



The Role of Organizational Climate in Mediating the Effect of Transformational Leadership on Job Satisfaction of Taman Prakerti Bhuana Employees

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Abstract: Job satisfaction is the positive or negative feeling employees have toward their work, which arises from evaluating various aspects of the job. This study aims to analyze and explain the role of organizational climate in mediating the effect of transformational leadership on the job satisfaction of Taman Prakerti Bhuana employees through an associative quantitative approach using saturated sampling (census) on 86 employees and Partial Least Square (PLS) analysis. The results indicate that transformational leadership has a positive and significant effect on job satisfaction and organizational climate, while organizational climate has a negative and significant effect on job satisfaction and negatively mediates the relationship between transformational leadership and job satisfaction. These findings have theoretical implications for Herzberg's Two-Factor Theory, in which transformational leadership serves as a motivator factor that can increase job satisfaction, while negative perceptions of organizational climate reflect weaknesses in hygiene factors such as policies, communication, and working conditions, thereby potentially reducing satisfaction even when motivators are fulfilled. The practical implication for the management of Taman Prakerti Bhuana is the need for a comprehensive evaluation of internal policies, communication systems, and work environments to strengthen hygiene factors so that transformational leadership, which is already running effectively, can be supported by a more conducive organizational climate and sustainably enhance job satisfaction.

Keywords: Herzberg's Two-Factor Theory; Job Satisfaction; Mediating Effect; Organizational Climate; Transformational Leadership.

1. Introduction

Human resources (HR) are an important aspect of an organization that play a role as the driving force of organizational operations (Magdalena, 2021). The role and function of human resources cannot be replaced in an organization, making HR one of the important indicators for organizations to achieve goals effectively and efficiently (Premisari & Furwanto, 2022). The importance of human resources for organizations requires HR to have high performance in managing organizational activities (Rahman, 2020). One of the determining factors that HR needs to improve is job satisfaction (Zulham et al., 2020). The high or low level of job satisfaction will have the effect on employee performance within the organization (Mora et al., 2020). This means that individuals who feel satisfied with their work will perform better compared to those who do not obtain job satisfaction. This is oriented toward increasing individual productivity so that organizational effectiveness and efficiency can be improved.

Every individual has a different level of job satisfaction, which is affected by their characteristics and needs (Habibah & Siregar, 2023). This means that individual job satisfaction is affected by expectations and desires in relation to the output received (Putra et al., 2019). If expectations are met, employees will feel satisfied with their work; otherwise, their work will not provide a sense of satisfaction. Astutik & Priantono (2020) stated that "job satisfaction is the favorable and unfavorable feelings someone has

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regarding their work.” Spector and Wimalasari in Idrus (2022) define job satisfaction as follows: Job satisfaction is simply how people feel about their job and different aspects of their job. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job. It is generally assessed; Job Satisfaction is an attitudinal variable. This means job satisfaction is related to a person's emotions in performing their work. When employees enjoy carrying out their tasks, it can be assumed they feel satisfied and demonstrate positive attitudes; conversely, when individuals feel dissatisfied or unhappy with their work, negative attitudes may emerge (Mubyl et al., 2023).

Job satisfaction is a positive feeling demonstrated by individuals about their work as a result of evaluating various elements of the job (Putri & Hadi, 2024). Job satisfaction affects the fulfillment of physical and psychological needs and how employees think about the meaning of their work. Employee job satisfaction can increase or decrease company targets. Needs such as salary, promotion opportunities, welfare and benefits, working conditions, relationships with colleagues, and organizational policies, when adequately fulfilled, can lead to positive attitudes toward work such as involvement, enthusiasm, and interest in the work performed (Yu et al., 2020). Job satisfaction can be interpreted as the result of employees' views on the extent to which their job meets their needs or matters they consider important (Luthans, 2021:118). Higher job satisfaction leads to increased productivity, increased employee loyalty, and employee retention, especially for experts or professionals. In their activities, leaders have different leadership styles with the expectation of influencing and directing subordinates to achieve organizational goals.

The application of transformational leadership can be beneficial in making employees more aware of the importance of work outcomes, encouraging them to prioritize organizational or team interests over personal interests, and activating higher-level needs (Arson et al., 2020). Transformational leadership can have the effect on employee job satisfaction, supported by findings from Djaya (2022), who stated that transformational leadership has a positive and significant effect on employee job satisfaction. This explains that the transformational leadership style of a leader can generate satisfaction for employees in carrying out their tasks. Transformational leadership increases job satisfaction through inspiration, individual consideration, and intellectual stimulation (Tentama et al., 2020). Research by Sylvani et al. (2020) also stated that the effect of transformational leadership on job satisfaction is positive and significant. Duyan & Yildiz (2020) also found that job satisfaction is positively and significantly affected by transformational leadership. Research by Astuti and Andri (2021) showed that transformational leadership has a positive and significant effect on employee job satisfaction, meaning the better the transformational leadership of the leader, the higher the employee job satisfaction.

Organizational climate is another important factor that affects job satisfaction. Organizational climate is the relatively enduring quality of the organizational environment experienced by its members, which affects behavior and organizational functioning (Sarianti & Ramadhi, 2023). Organizational climate is an aspect measurable within the work environment and directly or indirectly affects employees and the work they perform. This indicates that employee satisfaction or dissatisfaction can arise if the organization is able to create a good organizational climate, as job satisfaction is a response to the work environment (Subarto et al., 2021). Elmiyanti (2020) stated that a high or good organizational climate can increase job satisfaction. Kusmarini & Abadiyah (2022) similarly explained that a supportive organizational climate increases job satisfaction by creating an effective work environment.

