicators can be certified capable of measuring the variables they represent.

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3) Reliability Test

Cronbach's alpha and composite reliability can be used to perform reliability testing. The test requirements specify that the construct is trustworthy if the composite reliability is better than 0.7 and Cronbach's alpha is greater than 0.6.

Table 3. Reliability Testing Results

	Cronbach's Alpha	Composite Reliability
Transformational Leadership_(X1)	0,832	0,880
Organizational Climate_(X2)	0,844	0,894
Performance (Y)	0,847	0,896

Source: Data Processed (2025)

According to the table, each variable has a Cronbach's alpha value better than 0.6 and a composite reliability value greater than 0.7. Thus, all indicators are deemed reliable in measuring their variables based on the calculation of the chronbach's alpha value and the composite reliability value.

4) Inner Model Evaluation

The inner model or structural model evaluation step comprises the coefficient of determination, predictive relevance, and hypothesis testing to assess goodness of fit. The following figure depicts the research structural model:

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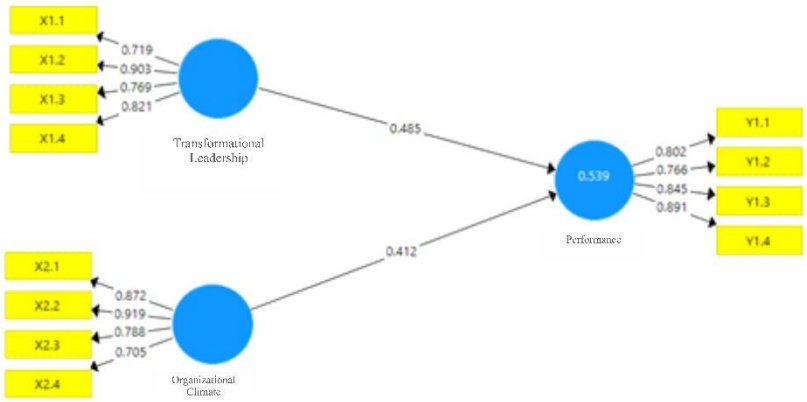

Figure 2. Structure Model 2

Source: Data Processed (2025)

The equation obtained from the figure above is as follows:

R2 = 0.539 (software) = 0.485 Transformational Leadership (X1) + 0.412 Organizational Climate (X2).

This equation leads to the following conclusion:

a. The R2 value of Performance (Y) is 0.539, indicating that Transformational Leadership (X1) and Organizational Climate (X2) influence Performance (Y), hence Performance (Y) is 53.9% influenced by other factors not addressed in this study.
b. The path coefficient of Transformational Leadership (X1) is 0.485 with a positive direction, indicating that the link is unidirectional. Performance (Y) will rise by 0.485 if Transformational Leadership (X1) grows by one unit.
c. The path coefficient of Organizational Climate (X2) is 0.412 with a positive direction, indicating that the link is unidirectional. If the organizational climate (X2) improves by one unit, performance (Y) improves by 0.412.

5) Bootstrapping Path Analysis Hypothesis Testing

Hypothesis testing is used to determine whether exogenous variables have an effect on endogenous variables. The test requirements state that there is a significant influence of exogenous factors on endogenous variables if the T-statistics value T-table (1.96) or the P-value

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significant alpha 5% or 0.05. The following table displays the significance testing and model findings.

Table 4. Value Path Coefficient

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Results	Description
H1: Transformational Leadership -> Performance	0.485	4.560	0,000	Significant	Accepted
H2 :Organizational Climate -> Performance	0.412	2.425	0,021	Significant	Accepted

Source: Data Processed (2025)

*Significance Level: T-statistic > 1.96; p value < 0.05

According to the table, it is as follows:

H1: Transformational Leadership (X1) has an impact on Civil Servant Performance (Y) The path coefficient value of Transformational Leadership (X1) on Performance (Y) is 0.485 (positive direction), T statistics of 4.560, and a p-value of 0.000, as seen in the test results provided in the table above. The test findings show that the T statistics value is greater than 1.96 and the p-value is less than 0.05. This suggests that Transformational Leadership (X1) has a considerable effect on Civil Servant Performance (Y), and that the better transformational leadership is applied, the better employee performance at the Sintang Regency Regional Secretariat will be. According to prior research, transformational leadership can boost employee creativity, foster an innovative culture, and support employee performance (Garcia-Morales et al., 2012). Transformational leadership, as demonstrated by idealized influence, inspirational motivation, customized consideration, and intellectual stimulation, has no effect on employee

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performance (Buil et al., 2019; Golden & Shriner, 2019). These findings contradict Andreani and Petrik's (2016) findings, which suggest that transformative leadership has a significant impact on employee performance.

H2: Organizational atmosphere (X2) influences civil servant performance (Y) in a positive and significant way. The path coefficient value of organizational climate (X2) on performance (Y) is 0.412 (positive direction), T statistics of 2.425, and p-value of 0.021 in the test findings provided in the table above. The test findings show that the T statistics value is greater than 1.96 and the p-value is less than 0.05. This suggests that organizational climate (X2) has a positive and significant effect on performance (Y), therefore the better the organizational climate in the Regional Secretariat of Sintang Regency, the higher the employee performance. Stringer defines organizational climate as a collection of environmental patterns that determine motivation, focusing on rational and observable views; thus, there is a direct influence of character on organizational members' performance. According to Ma'muroh et al (2023), organizational environment has a substantial effect on apparatus performance, and that favorable and conducive organizational climate support can promote employee contentment with their work, which will improve employee performance.

H3: Transformational Leadership (X1) and Organizational Climate (X2) both have a major impact on Performance (Y). The F test (simultaneous test) is calculated manually to test the third hypothesis using the following formula:

$(n - k - 1)\ (R2)\ F\ count = \ k(1 - R2)$

Description : n = number of samples

k= number of exogenous variables

R2 = R square

Criteria for testing:

If F count > F table, H3 is acceptable.

If F count < F table , H3 is rejected.

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The following outcomes have been obtained:

$F\ count$ =

$F\ count$ = 16,369

The F table is 3.340 when the number of samples (n) is 31 and the number of exogenous variables (k) is 2, the value of df1 = k = 2, and the value of df2 = n-k-1 = 31-2-1 = 28.

Because the calculated F value (16.369) is greater than the F table (3.340), H3 is accepted, indicating that Transformational Leadership (X1) and Organizational Climate (X2) have a significant effect on Performance (Y) at the same time, and that the better the application of transformational leadership and organizational climate, the better the performance of civil servants in the Regional Secretariat of Sintang Regency. According to the idea of Banik, Gao, and Rabbanee (2019), rewarding employees is inextricably linked to the role of transformational leadership style, which attempts to recognize suitable employee performance. In an organization where people are given responsibility and authority to solve organizational challenges, a leader's capacity to motivate and provide emotional support will be deemed an intrinsic incentive (Islam, Furuoka, and Idris, 2020).

Conclusion

Transformational leadership has a substantial impact on public servant performance, hence the better a leader's application of transformational leadership style, the better the performance of civil servants. Organizational climate has a huge impact on performance, therefore the better the organizational atmosphere, the better civil servant performance. Both transformational leadership and organizational atmosphere have a substantial impact on performance. This means that when a superior uses a transformational leadership style in carrying out his tasks, he creates a favorable organizational atmosphere, which causes subordinates' performance to improve in both quantity and quality.

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