

The Influence of Transformational Leadership Style, Organizational Climate and Work Experience On Employee Performance at The Jakenan Health Center, Pati Regency

Mila Andini Pramudhita^{1*}, Tina Rahayu, S.M., M.M²

¹ Management Departemenet, Faculty of economics and business, Universitas Muria Kudus

*Corresponding Author – Email Adress : 2021111277@std.umk.ac.id

ABSTRACT

This study aims to analyze the influence of transformational leadership style, organizational climate and work experience on employee performance. The level of employee discipline is quite low considered a form of lack of employee performance and service quality which is still considered not optimal, so that it affects the quality of service. This study uses a quantitative approach method. The population in this study were all employees of the Jakenan Health Center totaling 105 employees and sampling of 83 respondents using the purposive sampling method. Data collection techniques used questionnaires. Data analysis and testing techniques used SPSS version 25. This research has managerial implications for Jakenan Community Health Center, namely the importance of implementing a transformational leadership style, strengthening a supportive organizational climate, and strategically managing work experience through training, rotation, and mentoring to improve employee performance.

ARTICLE INFO

Keywords:
Transformational
Leadership Style,
Organizational Climate,
Work Experience,
Employee Performance

1. Introduction

The Society 5.0 era has now entered a stage where technology is increasingly advanced and sophisticated and is now starting to be applied to companies and organizations. In the era of society 5.0, where this era is more focused on human resources to coexist with technology and use AI (Artificial Intelligence) or artificial intelligence as well as possible (Lubis, 2023) . Therefore, in that era, quality human resources are needed in organizational institutions, both companies and agencies.

Human resources are one of the important factors that must be considered by all relevant agencies to achieve organizational goal (Agustini et al., 2022) . The human resources needed in the agency are employee potential, loyalty and good performance so that they can achieve success in the goals that have been set.

An organization can achieve a success seen by the resources it has and seen from the results of the work or performance of its employees. Performance is the result of work that has been achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and punctuality (Hasibuan, 2016:94) . Employee performance is an important element in the progress

and retreat of an organization. Employee performance is an important element in the progress and retreat of an organization. This is because performance is a reflection of how an organization runs according to its goals or just a way in place.

Employee performance cannot be separated from the role of a leader in the organization that affects the rise or fall of performance. Employee performance is more effective if the leadership style is appropriate to the situation and conditions. One of the leadership styles used is the transformational leadership style. According to Robbins & Judge, (2015:261), transformational leadership is a leader who inspires his followers to go beyond self-interest for the sake of the organization and has the ability to influence his followers extraordinarily.

A conducive organizational climate can improve employee performance by providing a sense of security and comfort, so that employees can work optimally. The more conducive an organizational climate is, it can improve a person's performance (Djalil et al., 2021). The organizational climate has a role in improving employee performance. The organizational climate is an important factor in efforts to improve employee performance in government and private agencies (Robbins & Judge, 2015:335). The organizational climate reflects the perception of the organization's members regarding the work environment and comfort at work which can affect the enthusiasm and performance of employees.

Work experience is a knowledge and ability that a person obtains from direct involvement in carrying out tasks at work or obtained from previous work that is used to carry out optimal responsibilities. Employee performance can be influenced by several factors, namely, work experience, compensation, professionalism and other factors (Siagian, 2019:21). Work experience is proof that the employee is able to work with tasks that suit his or her experience. According to Hasibuan, (2016:55), experienced people are prospective employees who have been ready-made. An applicant's work experience should be a major consideration in the selection process. Work experience in health workers is indispensable to help improve knowledge and skills in handling various conditions and patient situations. Nurses in this case are health workers who have an important role in providing health services who must be ready to provide the best service for the community, so experienced, fast and responsive human resources are needed (Chita et al., 2022).

The object of this research is the Jakenan Health Center. The Jakenan Health Center of Pati Regency is one of the government agencies under the Pati Regency Health Office which has an important role in ensuring public health and providing quality services so that maximum performance is needed because the health center is the first level that is directly in contact with the community. The following is the attendance of labor data at the Jakenan Health Center, Pati Regency which shows indications of the phenomenon of employee performance.