Soemadi (2021) revealed that organizational climate has a positive and significant effect on job satisfaction. Organizational climate is the perception of organizational members (individually and collectively) and those who maintain ongoing relationships with the organization regarding what exists or occurs in the organization's internal environment. Research by Wardono et al. (2022) stated that organizational climate has a positive and significant effect on job satisfaction. When organizational climate improves, employee job satisfaction also increases. Research by Witari & Sriathi (2020) also found that organizational climate has a positive and significant effect on job satisfaction. Dharma (2019) similarly stated that organizational climate significantly affects employee job

satisfaction. Studies by Nugraha et al. (2024) and Faqih et al. (2024) also showed that a positive organizational climate can increase job satisfaction and strengthen the effect of transformational leadership on employees. Organizational climate can create an environment where employees feel comfortable in reaching their full potential as a key to competitive advantage. Therefore, organizational climate can be seen as a key variable in organizational success (Wijana & Supartha, 2024). This indicates that if organizational climate is conducive, job satisfaction will increase.

This study is based on the Two Factor Theory developed by Frederick Herzberg in the 1950s, which is relevant to explaining the relationship between transformational leadership, job satisfaction, and organizational climate. This theory focuses on sources of motivation that affect individual performance in the workplace, emphasizing that job satisfaction is influenced by two groups of factors: motivator (intrinsic) factors and hygiene (extrinsic) factors (Yashak, 2020). Motivator factors such as achievement, recognition, and responsibility relate to increasing job satisfaction, while hygiene factors such as salary, working conditions, and organizational policies function more to prevent dissatisfaction. Thus, the factors affecting job satisfaction are not singular but consist of two interrelated dimensions with different roles (Azwanda et al., 2024). This distinction emphasizes that job satisfaction and dissatisfaction are two separate constructs (Andriani et al., 2017). In line with this, Puspita (2022) added that in performing work, individuals are affected by these two factors, where the absence of either may cause dissatisfaction at work. In this study, the Two Factor Theory is used to explain how transformational leadership and organizational climate have the effect on employee job satisfaction. This theory is strong because it explains that job satisfaction is determined by internal factors such as motivation and recognition produced by leadership style, and external factors such as organizational conditions and policies.

This research was conducted at Taman Prakerti Bhuana, a service provider in event organizing or an integrated venue and accommodation complex strategically located in Beng Village, Gianyar District, Gianyar Regency, Bali, widely recognized as a prime destination combining rural natural beauty with modern facilities to support various corporate and social activities, as well as large-scale events such as meetings, seminars, gatherings, and traditional ceremonies. With high levels of work interaction—especially during events, coordination meetings, receptions, and hotel guest services—the organization faces demands for professionalism, effective communication, and adaptive leadership. Therefore, Taman Prakerti Bhuana represents a relevant and interesting context to examine how transformational leadership may have the effect on employee job satisfaction and create a positive organizational climate, given that the hospitality and event industry heavily depends on team collaboration quality, motivation, and organizational culture that supports optimal performance.

An initial survey was conducted through questionnaires and interviews on July 17, 2025, involving 12 employees regarding job satisfaction and HR at Taman Prakerti Bhuana as an early step in obtaining a factual overview of the organizational situation. Data collection was carried out by distributing a short questionnaire containing 10 statements to all employees to identify perceptions of work, work relationships, compensation, supervision, and self-development opportunities.

Based on the initial survey of 12 employees with 10 statements related to job satisfaction at Taman Prakerti Bhuana, it was found that most respondents showed moderate to high levels of job satisfaction. However, a small number showed low satisfaction, such as two employees answering neutral and one disagreeing with the statement “I feel I have opportunities for self-development and career advancement in this company,” indicating employees do not yet feel they have career development opportunities at Taman Prakerti Bhuana. Additionally, four employees responded neutral and one disagreed with the statement “I feel the company appreciates my potential and achievements through career paths,” indicating that employees feel their potential and achievements have not been fully appreciated. Moreover, interviews with HR and employees revealed that the most common criticism concerns career development and non-transparent promotion paths, also stated by seven of the twelve employees interviewed who felt dissatisfied and emphasized the need for improvements in career

development and clear promotion pathways. These results indicate that job satisfaction at Taman Prakerti Bhuana remains low, particularly in aspects related to promotion and career development.

Previous research shows a research gap. Studies by Astuti and Andri (2021) stated that transformational leadership has a positive and significant effect on employee job satisfaction. Studies by Dewi and Suwandana (2025) also showed that transformational leadership has a positive and significant effect on job satisfaction. Soemadi (2021) also revealed that organizational climate has a positive and significant effect on job satisfaction. On the other hand, research by Suhakim and Badrianto (2021) showed that transformational leadership does not have the effect on employee job satisfaction, meaning transformational leadership does not have a sufficient impact on improving employee job satisfaction. Similarly, research by Arijanto et al. (2020) stated that organizational climate does not have a significant effect on job satisfaction. Researchers have widely examined transformational leadership because this approach can motivate and inspire employees across organizations. Most prior studies only highlighted the direct effect between transformational leadership and job satisfaction across different contexts.

Previous research has not considered contextual variables that may strengthen or weaken the effect, such as organizational climate comprehensively. Organizational climate represents employees' collective perceptions of the work environment within an organization, including communication, support, and perceived fairness. Few studies have simultaneously examined the mediating role of organizational climate in the effect between transformational leadership and job satisfaction.

Based on the research gap, existing phenomena, and interrelations among these variables, this research will further examine The Role of Organizational Climate in Mediating the Effect of Transformational Leadership on Employee Job Satisfaction at Taman Prakerti Bhuana.

