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**THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP
AND ORGANIZATIONAL CLIMATE
ON THE PERFORMANCE OF EMPLOYEES
AT PUSAT PAUD ISLAM TERPADU AL ISHLAH GORONTALO**

Arlin Siswaty Ibrahim, Zuchri Abdussamad, Hanisah Hanafi
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ABSTRACT

This study aims to determine the effects of transformational leadership and organizational climate on the performance of employees at the Islamic Center of Integrated Al Ihsah Gorontalo partially and simultaneously. The approach in this research is quantitative. The research method is ex post facto. The design of this research is causality. The data analysis technique used is multiple regression. The results show that (1) Transformational leadership has a positive and significant effect on the performance of Al Ihsah Gorontalo Islamic Integrated Islamic Center employees with a determinant coefficient of 36.40%, (2) Organizational climate has a positive and significant effect on the performance of Al Ihsah Gorontalo Islamic Integrated Islamic Education Center employees with a determinant coefficient of 22.80%, (3) Transformational leadership and organizational climate have a positive and significant impact on the performance of Al Ihsah Gorontalo Islamic Integrated Islamic Center staff with a determinant coefficient of 59.20%. Meanwhile, the remaining 40.80% is influenced by other factors not explained in this study; such as job training, work motivation, work discipline, and others.

Keywords: Performance, Transformational, Organizational Climate

INTRODUCTION

The performance of employees is to what extent the employees can implement their tasks well and following the plan, resulting in the expected outcome to achieve better performance. To have a good performance, employees should maintain a high desire to do and understand their jobs. The performance of teachers defines what the teachers get after doing their jobs and responsibilities. Therefore, the performance of teachers can be observed through the following performance aspects i.e. the quality of work including making lesson plans and understanding the learning materials and punctuality in finishing the learning program in accordance with the academic calendar.

Any issues in the performance of employees can be overcome if two affecting variables support the performance. The affecting variables intended are transformational leadership and organizational climate. The variables affect the performance of an individual indirectly but improve performance. The discussion about issues in

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INTRODUCTION

The performance of employees is to what extent the employees can implement their tasks well and following the plan, resulting in the expected outcome to achieve better performance. To have a good performance, employees should maintain a high desire to do and understand their jobs. The performance of teachers defines what the teachers get after doing their jobs and responsibilities. Therefore, the performance of teachers can be observed through the following performance aspects i.e. the quality of work including making lesson plans and understanding the learning materials and punctuality in finishing the learning program in accordance with the academic calendar.

Any issues in the performance of employees can be overcome if two affecting variables support the performance. The affecting variables intended are transformational leadership and organizational climate. The variables affect the performance of an individual indirectly but improve performance. The discussion about issues in

performance is related to that about the process and outcome of the performance. Here, performance is defined as the qualitative and quantitative work outcome achieved by employees after they complete their tasks in accordance with the responsibilities given. The government organizations have main tasks and functions given to the employees. The tasks and functions are designed to set limitations for the interested employees.

Transformational leadership is a leader's ability to change the employees' working environment, motivation, patterns, and values, making the employees optimize their performance in achieving the organization's goals. The leadership style intended here refers to the transformational leadership style implemented by the headmaster of Pusat PAUD Islam Terpadu Al Ishlah Gorontalo (Bass and Ringgio, 2006).

Another factor besides leadership is the working atmosphere perceived by individuals in an organization or known as organizational climate. According to Wirawan (2007), organizational climate is the quality of the internal environment of an organization that is relatively constantly taking place. It affects the behavior of the members of an organization and can be defined as a set of characteristics of an organization.

This research indicates that the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah is not as expected. The employees do not fully comply with the procedures set and thus show a low quality of working performances. The teachers do not understand the learning materials and media used in the learning activities. Besides, several employees are positioned in a position that does not suit their expertise. For example, employees with a bachelor's degree in economics are hired as homeroom teachers. Furthermore, the working atmosphere is not conducive. The cooperation between employees is not well established due to unequal workload between employees despite their same status. In other words, the workloads are not evenly distributed. Also, the employees lack initiative in finishing a task, resulting in lateness. They lack discipline and frequently come to the school late but go home early even before the classes have not been dismissed. Besides, they also lack responsibility for working. Furthermore, it takes a long time for them to finish tasks that can be finished in a brief time. Also, they lack working spirits. Many employees are found complaining when facing overwhelming activities, not to mention the fact that an order should be given to make them finish their tasks.

