An Effect Of Transformational Leadership Style And Organizational Climate On Employee Performance At PT. Sejahtera Mandiri

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Article Info	ABSTRACT
Keywords: impact of transformational, Leadership style, employee performances.	This research discussed an impact of transformational leadership style and organiza-tional climate on employee performance at PT. Sejahtera Mandiri. It explores how a lead-ership approach that inspires, motivates, and supports employee development, combined with a positive work environment, influences individual and organizational effectiveness. The findings reveal a significant correlation between transformational leadership, a con-ducive organizational climate, and improved employee performance, underscoring the importance of leadership practices and workplace atmosphere in achieving optimal productivity and engagement levels.
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INTRODUCTION

The development of the men's clothing retail industry in North Sumatra, especially in big cities like Medan, has shown a very positive trend in recent years. Medan City as the center of economy and trade in this region has become a magnet for various local and international brands to open their outlets. Increasing per capita income, rapid urbanization, and changes in people's lifestyles that are increasingly modern have driven demand for more diverse and fashionable men's clothing products. Consumers in North Sumatra now prioritize style and quality, so they tend to look for clothes with trendy designs and comfortable materials.

In addition, the development of infrastructure, such as the construction of modern shopping centers and the increasing number of department stores, has greatly contributed to the growth of this industry. Large malls such as Sun Plaza, Center Point, and Delipark Mall in Medan offer a wide selection of men's clothing brands, ranging from affordable to luxury brands. This not only enhances the shopping experience but also encourages healthy competition among retailers to offer better products and more satisfying services.

PT. Sejahtera Mandiri is a company engaged in the sale of retail products and the like with the Larusso and placed in the SOGO section. In carrying out operational activities, a good marketing strategy alone is not enough without the support of employee performance. Conceptually, performance can be understood as the work results achieved by an employee, which are assessed based on their personal characteristics and their perception of their role in the job. This performance is the main indicator of the extent to which a company is successful in achieving its goals. If employee performance is at a high level or is increasing, then it can be said that the company is successful in managing its human resources. Conversely,

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if employee performance does not meet the established standards, then the company is considered less successful in utilizing the potential of existing human resources.

To improve employee performance and, in turn, achieve organizational goals, companies must focus on several crucial things. These include improving transformational leadership styles and implementing a good organizational climate for the company. Transformational leadership styles, characterized by the leader's ability to inspire and motivate employees through clear vision, effective communication, and support for personal and professional development, can stimulate morale and creativity among team members. Transformational leaders are not only focused on achieving short-term goals, but are also committed to building strong relationships, encouraging innovation, and leading the team toward a larger, long-term vision. This creates a positive work environment, where employees feel valued motivated, and inspired to give their best performance (Hery, 2020).

A supportive organizational climate, characterized by open communication, clarity in roles and responsibilities, and opportunities for development and growth, contributes greatly to employee job satisfaction and productivity. A positive organizational climate creates a work environment that supports collaboration, reduces conflict, and enhances team spirit. Employees who feel comfortable and supported in their work environment are more likely to demonstrate high performance and contribute maximally to achieving the goals set by the company (Wibowo, 2022).

In addition, employees are also known to lack adequate work skills in carrying out their work, accompanied by the lack of fulfillment of employee needs while working, which is one of the obstacles and also the laziness of employees while working because of expectations regarding unrealized rewards. The decline in employee performance in the company is known to be caused by several things such as transformational leadership style.

In addition, employees are also not free to make company decisions even though they are related to their work. Employees are also not always honest and reliable in carrying out their work, making the work atmosphere less pleasant. Furthermore, some employees are still not very open and sincere with fellow co-workers, which makes the work relationship in the company less harmonious.

Literature Review

Understanding Leadership Styles

According to Ritonga, et al. (2021:71), leadership style is an attitude, behavior, communication and courage to make decisions and innovation of leaders in achieving the vision of the organization. The leadership style that drives organizational change is open communication and disseminating information, the courage to take risks in implementing new ideas, and the ability of leaders to carry out their duties professionally.

According to Bija, et al. (2021:100), leadership style is the art or way of leading from superiors to mobilize all organizational resources in carrying out the main tasks and functions of the organization. According to Zaharuddin, et al (2021:49), leadership style basically means a manifestation of a leader's behavior which involves the ability to lead, where this manifestation usually forms a certain pattern or form.