2. Method

This research employs an associative quantitative design to analyze the relationship between transformational leadership as the exogenous variable, organizational climate as the mediating variable, and job satisfaction as the endogenous variable. The study was conducted on employees of PT Taman Prakerti Bhuana in Gianyar, Bali, with the objects consisting of job satisfaction, transformational leadership, and organizational climate, selected due to their relevance to the empirical issues in the company. The research population consists of all 86 employees in the hotel, restaurant, and kitchen divisions, and therefore the sampling technique used is saturated sampling. Data were collected through questionnaires and interviews, using a Likert scale, and complemented by validity and reliability tests to ensure instrument feasibility. References: Luthans (2021); Sugiyono (2020).

Operational definitions of variables refer to major theoretical foundations, namely job satisfaction indicators based on Luthans (2021), transformational leadership indicators based on Gheerawo et al. (2020), and organizational climate indicators based on Ariani et al. (2020). The types of data used include quantitative data such as questionnaire scores and the number of employees, as well as qualitative data such as company history and organizational structure. Primary data were obtained from questionnaires and interviews with HRD and employees, while secondary data were obtained from company archives and other supporting documents. References: Gheerawo et al. (2020); Ariani et al. (2020).

The data analysis techniques used consist of descriptive analysis and inferential analysis using Partial Least Square (PLS) to examine the relationships among variables, model quality, and hypothesis testing. Model evaluation was conducted through the outer model (construct validity and reliability) and the inner model (R^2 and Q^2 tests), while mediation testing follows the criteria proposed by Hair et al. (2021) to determine whether organizational climate functions as full mediation, partial mediation, or no mediation. The entire analytical procedure was carried out with the assistance of statistical software such as SPSS and SmartPLS. References: Ghazali (2020); Hair et al. (2021)

3. Results And Discussion

General Overview of Taman Prakerti Bhuana

Taman Prakerti Bhuana is a sole proprietorship and a place provided by the owner to support Hindu religious activities, especially in Bali, ranging from the preparation of ceremony facilities and infrastructure to the venue for the ceremony. Taman Prakerti Bhuana originally started as a small shop named Yadnya Grosir, which was established around 10 years ago and provided various Hindu worship equipment, including religious tools and banten. Over time, the shop developed into Taman Prakerti Bhuana.

Taman Prakerti Bhuana provides packages for religious ceremonies such as weddings, Sudawidani, 3 Bulanan, Otonan, Metatah (tooth filing), and Menek Kelih, as well as various types of Pebayuhan, both mass and individual. Reception packages, seminars, meetings, and gatherings are also available. The prices for these packages are adjusted according to community needs, so that people can still carry out Hindu religious ceremonies (Yadnya) according to their abilities, complete with facilities and infrastructure from banten to the venue.

In addition to providing the venue, Taman Prakerti Bhuana also has several subsidiaries, including:

1. Pasraman Upakara.

Pasraman Upakara is a learning center for Hindus in the field of Yadnya at a beginner level, such as learning mejejahitan (arranging), learning metanding (arranging) pejati, me tandi ng (arranging) biakala, me tandi ng (arranging) banten odalan alit, learning to make jaja (sacred snacks), making tipat (ketupat), and learning mebat (making Balinese traditional food and chopping spices). Pasraman Upakara also accepts orders for various types of bebantenan from the smallest to the largest, such as bayuan, pejati, banten mungguh guru, up to complete ngaben banten, pecaruan banten, piotalan banten, Mendem Pedagingan, Mecaru Resigana, Ngenteg Linggih, Meligia, and all other types of banten.

2. Yadnya Grosir (Yadnya Equipment Store).

Yadnya Grosir is the largest Yadnya equipment sales center in Bali, packaged in a modern way and selling all Yadnya ceremony needs. Yadnya Grosir has served the community since 2010 and became the pioneer in introducing the Yadnya supermarket concept in Bali. Through Yadnya Grosir, the community is increasingly facilitated in meeting their ceremonial needs because it provides the most complete ceremonial equipment. The operating hours of Yadnya Grosir are from 7 a.m. to 10 p.m.

3. Parama Event Organizer.

The Taman Prakerti Bhuana area is a multipurpose space that can accommodate various event needs. Generally, the Taman Prakerti Bhuana area can be divided into two areas: the first area is the Spiritual Wantilan, which accommodates various Hindu ceremony needs such as Tooth Filing Ceremony, weddings, melukat, Sudha Widani, etc. The second area is a beautifully landscaped garden area to accommodate events such as weddings, receptions, yoga, private or corporate birthday packages, and other events requiring a large open garden. To carry out these activities, Taman Prakerti Bhuana has a professional and experienced team that is part of Parama Event Organizer.

The Vision and Mission are described as follows:

1. Vision

To become the main destination that combines the best culture, tradition, and hospitality for community satisfaction.

2. Mission

- (1) To provide high-quality services oriented towards customer satisfaction.
- (2) To preserve and introduce friendliness and courtesy in every service.
- (3) To build a professional, harmonious, and conducive work environment.

Organizational Structure of Taman Prakerti Bhuana

In an organization or company, an organizational structure is necessary to ensure coordination among members runs smoothly and the company's goals can be achieved as planned.

Taman Prakerti Bhuana is a closed corporation (PT Tertutup) with the highest position held by the General Meeting of Shareholders (RUPS), followed by the Board of Commissioners, and then the General Manager, who is directly supported by the Secretary and the Human Resources Department. These two units also support all staff functions. The General Manager is further directly supported by managers, namely the Operational Manager, Hotel Manager, and Venue Manager, each overseeing several divisions and staff. A detailed structure can be seen in Appendix 4.