Based on the issues and some evidence provided by the previous research argued above, we are interested in researching “**The Effects of Transformational and Organizational Climate on the Performance of Employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo**”.

RESEARCH METHODOLOGY

To collect data and information required, we set the research location at Sekolah Pusat PAUD Islam Terpadu Al Ishlah Gorontalo whose address is on Jalan Sultan Botutihe formerly known as Jalan Irian Kota Tengah.

The research population comprises 55 employees of Pusat PAUD Islam Terpadu Al Ishlah Gorontalo, but we select 47 teachers as the research sample.

The data collected are tested using a multiple regression method whose formula is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

- Y = the performance of employees
- a = constanta
- X1 = transformational leadership
- X2 = organizational climate
- b = the coefficient of regression
- e = error prediction

RESEARCH FINDINGS AND DISCUSSION

A. Analysis of Respondents' Answers

The descriptive analysis of the respective variable of this research is presented in Table 1.

Table 1 Descriptive Analysis of the Variables

Research Variable	Actual Score	Ideal Score	Score	Criteria
Transformational leadership	4.168	4.700	88.68%	Good
Organizational climate	4.843	5.875	82.43%	Good
Performance of employees	3.152	3.525	89.42%	Good

Source: Processed Data on Excel, 2020

Based on Table 1, the analysis score of the respective variable can be interpreted as follows:

a. Transformational Leadership

In Table 1, we can observe that the percentage of the score of the transformational leadership variable is 88.68%. The variable can thus be categorized as “good”.

b. Organizational Climate

In Table 1, we can observe that the percentage of the score of the organizational climate variable is 82.43%. The variable can thus be categorized as “good”.

c. Performance of employees

In Table 1, we can observe that the percentage of the score of the performance of employees variable is 89.42%. The variable can thus be categorized as “good”.

B. Multiple Regression Analysis

Referring to the analysis using SPSS, we acquire the following regression.

Table 2 Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-3.508	3.796		-.924	.360
1 Kep. Transformasional	.326	.075	.510	4.338	.000
Iklim Organisasi	.170	.057	.353	2.998	.004

Source: Data processed using SPSS, 2020

Based on Table 2, the regression equation is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = -3.508 + 0.326\beta X_1 + 0.170\beta X_2 + e$$

C. Hypothesis Testing

a. T-test

The t-test is used to test the significance level of the independent variable. Based on the t-test, we acquire the following data.

Table 3 T-test (Partial Test)

Model	T-count	T-table	Sig.
(Constant)	-.924		0.360
Transformational leadership	4.338	2.015	0.000***
Organizational climate	2.998	2.015	0.004***
ns not significant * . Significant at the 0.1 level (2-tailed) ** Significant at the 0.05 level (2-tailed). ***. Significant at the 0.01 level (2-tailed)			

Source: Data processed using SPSS, 2020

a) **Effects of the Transformational Leadership Variable (X1) on the Performance of Employees**

Table 3 shows that the transformational leadership variable has a t-count value of 4.338 at a significance level of 0.000. We can thus conclude that H0 is rejected but H1 is accepted. The transformational leadership variable has the t-count value of 4.338 and the t-table value of 2.015 so the t-count value > the t-table value. Therefore, X1 (the transformational leadership variable) significantly affects Y (performance).

b) **Effects of the Organizational Climate Variable (X2) on the Performance of Employees**

Table 3 shows that the organizational climate variable (X2) has a t-count value of 2.998 at a significance level of 0.004. We can thus conclude that H0 is rejected but H1 is accepted. X2 has the t-count value of 2.998 and the t-table value of 2.015 so the t-count value > the t-table value. Therefore, X2 (the organizational climate variable) contributes to Y (performance).

b. **F-test**

The F-test is a simultaneous (thorough or joint) test. The simultaneous test aims to test whether transformational leadership (X1) and organizational climate (X2) have a simultaneous effect on the dependent variable that is the performance of employees (Y). The test is indicated in Table 4.