Table 1
Jakenan Health Center Employee Attendance List

Mounth	TK	Percentage	TL	Percentage	CKAP	Percentage	PSW	Percentage
January	56	3,7%	55	3,7%	17	2,3%	35	2,3%
February	14	0,94%	50	3,3 %	4	1,1%	38	2,5 %
March	51	3,4%	55	3,7 %	34	2,3%	39	2,6 %
April	42	2,8%	55	3,7 %			36	2,4 %
May	39	2,6%	51	3,4 %			44	2,9 %
June	56	3,7%	55	3,7 %			37	2,5 %
Average		2,8%		3,5 %				2,5%

Source: Jakenan Health Center, 2024

The performance of puskesmas employees can be shown from the level of discipline that reflects their responsibility and commitment in carrying out their duties to provide health services to the community. Based on table 1, it can be seen that in the last six months, the percentage of attendance is still seen as some employees who do not enter without information, are late, take leave for important reasons and go home early. Although the presentation of attendance is still relatively low and not yet classified as high enough, if it continues, it can affect the level of employee performance. The optimal performance of health center employees is very important to achieve quality health services for the community. In addition, there are still several reviews of comments from the community regarding services that are considered less than optimal delivered through google maps web sources from the Jakenan Health Center, namely:

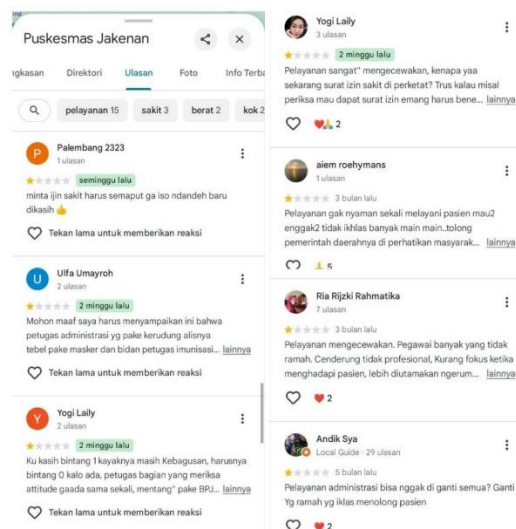


Figure 1.1

Review of community comments (Source: Google Maps, 2025)

Based on several reviews of public comments regarding sustainable services from year to year, there are still criticisms and suggestions that need to be important attention for all health center employees. These comments include the service to patients and the hospitality of the officers. This shows that the quality of health services at the Jakenan Health Center is still not optimal so it needs to be improved to meet the needs and expectations of the community.

Based on research conducted by Melinda et al., (2024) states that transformational leadership styles have a positive and significant relationship with employee performance. However, research

conducted by Kurniawan et al., (2024) states that transformational leadership styles do not have a significant effect on employee performance.

Based on research conducted Zamili, (2022) which states that the organizational climate has a positive effect on employee performance. However, research conducted by Thamrin & Ayu (2024) states that the organizational climate has no effect on employee performance.

Based on research conducted by Tua & Mardiyah, (2022) states that work experience has a positive and significant effect on employee performance. However, research conducted by Kitta et al., (2023) states that work experience does not have a significant effect on employee performance.

Based on the background and phenomena that have been mentioned, the purpose of this study aims to examine with the title "The Influence of Transformational Leadership Style, Organizational Climate and Work Experience on Employee Performance at the Jakenan Health Center, Pati Regency".

2. Literature Review

Transformational Leadership Style

According to Suwatno, (2019:163), transformational leadership is leadership that affects employees to make employees feel confident, proud, loyal and respectful to their leaders and have the motivation to do more than expected. In transformational leadership, a leader has the power to influence his subordinates in a certain way. By applying this type of leadership, subordinates will feel more trusted, appreciated, loyal and responsive to their leaders.