Respondent Characteristics

Table 1. Respondent Characteristics.

No	Variable	Classification	Number of (people)	Percentage (%)
1	Age	18-25 years old	53	61.6
		26-33 years	24	27.9
		34-41 years	3	3.5
		42-50 years	6	7
		Total	86	100
2	Gender	Male	47	54.7
		Female	39	45.3
		Total	86	100
3	Educational Qualification	High School/Equivalent	53	61.6
		Diploma	19	22.1
		Bachelor	14	16.3
		Total	86	100
4	Length of Service	<1 year	8	9.3
		1 year	25	29.1
		2 years	31	36.0
		3 years	15	17.4
		4 years	1	1.2
		5 years	1	1.2
		>5 years	5	5.8
		Total	86	100

Source: Primary Data (processed data), 2025.

Table 1 shows the respondent characteristics in this study. Regarding age, most respondents are in the productive age range of 18–25 years, accounting for 61.6%, indicating that Taman Prakerti Bhuana requires employees in their productive years with high energy to perform long-duration tasks. Regarding gender, the respondents are dominated by male employees at 54.7%, suggesting that males possess adequate physical strength, which is necessary as tasks at Taman Prakerti Bhuana require sustained physical effort. Regarding education qualification, the majority of employees have completed high school or equivalent (61.6%), indicating that employees are not necessarily required to have higher education, but skills and experience are emphasized. Regarding length of service, most employees have worked for 2 years (36.0%), which may indicate employee dissatisfaction with their job and may also reflect a less supportive organizational climate.

Research Variable Description

Respondents' perceptions of the variables in this study are explained through descriptive analysis. Descriptive analysis was conducted by calculating the percentage of respondents' answers to the statements in the research questionnaire. The average score of each indicator is used as a general representation of the respondents' overall perception. Respondents' answers are classified into five rating scale categories to provide a more detailed picture of respondents' perceptions of each indicator. This grouping is determined through the calculation of the score range interval, which is formulated as follows.

$$\text{Class Interval} = \frac{\text{Highest Score} - \text{Lowest Score}}{\text{Number of Classes}}$$

$$\text{Class Interval} = \frac{5 - 1}{5} = 0,8$$

Table 2. Variable Description Criteria.

Average Score		Criteria		
		Job Satisfaction	Transformational Leadership	Organizational Climate
1.00	-	Very Low	Very Poor	Very Poor
1.80	-	Low	Not good	Not good
1.81	-	Moderate	Moderate	Moderate
2.60	-	High	Good	Good
2.61	-	Very high	Very good	Very good
3.40	-			
3.41	-			
4.20	-			
4.21	-			
5.00	-			

*Source: Processed Data, 2025.***Job Satisfaction****Table 1.** respondents' Answer Description for Job Satisfaction (Y).

No	Statement	Response Score					Total	Average	Interpretation
		STS	TS	N	S	SS			
1	I feel highly interested in the work I do	2	5	1	3	29	345	4.01	High
2	I am satisfied with the level of responsibility given in my job	1	2	1	4	30	354	4.12	High
3	I feel the salary I receive is comparable to salaries in similar companies	1	5	1	3	26	338	3.93	High
4	My salary is adequate for the responsibilities I hold	3	5	1	4	22	332	3.86	High
5	I am satisfied with the completeness of benefits provided by the company	2	9	2	3	19	319	3.71	High
6	I like the basis used by my organization to promote someone	2	11	2	3	16	305	3.55	High
7	If I perform well, I am likely to be promoted	2	4	1	4	25	341	3.97	High
8	I feel I receive adequate support from my supervisor	2	4	2	4	19	329	3.83	High
9	I feel communication with my supervisor is effective	1	3	1	3	24	340	3.95	High
10	I feel my supervisor treats me fairly	3	1	1	24	27	316	3.67	High

11	The people I work with provide sufficient support to me	3	9	2	32	21	317	3.69	High
12	I feel comfortable working with colleagues here	3	7	2	27	28	328	3.81	High
13	I feel my colleagues contribute to completing tasks	4	1	1	23	28	313	3.64	High
Average Job Satisfaction Score								3.90	High

Source: Primary Data (processed data), 2025.

Based on Table 3, respondents' perceptions regarding the organizational citizenship behavior variable have a total average score of 3.90, which falls into the High category. This indicates that employees of Taman Prakeriti Bhuana rate Job Satisfaction as High. The lowest average score among Job Satisfaction statements is found in the statement: "I like the basis used by my organization to promote someone," with an average score of 3.55, which is still in the High category. This shows that the basis used by Taman Prakeriti Bhuana for employee promotion is already very good. The highest average score among Job Satisfaction statements is for: "I am satisfied with the level of responsibility given in my job," with an average score of 4.12, which is categorized as High. This indicates that employees of Taman Prakeriti Bhuana feel satisfied with the responsibilities given in their work.

Transformational Leadership

Table 4. Respondents' Answer Description for Transformational Leadership (X).