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According to Simarmata, et al. (2020:41), in every organization there is an organizational leader. The presence of an organizational leader provides great energy in achieving organizational tasks to the maximum. Leadership in an organization is shown by the presence of a leader who can head or lead the organization to achieve goals by using organizational resources effectively and efficiently. The ability of the leader is the way approach to simplify and smooth organizational activities, both planning, implementing, supervising programs and organizational work plans.

The ability of a leader can be seen from the achievement of organizational goals and the development and dynamics of a synergistic organization and work becomes a common organizational dynamic found in field practice. Educating and educating and guiding subordinates is an important part of the ability and art of leadership of an organizational leader. Based on the opinions of several experts above, it can be concluded that leadership style is a pattern of behavior that is consistently played by a leader when influencing group members.

Understanding Transformational Leadership Style.

According to Aini (2021:46), transformational leadership is the ability possessed by a leader to influence and revitalize his followers towards major changes based on a shared vision and organizational goals. Transformational leaders are considered leaders who are able to continuously increase efficiency, productivity and innovation in order to increase foreign power in global competition. According to Wardani (2022:30), transformational leadership is empowering followers to perform effectively by building their commitment to new values, developing their skills and beliefs, creating a climate conducive to the development of innovation and creativity.

According to Syamsudin (2022:22), transformational leadership is a leader's behavior that can create conditions of mutual motivation, give rise to strong emotions, there is a process of mutual upliftment to a higher level of morality based on trust, respect, loyalty and pride in the importance of togetherness in achieving common goals so that leaders can move their subordinates to achieve performance that exceeds expectations towards achievement.

Based on the explanations from the experts above, it can be concluded that transformational leadership is leadership that is able to create fundamental changes and is based on religious values, systems and culture to create innovation and creativity in its followers in order to achieve the established vision. According to Nugroho and Suprapto (2021:20), the following are Some models of transformational leadership style:

a. Informing Leadership Style
   This leadership style is suitable for employees who do not dare to take responsibility who have above average task behavior and below average relationship behavior. In this informing leadership, the leader gives specific instructions and closely supervises the performance of his followers.
b. Selling Leadership Style

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This leadership style is formed from above average behavior and relationship be-havior. This leadership style leaders explain decisions and provide opportunities to explain task clarification to their followers.

c. Participatory Leadership Style

This leadership style has characteristics of above average relationship behavior and below average task behavior. In this leadership style, the leader provides ideas to his followers and facilitates decision making to his followers.

d. Delegation Leadership Style

The leader delegates below average task behavior and relationship behavior. In this leadership style, the leader gives responsibility and decision-making and implemen-tation of activities to his followers.

According to Aini (2021:48), the dominant characteristics of a leader who has suc-cessfully implementing transformational leadership, namely:

a. Identifying Himself As An Agent Of Renewal.
b. Having A Brave Nature.
c. Trusting Others.
d. Acting On A Value System (Not On The Basis Of Individual Interests Or The Interests And Demands Of One's Group).
e. Continuously Improve Capabilities.
f. Have The Ability To Cope Sustainably.
g. Have The Ability To Deal With Complex, Unclear Or Uncertain Situations.
h. Have A Vision For The Future.

According to Syamsudin (2022:22), indicators of transformational leadership are as follows:

1. Idealized Influence

Leaders always behave in a way that is admired by teachers, speak politely when leading meetings and when interacting with teachers, demonstrate polite behavior towards employees, provide examples especially in work discipline and in practicing worship, and demonstrate their ability to make the right decisions.

2. Inspirational Motivation

Leaders articulate the company's vision into shared goals, coach employees to achieve the vision, implement training and development programs for employee competition and achievement, and provide awards for various employee efforts to make the com-pany's programs and policies a success in achieving the company's vision.

3. Intellectual Stimulation

Leaders invite employees to visit various other companies, then discuss in order to im-prove innovative programs and creative to improve company performance, hold inno-vative employee competitions, and invite employees to solve company problems in new ways. creative to improve company performance, hold innovative employee com-petitions, and invite employees to solve company problems in new ways.

4. Individualized Consideration

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Leaders are open to communicating flexibly, providing attention/empathy to personal problems faced by employees, providing facilities and needs for each employee in carrying out their duties and making the presence and existence of the leader figure a figure that is missed among employees.