According to Robbins & Judge, (2015:261) a transformational leader is a leader who inspires his followers to go beyond self-interest for the benefit of the organization and has the ability to influence his followers in a remarkable way. Leaders with a transformational leadership style can usually inspire their followers to go beyond their personal interests to be more productive and more passionate about work.

A leader's style when leading an organization can improve the performance of his subordinates. Therefore, dreamers are needed to be able to provide direction, motivation and be able to build a conducive work environment so that employees can work optimally and in a directed manner. Transformational leadership can provide motivation, listen to the aspirations of employees and give rewards to employees so that they can improve employee performance (Widyacahyani et al., 2020). If the relationship between leadership style is very closely related to employee motivation, it can be said that leadership style affects performance indirectly.

Hypothesis 1: Transformational leadership style has a positive and significant effect on employee performance.

Organizational Climate

According to Darodjat, (2015:85), the organizational climate is something that can be measured in the work environment either directly or indirectly affecting employees and their jobs where they work. Organizational climate is an environment around the workplace that influences the behavior and work of the way employees work together to achieve common goals in the company (Guna, et al., 2022). The organizational climate can affect employee behavior and cooperation because it creates a work environment that can support and motivate employees as well as communication between members at work so that it is easier to achieve organizational and company goals.

A conducive organizational climate is an important factor in an organization or agency that cannot be ignored A conducive organizational climate can make employees feel more happy and

satisfied, so that employees will tend to perform optimally and survive at work. A good organizational climate can influence performance improvements (Susilo et al., 2023).

Hypothesis 2: Organizational Climate has a positive and significant effect on employee performance.

Work Experience

According to Marwansyah, (2014:135), work experience is a knowledge and skills that employees have to carry out responsibilities from previous jobs. An employee who has more work experience will be better at assigning competencies compared to employees who do not have experience.

Work Experience is a whole lesson that a person learns from the events that he goes through in his life journey siagian, (2018:60). Work experience does not only come from formal work or a particular position, but also includes all the leasson, skill and knowledge that a person acquires from various events or situations that he or she has experienced throughout his or her life.

Work experience is the most important thing in every organization, both a company and an agency because with work experience, work will run smoothly. An employee who has high work experience can improve his own performance and the performance of the agency. When an employee has a lot of work experience, work skills will be better and employees will be more motivated to improve their work and performance (Berutu & Harahap, 2021). An employee who has previous work experience will understand better in dealing with a problem that arises and will adapt more quickly to the task given because of previous work experience.

Hypothesis 3: Work experience has a positive and significant effect on employee performance.

Employee Performance

Employee performance is a measure of the success of an organization in achieving its mission when carrying out a task or work of a person who has a certain level of ability (Fahmi, 2015:2). Employee performance to measure how well an organization achieves its goals through the implementation of tasks or work done by its employees. According to Mangkunegara, (2017:7) stated that employee performance is the result of work in terms of quality and quantity obtained by employees in their ability to carry out the tasks given in accordance with the responsibilities given by their superiors.

Performance is the result obtained by employees after completing the tasks assigned as their responsibility. Employees carry out the tasks assigned based on their skills, work experience, level of seriousness in carrying out work and timeliness in completing work.

Hypothesis 4: Transformational Leadership, organizational climate and work experience have a positive significant influence on employee performance.

3. Method, Data, and Analysis

Data Types and Sources

This study uses a quantitative research method. The quantitative approach is a research method that focuses on numerical data and statistical analysis to answer the researcher's questions. This study was carried out to test the hypothesis that had been formulated previously in which the results explained the clausal relationship in order to explain the causal relationship between variables through hypothesis testing. The approach used in this study is using SPSS version 25. The data analysis methods in this study include instrument tests, classical assumption tests, multiple regression analysis and hypothesis tests. The object of this study is the Jakenan Health Center, Jakenan District, Pati Regency, Central Java. Primary data in this study were obtained by distributing questionnaires to all

employees selected as samples in the study. Secondary data in this study cites data available at the health center, namely attendance data and the health center profile.

Population and Sample

The population in this study is all employees of the Jakenan Health Center in Pati Regency which totals 105 employees.