No	Statement	Response Score					Total	Average	Interpretation
		STS	TS	NS	SS				
1	My leader is a figure respected by all members	1	0	1	3	41	368	4.28	Very good
2	My leader always upholds ethics, morals, and integrity in every action	0	1	2	2	36	358	4.16	Good
3	My leader consistently works according to organizational goals	0	1	1	4	34	366	4.26	Very good
4	My leader serves as a role model for all members of the organization	0	1	1	3	38	367	4.27	Very good
5	My leader is able to motivate members to work better	0	0	1	4	28	361	4.20	Very good
6	My leader communicates messages effectively	0	1	1	4	31	360	4.19	Good
7	My leader shows an optimistic attitude in facing challenges	0	1	1	4	35	367	4.27	Very good
8	My leader maintains good communication with all members	0	1	9	3	37	370	4.30	Very good
9	My leader encourages members to think critically in solving problems	0	1	1	3	36	366	4.26	Very good
10	My leader invites members to see problems from new perspectives	0	2	1	4	24	346	4.02	Good

11	My leader stimulates members to innovate in their work	0	0	1	4	32	363	4.22	Very good
12	My leader listens to the aspirations of each member	0	1	1	3	28	351	4.08	Good
13	My leader encourages the development of members' potential	1	0	2	3	28	349	4.06	Good
Average Transformational Leadership Score								4.20	Very good

Source: Primary Data (processed data), 2025.

Based on Table 4, respondents' perceptions of the Transformational Leadership variable have a total average score of 4.20, which falls into the Very High category. This indicates that employees of Taman Prakerti Bhuana perceive a very strong level of Transformational Leadership in their superiors. The lowest average score among Transformational Leadership statements is in the statement: "My leader invites members to see problems from new perspectives," with an average score of 4.02, which falls into the Good category. This shows that the leaders at Taman Prakerti Bhuana are already able to influence their employees to view problems from different perspectives. The highest average score is found in the statement: "My leader maintains good communication with all members," with an average score of 4.30, which is categorized as Very Good. This indicates that employees feel their leader communicates effectively with all members.

Organizational Climate

Table 5. Respondents' Answer Description for Organizational Climate (Z).

No	Statement	Response Score					Total	Average	Interpretation of Meaning
		ST	TS	N	S	SS			
1	I feel that my leader trusts my work abilities	0	2	1	37	33	359	4.17	Good
2	I feel supported by the company in carrying out my work	0	0	1	36	37	368	4.28	Very good
3	I feel that the rules applied in the company are clear	0	1	1	33	40	370	4.30	Very good
4	I feel that the norms applied in the company can be well understood	0	0	1	31	41	371	4.31	Very good
5	I feel fully responsible for the work I do	0	4	1	39	33	359	4.17	Good
6	I am able to complete tasks on time	0	3	1	39	34	362	4.21	Very good
7	I feel proud to be part of this organization	0	5	8	40	33	359	4.17	Good
8	I consider the organization members to have high loyalty to achieving	0	2	1	38	34	362	4.21	Very good

	organizational goals								
9	I feel appreciated in this organization	0	3	2	34	27	343	3.99	Good
10	I am able to complete tasks well and receive recognition	0	1	1	39	29	354	4.12	Good
Average Organizational Climate Score								4.19	Good

Source: Primary Data (processed data), 2025.

Based on Table 5, respondents' perceptions of the Organizational Climate variable have a total average score of 4.19, which falls into the Good category. This indicates that employees of Taman Prakerti Bhuna have a high assessment of the Organizational Climate. The lowest average score among Organizational Climate statements is in the statement: "I feel appreciated in this organization," with an average score of 3.99, which falls into the Good category. This shows that employees of Taman Prakerti Bhuna feel valued by the company. The highest average score is found in the statement: "I feel that the rules applied in the company are clear," with an average score of 4.30, which falls into the Very Good category. This indicates that employees of Taman Prakerti Bhuna perceive the company rules as very clear.

Inferential Analysis of Research Data

Structural Equation Modeling (SEM) Analysis Based on Partial Least Square (PLS)

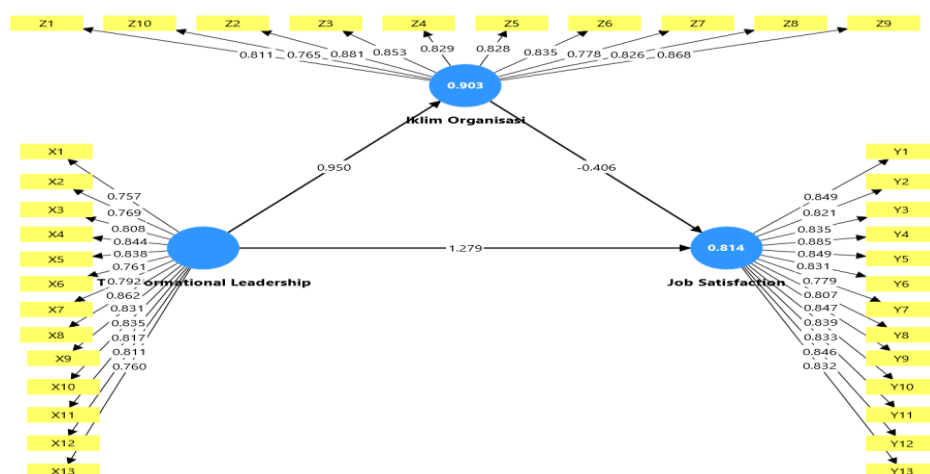


Figure 1. PLS Algorithm.

Source: Primary Data (processed data), 2025.

Measurement Model Evaluation or Outer Model

The measurement model evaluation, or outer model, is conducted to assess whether the indicators used can represent the latent variables being measured. The evaluation is performed through tests of convergent validity, discriminant validity, and composite reliability.

Convergent Validity

Table 2. Outer Loadings Test Results.