Table 4 F-test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	476.784	2	238.392	31.974	.000 ^b
Residual	328.053	44	7.456		
Total	804.837	46			

Source: Data processed using SPSS, 2020

Referring to Table 4, the f-count value (31.974) > the f-table (3.209) and Sig. < 0.05 that is 0.000 < 0.07. H0 is thus rejected but H1 is accepted. That means that transformational leadership and organizational climate affect the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo simultaneously.

c. **Coefficient of Determination Test**

The coefficient of determination test aims to investigate to what extent the independent variable can explain the dependent variable. The effects of transformational

leadership and organizational climate on the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo are shown in Table 5.

Table 5 Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 ^a	.592	.574	2.73052

Source: Data processed using SPSS, 2020

Based on 5, the coefficient of determination or R squared is 0.389. The coefficient of determination (R squared) is 0.592 equal to 59.20%. The coefficient of determination implies that transformational leadership (X1) and organizational climate (X2) affect the performance of employees (Y) simultaneously at a percentage of 59.20%. Moreover, the rest 40.80% is affected by other factors unexplained in this research such as job training, working motivation, working discipline, and others.

Partial coefficient testing is then conducted. Table 6 indicates the partial coefficient of determination testing.

Table 6 Partial coefficient of determination

Model	Standardized Coefficients	Correlation	Determination	
			Value	%
Transformational leadership	0.510	0.714	0.364	36.40%
Organizational climate	0.353	0.647	0.228	22.80%
Smultaneous coefficient of determination			0.592	59.20%

Source: Data processed using SPSS21, 2020

Based on Table 6, the effects of the respective variable are:

1) Transformational Leadership

Based on Table 6, the coefficient of determination is 0.364. The ability of the transformational leadership variable to affect the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo is 36.40%.

2) Organizational Climate

Based on Table 6, the coefficient of determination is 0.228. The ability of the organizational climate variable to affect the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo is 22.80%.

DISCUSSION

1. Partial Effects of Transformational Leadership on the Performance of Employees

The leader should transform and motivate his employees by raising their awareness of the urgency of working outcomes, encouraging them to prioritize their organization or team, and activating their needs into another level. According to Bass in Robbins and Judge (2013:387), transformational leadership is shown by the leaders that give individualized charismatic intellectual consideration and stimulation. Yuki (2013:313) clarifies that transformational leadership is a condition when the employees of a transformational leader show trust, adoration, loyalty, and respect to the leaders and are thus motivated to do more than as expected.

The descriptive analysis indicates the percentage of the achievement score of the transformational leadership variable that is 88.68% thus categorized as “good”. It implies that the leader constantly implements a transformational leadership style to improve the performance of employees to achieve the outcome as expected by the organization or Pusat PAUD Islam Terpadu Al Ishlah Gorontalo in achieving its vision and mission.

This research also shows that transformational leadership has a positive and significant effect on the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo with a determinant score of 36.40%. The meaning of the positive coefficient is that the better the transformational leadership implemented by the leader, the more optimal the working outcome of the employees (teachers) at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo. It is in line with Suwatno and Priansa (2011:159) that with transformational leadership, leaders have the power to influence their employees using certain ways. The employees will show trust, adoration, loyalty, and respect to them and are thus motivated to do more than what they usually do and are expected. In principle, transformational leadership will motivate employees to do better than what they usually do. In other words, it can elevate employees’ trust or self-confidence, bettering their performances.

This research is in line with Dwi Elyaka (2016) that researches the effects of transformational leadership style and working commitment on the performance of

employees at PT Bukit Asam (Persero) Tbk. Unit Tarahan. She proves that the leadership style has a significant effect on the performance of employees.

The transformational leadership style shown by the leader can thus motivate their employees to work harder and improve their performances. As a result, the goals set by the organization can be achieved. It means that the better the leadership style, the more improved the performance of employees.

2. Partial Effects of Organizational Climate on the Performance of Employees

Organizational climate is an important factor contributing to the performance of employees. The organizational climate fluctuates and constitutes an organization's atmosphere created by the relationship between individuals, either between the leaders and employees or between employees, and the atmosphere due to the effect of the system and physical environment of an organization that also contributes to the fluctuating performance of employees of an organization. Pasaribu and Indrawati (2016) clarify that organizational climate is the relative quality of an organization's atmosphere perceived by the members. Organizational climate affects employees' behaviors and how an organization can be well operated. Organizational climate is differentiated into two i.e. the physical environment condition of an organization and the psychological or non-physical environment condition of an organization.