Understanding Organizational Climate

According to Panuju (2020:72), organizational climate is the overall condition perceived and experienced by members in an organization, including perceptions of policies, practices, and social interactions in the workplace. This includes aspects such as leadership style, level of communication, work culture, and attitudes toward innovation and change. According to Sagala (2020:151), organizational climate is a series of characteristics of the work environment that are directly or indirectly assessed by employees which are the main force in influencing employee behavior. This definition shows a set of internal characteristics described by individual individuals as organizational climate.

According to Hardjana (2021:247), organizational climate is: a strategy to motivate employees so that they work more productively. However, organizational climate organizations are created not only for the sake of increasing efficiency, but also to create a humane environment within the organization. According to Sudiantini (2020:94), work climate is everything in the work environment, which is felt both directly and indirectly by people or employees who are there and work in that environment.

Based on the opinions of the experts above, it can be concluded that organizational climate is a series of characteristics of the work environment that are assessed directly or indirectly by employees which are the main force in influencing employee behavior. According to Sahir, et al. (2020:91), organizational climate consists of two types that is:

1. Open Organization Climate
   An open organizational climate is a climate that provides opportunities for subordinates to provide input, criticism and suggestions for organizational development. In addition, it provides equal opportunities in promotion or occupying certain positions or to develop and advance for all subordinates.
2. Closed Organization Climate
   A closed organizational climate does not or does not provide equal opportunities for subordinates to be promoted or occupy certain positions. According to Sagala (2020:151), the behavior of each climate can sketched to describe the organizational climate at two extremes, namely open climate and closed climate.
3. Open climate is: a belief that has a high degree of trust and enthusiasm and low resistance. In carrying out organizational tasks and social satisfaction, openly does not provide exclusive opportunities but arises freely, namely the creativity and innovation of each member to produce the best.
4. A closed climate is: the opposite of an open climate where the direction and enthusiasm of the climate is low while resistance is high, the leaders and members of the organization have movements that emphasize routine matters, dwell on trivial matters, are busy with unimportant matters and do not show the slightest satisfaction.

Definition of Performance

According to Wibowo (2022:70), performance can be viewed as a process and work results. Performance is a process of how work takes place to achieve work results. However, the work results themselves also indicate performance. According to Sinaga et al. (2020:13), performance is the level of achievement or real results of a person which are calculated periodically in terms of both quality and quantity based on previously established targets, standards and criteria as a result of the authority and responsibility of a job in a company or organization.

According to Afandi (2020:69), performance is the extent to which a person has played a role for him in implementing organizational strategies, both in achieving specific targets related to individual roles and/or by demonstrating competencies that are stated to be relevant to the organization. Performance is: a multi-dimensional concept that includes three aspects, namely: attitude, ability, and achievement. According to Rismawati and Mattalata (2020:2), performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of an agency's results in relation to the vision carried by a company and to know the positive and negative impacts of an operational policy.

According to Fauzi and Nugroho (2020:2), what is meant by performance, performance or work achievement is the work appearance or results achieved by a person, either goods/products or services, which are usually used as a basis for assessing the employee or the work organization concerned, which reflects the employee's knowledge of the work. The higher the quality and quantity of the work results, the higher the performance. Based on the expert explanation above, it can be concluded that performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of an agency's results in relation to the vision carried by a company and to know the positive and negative impacts of an operational policy.

METHODS

The research design used is a quantitative descriptive method. According to Ghozali (2020:44), the purpose of a descriptive study is to observe, describe and document aspects of a situation that occurs naturally, and sometimes serves as a starting point for hypothesis generation or theory development. Descriptive design includes identifying the phenomenon of interest, identifying variables in the phenomenon, developing operational definitions of variables, and describing variables. The description of variables leads to the interpretation of the theoretical meaning of the findings and the development of hypotheses.

The location of the research is PT. Sejahtera Mandiri which is located at Jl. KH. Zainul Arifin No.7, Madras Hulu, Medan Polonia District, Medan City, North Sumatra (Sun Plaza Medan). The selection of this location was done intentionally with the consideration that there is a willingness of the company to provide the necessary information according to the research. According to Ghozali (2020:33), population is a generalization area that consists of objects/subjects that have certain qualities and characteristics determined by researchers

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to be studied and then conclusions drawn. The research population that will be used in this study is all employees working at the company in the 2023 period, totaling 73 respondents.