	Original sample (O)	T statistics (O/STDEV)	P values
X1 <- Transformational Leadership	0.757	13,984	0.000
X2 <- Transformational Leadership	0.769	15,490	0.000
X3 <- Transformational Leadership	0.808	22,397	0.000
X4 <- Transformational Leadership	0.844	25,418	0.000
X5 <- Transformational Leadership	0.838	20,695	0.000
X6 <- Transformational Leadership	0.761	13,811	0.000

X7 <- Transformational Leadership	0.792	15,125	0.000
X8 <- Transformational Leadership	0.862	24,243	0.000
X9 <- Transformational Leadership	0.831	20,685	0.000
X10 <- Transformational Leadership	0.835	18,059	0.000
X11 <- Transformational Leadership	0.817	18,452	0.000
X12 <- Transformational Leadership	0.811	15,783	0.000
X13 <- Transformational Leadership	0.760	14,523	0.000
Y1 <- Job Satisfaction	0.849	23,942	0.000
Y2 <- Job Satisfaction	0.821	19,436	0.000
Y3 <- Job Satisfaction	0.835	23,147	0.000
Y4 <- Job Satisfaction	0.885	29,228	0.000
Y5 <- Job Satisfaction	0.849	24,377	0.000
Y6 <- Job Satisfaction	0.831	24,868	0.000
Y7 <- Job Satisfaction	0.779	18,898	0.000
Y8 <- Job Satisfaction	0.807	17,002	0.000
Y9 <- Job Satisfaction	0.847	27,889	0.000
Y10 <- Job Satisfaction	0.839	28,482	0.000
Y11 <- Job Satisfaction	0.833	19,748	0.000
Y12 <- Job Satisfaction	0.846	22,497	0.000
Y13 <- Job Satisfaction	0.832	24,425	0.000
Z1 <- Organizational Climate	0.811	17,851	0.000
Z2 <- Organizational Climate	0.881	28,270	0.000
Z3 <- Organizational Climate	0.853	25,306	0.000
Z4 <- Organizational Climate	0.829	18,157	0.000
Z5 <- Organizational Climate	0.828	19,524	0.000
Z6 <- Organizational Climate	0.835	18,504	0.000
Z7 <- Organizational Climate	0.778	17,799	0.000
Z8 <- Organizational Climate	0.826	20,362	0.000
Z9 <- Organizational Climate	0.868	23,710	0.000
Z10 <- Organizational Climate	0.765	15,323	0.000

Source: Primary Data (processed data), 2025.

Based on Table 6, the output meets the criteria for convergent validity because all factor loadings are above 0.70. For the Transformational Leadership (X) variable, indicator X8 has the highest outer loading at 0.862, indicating that this indicator strongly reflects the Transformational Leadership variable (X). For the Job Satisfaction (Y) variable, indicator Y4 has the highest outer loading at 0.885, indicating that this indicator strongly reflects the Job Satisfaction variable (Y). For the Organizational Climate (Z) variable, indicator Z2 has an outer loading of 0.881, indicating that this indicator strongly reflects the Organizational Climate variable (Z).

Discriminant Validity Using Cross Loading

Table 3. Cross Loading Test Results.

	Transformational Leadership	Job Satisfaction	Organizational Climate
X1	0.757	0.744	0.643
X2	0.769	0.765	0.657
X3	0.808	0.791	0.685
X4	0.844	0.778	0.733
X5	0.838	0.827	0.731
X6	0.761	0.615	0.754
X7	0.792	0.680	0.798
X8	0.862	0.683	0.877
X9	0.831	0.728	0.840
X10	0.835	0.718	0.819
X11	0.817	0.702	0.812
X12	0.811	0.687	0.830
X13	0.760	0.652	0.774
Y1	0.723	0.849	0.685

Y2	0.706	0.821	0.669
Y3	0.742	0.835	0.679
Y4	0.777	0.885	0.716
Y5	0.708	0.849	0.655
Y6	0.751	0.831	0.710
Y7	0.700	0.779	0.652
Y8	0.723	0.807	0.675
Y9	0.719	0.847	0.667
Y10	0.761	0.839	0.648
Y11	0.782	0.833	0.667
Y12	0.807	0.846	0.700
Y13	0.776	0.832	0.661
Z1	0.772	0.663	0.811
Z2	0.842	0.667	0.881
Z3	0.809	0.709	0.853
Z4	0.818	0.704	0.829
Z5	0.791	0.679	0.828
Z6	0.792	0.671	0.835
Z7	0.732	0.629	0.778
Z8	0.754	0.655	0.826
Z9	0.818	0.722	0.868
Z10	0.732	0.592	0.765

Source: Primary Data (processed data), 2025.

Table 7 shows that all questionnaire items have the highest cross loading values on the latent variable they measure compared to their correlations with other latent variables. This indicates that each indicator truly represents its corresponding latent variable and does not have a stronger relationship with other variables, thereby supporting the discriminant validity of the model.

Discriminant Validity Using Average Variance Extracted (AVE)

Table 4. AVE Test Results

Research Variables	AVE
Transformational Leadership (X)	0.652
Job Satisfaction (Y)	0.698
Organizational Climate (Z)	0.686

Source: Primary Data (processed data), 2025.

Based on Table 8, it is explained that the AVE values of the variables Transformational Leadership, Job Satisfaction, and Organizational Climate are 0.652, 0.698, and 0.686, respectively. Each variable has an AVE value greater than 0.50, indicating that the model is considered good.

Composite Reliability

Table 5. Reliability and Cronbach's Alpha Test Results.

Research Variable	Cronbach's alpha	Composite reliability	Description
Transformational Leadership	0.955	0.960	Reliable
Job Satisfaction	0.964	0.968	Reliable
Organizational Climate	0.949	0.956	Reliable

Source: Primary Data (processed data), 2025.