This study provided a questionnaire to all employees of the Jakenan Health Center. The size or number of the population can be known, so the researcher determines the sample so that it produces a sample number of 83 employees. This study uses the Purposive Sampling method.

Table 2. Research Instrument

No.	Variable	Indicator
1.	Transformational leadership Style (Ada, 2024) and (Purba & Winarningsih, 2020)	1. Ideal Influence Inspirational 2. Motivation Individual 3. Individual Attention 4. Intellectual Stimulation
2.	Organizational Climate (Darodjat, 2015:85) and (Azizah & Gunadi, 2020)	1. Structure 2. Responsibility 3. Individual identity in the organization 4. Warmth 5. Backing.
3.	Work Experience (Marwansyah, 2014:138) and (Pitriyani & Halim, 2020)	1. Knowledge 2. Skill 3. Desire 4. Assignment to work and equipment 5. Length of time and working period
4.	Employee Performance (Pamungkas & Rijanti, 2024) and (Afandi, 2018:89)	1. Quality of work 2. Efficiency in carrying out tasks 3. Work discipline 4. Accuracy 5. Initiative 6. Willingness to cooperate.

4. Result and Discussion

Test Instruments

Validity Test

The author needs to report the results in sufficient detail so that the reader can see which statistical analysis was conducted and why, and later to justify their conclusions. The results of the study can be said to be valid if the r-table value > with $df = (83 - 2 = 81)$ with a significance level of 5% (one direction)) therefore the value of the r-table is 0.1818. The results of the validity test are as follows:

Table 3. Validity Test Results

Variable	r count	r table	Sig	Information
Transformational leadership style				
X1.01	0,740	0,1818	0,000	Valid
X1.02	0,621	0,1818	0,000	Valid
X1.03	0,692	0,1818	0,000	Valid
X1.04	0,715	0,1818	0,000	Valid

Variable	r count	r table	Sig	Information
Organizational Climate				
X2.01	0,687	0,1818	0,000	Valid
X2.02	0,617	0,1818	0,000	Valid
X2.03	0,673	0,1818	0,000	Valid
X2.04	0,605	0,1818	0,000	Valid
X2.05	0,666	0,1818	0,000	Valid
Variable	r count	r table	Sig	Information
Work Experience				
X3.01	0,670	0,1818	0,000	Valid
X3.02	0,758	0,1818	0,000	Valid
X3.03	0,582	0,1818	0,000	Valid
X3.04	0,613	0,1818	0,000	Valid
X3.05	0,536	0,1818	0,000	Valid
Variable	r count	r table	Sig	Information
Employee Performance				
Y.01	0,662	0,1818	0,000	Valid
Y.02	0,582	0,1818	0,000	Valid
Y.03	0,644	0,1818	0,000	Valid
Y.04	0,568	0,1818	0,000	Valid
Y.05	0,551	0,1818	0,000	Valid
Y.06	0,510	0,1818	0,000	Valid

Source: SPSS data processing results version 25 (2025)

Based on the data above, it can be seen that all indicators have a calculation value of > r-table (0.1818) which states that all of the question items are declared valid.

Reliability Test

A questionnaire can be said to be realistic or reliable if a person's answers to questions are consistent or stable over time (Ghozali, 2018:45). A variable will be said to be reliable if the Cronbach Alpha value has a value of > 0.60.

Table 4. Reliability Test Results

No.	Variable	Nilai Cronbach Alpha	Interpretation	Information
1.	Transformational Leadership style	0,637	0,60	Reliable
2.	Organizational Climate	0,658	0,60	Reliable
3.	Work Experience	0,621	0,60	Reliable
4.	Employee performance	0,618	0,60	Reliable

Source: SPSS data processing results version 25 (2025)

Based on the data above, it can be seen that all variables have a Cronbach Alpha value of > 0.60 so that the test in this study can be said to be reliable.

Normality Test

In this test, the Kolmogorov-Smirnov test is used with the standard. If the significant value is more than 0.05 ($P > 0.5$), then the data is normally distributed.