According to Ghozali (2020:35), a sample is part of the number and characteristics possessed by the population. Because the population used is only 73 employees, the determination of the number of samples will use saturated samples where the entire population in the study will be used as research samples so that the respondents in this study are 73 employees. According to Firdaus (2021:17), saturated sampling or census is taking all members of the population as samples. This technique is carried out to obtain high research accuracy or a relatively small population size so that researchers can conduct a census.

This type of research used in the study is quantitative research. According to Ghozali (2020:24), quantitative data is data that is symbolized in the form of numbers or figures so that it can be input into a statistical measurement scale. According to Ghozali (2020:25) there are two data sources used, namely as follows:

a. Primary Data

Namely, data sources that directly provide data to data collectors. Data is obtained directly from PT. Sejahtera Mandiri in the form of information either through interviews, observations, and questionnaires.

b. Secondary Data

That is data obtained from PT. Sejahtera Mandiri in the form of numbers that can be calculated which are usually obtained from libraries and documents.

According to Ismayani (2019:20), an independent variable is a causal variable or something that conditions changes in other variables while a dependent variable is a variable that is influenced by the independent variable. Therefore, the dependent variable depends on the independent variable because the dependent variable responds to changes in the independent variable

According to Mukhtazar (2020:54), the operational definition of a variable is an aspect of research that provides information on how to measure the variable. An operational definition is a definition whose formulation uses operational words, so that the variable can be measured.

Table 1. Operational Variables

No	Variables	Operational Definition	Indicator	Scale
1	Performance (Y)	Which meant with performance, performance or work achievement is work performance and results achieved by someone eithergoods/products or in the form of services which are usually used as a basis for assessment of employee self or work organization Concerned Which reflect knowledge employee about the job. The higher the qualitymand the quantity of work results, then the higher the performance. Fauzi and Nugroho (2020)	1. Encouragement 2. Ability 3. Need 4. Expectations regarding reward Fauzi and Nugroho(2020)	*Likert*
2	Style Leadership	Leadership transformational is leader behavior that can create condition motivate each other, bring out	1. *Idealized Influence* 2. *Inspirational*	*Likert*

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				Scale
	Transformational (X1)	strong emotions, a process of mutual interaction occurs lift to level morality that Operational Definition higher which is based on the existence of trust, respect, loyalty and pride in the importance of togetherness in achieving common goals so that leader can move his subordinates to achieve performance that exceeds expectations towards achievement. Syamsudin (2022)	*Motivation* 3. *Intellectual Stimulation* Indicator 4. *Individualized Consideration* Syamsudin (2022)	
3	Organizational Climate (X2)	Climate organization is condition overall that is felt And experienced by members in an organization, covers perception to policy, practices, and social interactions in the workplace work. This includes various aspects such as leadership style, level communication, work culture, as well as attitudes towards innovation and hange. The Last Supper (2020)	1 Support 2. Participate taking decision 3. Honesty, believe self and reliability 4. Openness And sincerity 5. Oriented And Enthusiastic The Last Supper (2020)	*Likert*

To obtain relevant data in the study, it was conducted by means of interviews assisted by research instruments, namely questionnaires given to respondents, direct observation, and literature studies. The technique of collecting data through questionnaires was carried out by asking questions to parties related to the problem being studied. To assess the respondents' responses, the author used a Likert scale in Ghozali (2020:75), namely by calculating the value of each question. The value will then be used as a variable.

The library method is done by reading, studying, and citing opinions from various sources such as books, the internet, theses, journals, reports or company documents and other sources related to the problem being studied. Interview and questionnaire materials include questions related to the company's condition related to compensation, training and job satisfaction and employee performance.

The multicollinearity test is the existence of a perfect linear relationship. between some or all independent variables. According to Ghozali (2020:173), the multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should not have a correlation between variables. According to Ghozali (2020:177), multicollinearity can also be seen from (1) the tolerance value and its opposite (2) the variance inflation factor (VIF). Tolerance measures the variability of selected independent variables that are not explained by other independent variables. So a low tolerance value is the same as a high VIF value (because VIF = 1/Tolerance). The cut off value commonly used to indicate multicollinearity is a Tolerance value of less than 0.10 or equal to a VIF value greater than 10. If there is an independent variable that has a Tolerance value of more than 0.10 and a VIF value of less than 10, then it can be concluded that there is no multicollinearity between the independent variables in the regression model.