The descriptive analysis reveals that the percentage of achievement score of the organizational climate variable is 82.43% putting the variable in the "good" category. It confirms that Pusat PAUD Islam Terpadu Al Ishlah Gorontalo has a conducive organizational climate for employers doing their tasks. A conducive organizational climate contributes to the improvement of the performances of employees (teachers).

This research conveys that organizational climate has a positive and significant effect on the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo at a determinant score of 22.80%. The positive coefficient means that the more conducive the organizational climate, the better the performance of employees (teachers) at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo. It is in line with Subawa and Surya (2017) that organizational climate as individuals' perception relates to the individuals' job aspects and the value of their organizations. Organizational climate is thus individuals' perception of an organization's characteristics and conditions. The perception affects their behaviors in doing jobs and thus improves their performances.

Based on the explanation, we can understand that organizational climate has a significant effect on the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo. The stronger the organizational climate, the more conducive the working atmosphere, and the more improved the performance of employees. It is in line with Risnawati M. (2017) that organizational climate has a partial positive effect on the performance of employees.

Referring to the explanation above, we can conclude that organizational climate affects the performance of employees and later the effectiveness and efficiency of an organization. For instance, employees' positive perception of their leaders will affect their behaviors when they are finishing their tasks. The behaviors will affect their performances and impact the organization. To sum up, a conducive organizational climate contributes to organizations and the employees of the organizations.

3. Simultaneous Effects of Transformational Leadership and Organizational Climate on the Performance of Employees

The descriptive analysis indicates that the percentage of achievement score of the performance of employees variable is 89.42% putting the variable in the "good" category. It indicates that the employees (teachers) at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo achieve an optimal working output, especially in terms of punctuality, resulting in the working output that is proportional to the target. Employees with good performances will give a good impact on their organization (Pusat PAUD Islam Terpadu Al Ishlah Gorontalo). Therefore, the development of an organization is significantly determined by the roles and quality of the organization's employees. The performance of employees increases and becomes more quality if the individuals that work in an organization can achieve the working standards set by the organization (As'ad, 2015:39) and the success standards for working individuals.

The simultaneous testing indicates that transformational leadership and organizational climate have a positive and significant effect on the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo at a determinant score of 59.20%. Meanwhile, the rest 40.80% is affected by other factors unexplained in this research such as job training, work motivation, work discipline, and others. Therefore, the leader should highlight the capabilities of his employees in terms of learning management where teachers' capabilities in conducting learning plans are still

insufficient. The school should put more concerns by evaluating the learning plans and giving the teachers tasks that are in accordance with their expertise. Besides, the functions and the roles of leaders are crucial in improving the performance of teachers. Furthermore, teachers should create a conducive working climate, respect each other, care about other teachers, and share knowledge to improve their teaching skills.

It is in line with Moeheriono (2012:95) that performances can be identified and measured if the individuals or staffs have success standards set by their organization. In other words, without the goal and target set in that measurement as well as success standards, individuals' or organizations' performances are impossible to be identified. The performance of employees is essential for an organization achieving its goals. Higher performances signify improved efficiency, effectiveness, or quality in terms of finishing tasks that are given to employees of an organization or corporate.

CONCLUSION

Based on the research findings and discussion, the research conclusions are:

1. Transformational leadership has a positive and significant effect on the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo at a determinant score of 36.40%. The positive coefficient means that the better the informational leadership style implemented by the leader, the more optimal the working output of employees (teachers) at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo.
2. Organizational climate has a positive and significant effect on the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo at a determinant score of 22.80%. The positive coefficient means that the more conducive the organizational climate, the better the performance of employees (teachers) at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo.
3. Transformational leadership and organizational climate have a positive and significant effect on the performance of employees at Pusat PAUD Islam Terpadu Al Ishlah Gorontalo at a determinant score of 59.20%. Moreover, the rest 40.80% is affected by other factors unexplained in this research such as job training, working motivation, working discipline, and others.

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