Table 9 shows that the composite reliability and Cronbach's alpha values for all constructs are greater than 0.70. The test results indicate that this research model has good construct reliability.

Structural Model Evaluation or Inner Model

The inner model or structural model evaluation is the development of a concept- and theory-based model to analyze the relationships between exogenous and endogenous variables as outlined in the conceptual framework. The inner model testing is as follows:

R-Square

Table 6. R-square Test Results.

Variable	R-square	R-square Adjusted
Organizational Climate (Z)	0.903	0.902
Job Satisfaction(Y)	0.814	0.810

Source: Primary Data (processed data), 2025.

Based on Table 10, the R-square value of Organizational Climate is 0.903. This means that 90.3% of the variation in the Organizational Climate construct can be explained by Transformational Leadership, while the remaining 9.7% is explained by variables outside the model. Similarly, the Job Satisfaction variable has an R-square value of 0.814, meaning that 81.4% of the variation in the Job Satisfaction construct can be explained by Transformational Leadership and Organizational Climate, while the remaining 18.6% is explained by variables outside the model.

Q-Square Predictive Relevance (Q²)

Q-Square Predictive Relevance (Q²) measures how well the observations predict the outcomes of the research model. The Q² value ranges from 0 to 1. The closer the Q² value is to 0, the less effective the model is; conversely, the closer it is to 1, the better the model. The calculation of Q-Square Predictive Relevance (Q²) is as follows:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.903)(1 - 0.814)$$

$$Q^2 = 1 - 0.018042 = 0.982$$

The calculated Q² value of 0.982 is close to 1. Referring to the criteria for the strength of the model based on Q-Square Predictive Relevance, this model is considered very good. The predictive relevance value of 0.982 means that 98.2% of the variation in Job Satisfaction can be well explained by Transformational Leadership and Organizational Climate in the research model, while the remaining 1.8% is explained by variables outside the research model.

Hypothesis Testing

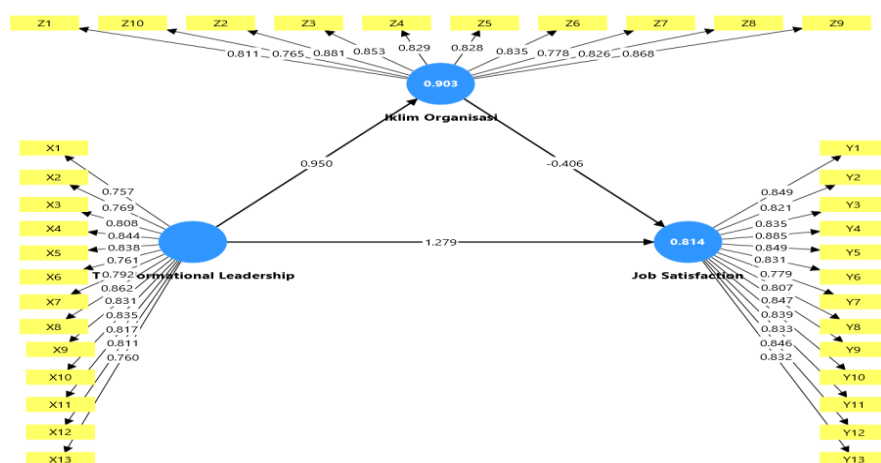


Figure 2. PLS Bootstrapping.

Source: Primary Data (processed data), 2025.

Figure 2 shows that Hypothesis 1, which states a positive relationship between Transformational Leadership (X) and Job Satisfaction (Y), is supported. Hypothesis 2, which states a positive relationship between Transformational Leadership (X) and Organizational Climate (Z), is supported. Hypothesis 3, which states a negative and significant relationship between Organizational Climate (Z) and Job Satisfaction (Y), is supported. Hypothesis 4,

which states that Organizational Climate (Z) mediates the relationship between Transformational Leadership (X) and Job Satisfaction (Y), is also supported, but with a negative effect. The results of the hypothesis testing are presented in Table 11 below.

Table 11. Hypothesis Testing.

Hypothesis	Original Sample	T Statistics	p values	Description
Direct Effect				
Transformational Leadership -> Job Satisfaction	1,279	6,301	0.000	Accepted
Transformational Leadership-> Organizational Climate	0.950	52,129	0.000	Accepted
Organizational Climate -> Job Satisfaction	-0.406	1,851	0.032	Accepted
Indirect Effect				
Transformational Leadership -> Organizational Climate -> Job Satisfaction	-0.386	1,848	0.032	Accepted

Source: Primary Data (processed data), 2025.

Based on Table 11, the results of the PLS analysis used for hypothesis testing in this study can be explained as follows.

1) Hypothesis 1: Effect of Transformational Leadership on Job Satisfaction

Transformational Leadership -> Job Satisfaction: Original Sample = 1.279, T-Statistic = 6.301, p-value = 0.000. Since $p < 0.05$, the hypothesis is accepted. This indicates that transformational leadership has a positive and significant effect on job satisfaction.

2) Hypothesis 2: Effect of Transformational Leadership on Organizational Climate

Transformational Leadership -> Organizational Climate: Original Sample = 0.950, T-Statistic = 52.129, p-value = 0.000. Since $p < 0.05$, the hypothesis is accepted. This shows that transformational leadership has a positive and significant effect on organizational climate.

3) Hypothesis 3: Effect of Organizational Climate on Job Satisfaction

Organizational Climate -> Job Satisfaction: Original Sample = -0.406, T-Statistic = 1.851, p-value = 0.032. Since $p < 0.05$, the hypothesis is accepted. This indicates that organizational climate has a negative and significant effect on job satisfaction.