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RESULT

Description of Respondent Characteristics

The results of data collection conducted on company employees used as respondents, the characteristics of respondents are obtained based on gender, last education, age and length of service. The following characteristics of respondents will be explained in the table below as follows:

Table 2. Respondent Characteristics Based on Gender

Gender	Number of Respondents	Percentage (%)
Man	49	67%
Woman	24	33%
Total	73	100%

Based on table 2 above, it can be seen that male respondents are 49 respondents or 67% of the total respondents while female respondents are 24 employees or 33% of the total respondents. Thus, the dominant respondents are male.

Table 3. Respondent Characteristics Based on Last Education

Last education	Number of Respondents	Percentage (%)
High School/Equivalent	59	81%
Diploma	4	5%
Bachelor	10	14%
Total	73	100%

Based on table 3 above, it can be seen that respondents with the last education of high school/equivalent are 59 respondents (81%), respondents with the last education of Diploma are 4 people or 5% of the total respondents, while respondents with the last education of Bachelor are 10 respondents (14%). Thus, it can be seen that the dominant respondents have the last education of high school/equivalent.

Table 4. Respondent Characteristics Based on Age

Age	Number of Respondents	Percentage (%)
Under 25 Years	17	23%
25 Years – 35 Years	36	49%
36 Years – 45 Years	12	16%
Above 45 Years	8	12%
Total	73	100%

Based on table 4 above, respondents under 25 years old are 17 people (23%), respondents aged 25 years - 35 years are 36 respondents (49%), respondents aged 36 years - 45 years are 12 respondents (16%), respondents over 45 years old are 8 respondents (12%). Thus, the dominant respondents are aged 25 years - 35 years.

Table 5. Response Characteristicsen Based on Work Period

Years of service	Number of Respondents	Percentage (%)
Under 1 Year	13	18%
1 Year – 5 Years	51	70%
Above 5 Years	9	12%

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Years of service	Number of Respondents	Percentage (%)
Total	73	100%

Based on table 5 above, respondents with a work period of less than 1 year are 13 people (18%), respondents with a work period of 1 year - 5 years are 51 respondents (70%), respondents with a work period of more than 5 years are 9 respondents (12%). Thus, the dominant respondents are with a work period of 1 year - 5 years.

Data Analysis Techniques

Validity Test

Validity testing is used to test whether the research instrument can used or not. The results of the validity test can be seen in the table below with the provision that if rcount> rtable(0.230) or sig value < 0.05 then the statement item is considered valid:

Table 6. Results of Validity Test of Leadership Style Variable Statement Instrument Transformational

No	Statement	rcount	rTable	Information
1	Leader always admired by employee	0.612	0.230	Valid
2	Employee make leader as their role model while	0.555	0.230	Valid
3	Leader often give words inspiration to able to motivate Employee work better	0.721	0.230	Valid
4	Leader give lots attention to employees	0.687	0.230	Valid
5	Leaders often invite employees to work together employee More fast understand the whole job	0.676	0.230	Valid
6	Leader often discussed problem work together with employees	0.643	0.230	Valid
7	Leader give attention more towards employees stressed at work	0.584	0.230	Valid

Based on the table above, it can be seen that all rcounteach statement has a value greater than rtable(0.230) and all levels of significance in the statements are greater than 0.05 so that the results obtained are that all statements in the questionnaire are valid and suitable for use. Thus, the questionnaire can be used to check the reliability of the questionnaire or carry out reliability testing.

Reliability Test

Reliability testing is a test in which a measuring instrument is able to shows to what extent the measuring instrument can be trusted or relied upon and can be used at any time. The measurement method is that all valid statement items are entered and the Cronbach's Alpha coefficient is measured. If the value obtained is greater than 0.6, the questionnaire is reliable.

Table 7. Results of Reliability Test of Statement Instruments of Variables X and Y

Variables	Cronbach's Alpha	N of Items
Transformational Leadership Style (X1)	0.796	8
Organizational Climate (X2)	0.834	10
Performance (Y)	0.764	8

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Based on table 7 above, it can be seen that all instruments are said to be reliable because the value of the alpha coefficient cronbach's alpha obtained is greater than 0.6 ($\alpha \geq$ 0.6) so that the answers given by respondents can be trusted or relied on (reliable). Thus, the instruments used in this study are quite reliable in measuring respondents' perceptions of the variables studied.

Assumption Test Normality.

The normality test aims to test whether in a regression model, the dependent and independent variables have a normal distribution or not. A good regression model is a normal or near-normal data distribution, detecting normality by looking at the distribution of data (points) on the diagonal axis of the graph. The way to test the normality of the data is to use a histogram graph and a normal probability plot graph by looking at the distribution of the data. If the data distribution on the graph follows a straight line pattern, then the data is normal. If the normality test table uses Kolgomorov-Smirnov with a significance value >0.05, then the data is normally distributed. The results of the normality test in this study are as follows:
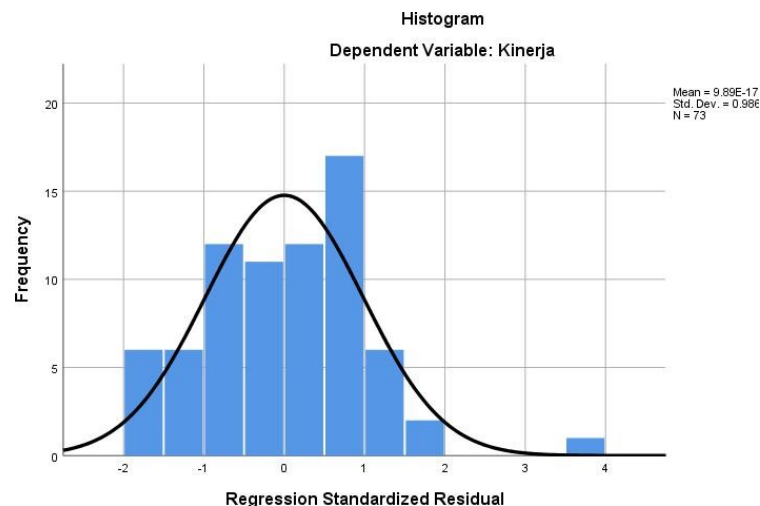

Figure 1. Histogram

Based on the Histogram graph image, it is known that the histogram graph shows a normal distribution pattern without deviating to the left and right and is bell-shaped, so the regression is considered to meet the normality assumption.
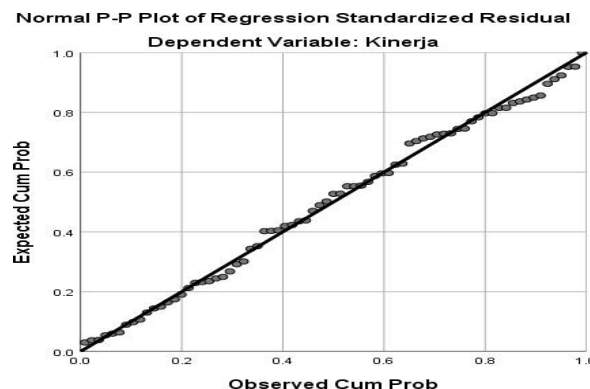

Figure 2. Normal Probability Plot of Regression

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Based on the Normal PP Plot image above, it can be seen that the points approach the diagonal line. This indicates that the data is normally distributed and meets the assumptions of normality testing.

Table 8. Normality Statistical Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		73
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.34238278
Most Extreme Differences	Absolute	.058
	Positive	.058
	Negative	-.055
Test Statistics		.058
Asymp. Sig. (2-tailed)		.200[CD]
a. Test distribution is Normal.		
b. Calculated from data.		

c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source: Processing Results, 2024

Based on the table above, it can be seen that the results of the Kolmogorov-Smirnov normality test prove that the resulting significance level value is greater than 0.05, which is 0.200. Thus, it can be concluded that the statistical test is classified as normally distributed.

CONCLUSION

The conclusion that researchers can draw from the results of this study is as follows: In the Transformational Leadership Style variable (X1) it can be seen that the t valuecount(8,513) > ttable(1.994) with a significance level of 0.00 < 0.05 so it can be concluded that there is a significant positive partial influence between Transformational Leadership Style and Employee Performance. On the Organizational Climate variable (X2) it can be seen that the t valuecount(3,637) > ttable(1.994) with a significance level of 0.00 < 0.05 so it can be concluded that there is a significant positive partial influence between Organizational Climate and Employee Performance. F Valuecount(60,859) > Ftable(3.14) with a significance level of 0.00 < 0.05 so it can be concluded that H3accepted with the understanding that there is a significant influence between Transformational Leadership Style and Organizational Climate simultaneously on Performance.

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