4) Hypothesis 4: Organizational Climate as a Mediator of Transformational Leadership on Job Satisfaction.

Transformational Leadership -> Organizational Climate -> Job Satisfaction: Original Sample = -0.386, T-Statistic = 1.848, p-value = 0.032. Since $p < 0.05$, the hypothesis is accepted. This shows that organizational climate mediates the relationship between transformational leadership and job satisfaction in a competitive manner.

Discussion of Research Results

The Effect of Transformational Leadership on Job Satisfaction

The results of the study indicate that transformational leadership has a positive effect on the job satisfaction of employees at Taman Prakerti Bhuana. This means that the better the quality of transformational leadership perceived by employees, the higher their job satisfaction. Employees who feel that their leaders are capable of inspiring, motivating, and providing personal attention will experience more positive feelings toward their work.

These findings are in line with Astuti and Andri (2021) and Dewi and Suwandana (2025), which show that transformational leadership has a positive and significant effect on employee job satisfaction. This indicates that the higher the quality of transformational leadership perceived by employees, the higher their perceived job satisfaction.

The results also support several other studies that found similar positive effects of transformational leadership on job satisfaction, such as Hassanah (2023), Simatupang & Hayati (2023), Sasongko et al. (2022), Suwoko & Dwiantoro (2020), and Nguon et al. (2022)

The Effect of Transformational Leadership on Organizational Climate

The study results show that transformational leadership positively affects the organizational climate at Taman Prakerti Bhuana. This means that the better the quality of transformational leadership applied, the more positive the resulting organizational climate. Leaders who can set an example, communicate a clear vision, and foster a sense of togetherness create a supportive and conducive work environment.

These findings align with Zhang et al. (2025), which demonstrated that transformational leadership has a positive and significant effect on organizational climate because transformational leadership creates a positive, supportive, and collaborative work environment. This indicates that the higher the quality of transformational leadership perceived by employees, the more positive the organizational climate they experience.

The findings also support several other studies showing the positive effect of transformational leadership on organizational climate, such as Sharif et al. (2024), Kao et al. (2023), Asbari et al. (2020), and Ding Ying et al. (2024)

The Effect of Organizational Climate on Job Satisfaction

The results indicate that organizational climate negatively affects the job satisfaction of employees at Taman Prakerti Bhuana. This means that the better the organizational climate perceived by employees, the lower their job satisfaction. This is an interesting finding that requires further exploration. Background research identified that some employees were dissatisfied with promotion opportunities and career development. This condition leads to a perception that the organization provides insufficient support for employee growth and career achievement. When employees feel that their career development is hindered or not fairly assessed, the organizational climate is perceived as unconducive, thereby reducing job satisfaction. This explains why the effect of organizational climate on job satisfaction in this study is significantly negative.

These findings contradict Tafsir et al. (2022) and Soemadi (2021), who found a positive effect of organizational climate on job satisfaction, showing that a healthy and suitable organizational climate increases job satisfaction. However, the results are consistent with some other studies showing that, in certain contexts, the effect of organizational climate on job satisfaction is not always positive, such as Arijanto et al. (2020).

The Role of Organizational Climate in Mediating the Effect of Transformational Leadership on Job Satisfaction

The results indicate that organizational climate mediates the effect of transformational leadership on job satisfaction at Taman Prakerti Bhuana in a competitive or partial manner. This suggests a contrasting influence, indicating that although transformational leadership can shape organizational climate, its role as a mediator does not automatically increase job satisfaction. This competitive mediation may be caused by the negative influence of organizational climate on job satisfaction. In other words, transformational leadership that creates a certain organizational climate may produce opposing effects on job satisfaction. However, these results show that transformational leadership still affects job satisfaction, both directly and indirectly.

These findings are not consistent with Yulianto et al. (2024) and Chen et al. (2021), who found that transformational leadership has a positive and significant effect on employee job satisfaction, mediated by organizational climate reflecting employees' perceptions of managerial practices and interpersonal relationships within the organization. In this context, organizational climate serves as a crucial pathway that bridges the influence of transformational leadership on job satisfaction. This suggests that, in the context of this study, the effect of transformational leadership on job satisfaction is more complex and may involve other variables not examined in this research.

4. Conclusion

Based on the results of the research analysis and discussion regarding Transformational Leadership, Job Satisfaction, and Organizational Climate, the conclusions of this study are as follows:

- 1) Transformational Leadership has a positive and significant effect on Job Satisfaction. This means that the better the quality of transformational leadership perceived by employees, the higher their level of job satisfaction. Leaders who are able to inspire,

- provide motivation, and attend to employees' personal needs have been proven to enhance their sense of satisfaction toward work.
- 2) Transformational Leadership has a positive and significant effect on Organizational Climate. This indicates that effective transformational leadership can create a conducive, collaborative, and supportive work environment, allowing employees to experience a harmonious and positive workplace.
 - 3) Organizational Climate has a negative and significant effect on Job Satisfaction. The findings show that, in the context of this study, the better the organizational climate perceived by employees, the more likely their job satisfaction decreases. This result indicates the presence of internal dynamics or employee expectations regarding working conditions that require further examination.
 - 4) Organizational Climate competitively mediates the effect of Transformational Leadership on Job Satisfaction. Although transformational leadership can shape the organizational climate, the mediation observed actually reduces employees' job satisfaction. This shows that the effect of transformational leadership on job satisfaction is more effective when direct rather than through organizational climate.

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