Figure 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		83
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.82765797
Most Extreme Differences	Absolute	.066
	Positive	.066
	Negative	-.041
Test Statistic		.066
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Based on the data above, it can be seen that the significant value is obtained at 0.200 which means that it is greater than 0.5 which means that the data is normally distributed.

Multicollinearity Test

The results of the multicollinearity test are said to be fulfilled if the tolerance value is > 0.10 and the VIF value is < 10.

Table 5. Multicollinearity Test Result

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Transformational Leadership Style	0,966	1,035
	Organizational Climate	0,935	1,070
	Work experience	0,965	1,042

Dependent Variable: Employee Performance

Source: SPSS data processing results version 25 (2025)

Based on the data above, it can be seen that all variables have a tolerance value of > 0.10 or equal to the VIF value of < 10 which means that all variables do not occur multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test in this study uses the glacial test, which is to regress the residual absolute value to independent variables. If the significant value is greater than > 0.05.

Table 6. Heteroscedasticity Test Result

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	1.136	2.021		0,562	0,604
	Transformational Leadership Style	-0,051	0,075	-0,077	-0,679	0,499
	Organizational Climate	0,005	0,058	0,010	0,084	0,933
	Work experience	0,054	0,059	0,103	0,906	0,368

Dependent Variable: ABS_RES

Source: SPSS data processing results version 25 (2025)

Based on the data above, it can be seen that all variables do not heteroscedasticity because the significant value of all variables > 0.05 (more than).

Multiple Regression Analysis

Table 6. Regression Analysis Results

Model	Coefficients		t	Sig
	Unstandardized	Standardized		
	B	Beta		
(Constant)	12,780	3,594	3,598	0,001
1 Transformational Leadership Style	-0,011	0,133	-0,008	0,936
Organizational Climate	0,191	0,104	1,836	0,070
Work Experience	0,402	0,105	3,817	0,000

Dependent Variable: Employee Performance

Source: SPSS data processing results version 25 (2025)

Based on the data above, it is known that the equations in this analysis are obtained as follows:

$$Y = 12,780 - 0.011 X_1 + 0.191X_2 + 0.402X_3$$

The multiple linear regression equation above can be explained as follows

- (1) Table 6 is known that it is known that the beta coefficient is 12,780, So it can be interpreted that if the variables of transformational leadership style, organizational climate and work experience have a fixed value, then employee performance increases by 12,780 units.
- (2) Table 6 is known that it is known that the beta coefficient on the transformational leadership style variable is -0,011, this means that if the leadership style variable increases by one unit, the employee's performance will decrease by 0.011 units assuming that the other variable is constant or unchanged.
- (3) Table 6 is known that it is known that the beta coefficient in the organizational climate variable is 12,780, this means that for every one unit increase in the organizational climate, employee performance will increase by 0.191 units assuming other variables are constant or unchanged.
- (4) Table 6 shows that it is known that the beta coefficient of the work experience variable is 0,402, this means that if work experience increases by one unit, the employee's performance increases by 0.402 units assuming that other variables are constant or unchanged.

Hypothesis Test

Partial Test (t-test)

Table 7 Partial Results (t-test)

Model	Coefficients		t	Sig
	Unstandardized	Standardized		
	B	Beta		
(Constant)	12,780	3,594	3,598	0,001
1 Transformational Leadership Style	-0,011	0,133	-0,008	0,936
Organizational Climate	0,191	0,104	1,836	0,070
Work Experience	0,402	0,105	3,817	0,000

Dependent Variable: Employee Performance

Source: SPSS data processing results version 25 (2025)

Based on the results of the above partial test, the variables of transformational leadership style, organizational climate and work experience on employee performance were carried out independently.

- (1) The transformational leadership style variable has a t-count of $-0.080 < t\text{-table of } 1.66437$ with a significance value of $0.936 > 0.05$ which means that the transformational leadership style has no effect on employee performance so that H1 in this study is rejected.
- (2) The organizational climate variable has a tally of $1.836 > a\ t\text{-table of } 1.66437$ with a significance value of $0.070 > 0.05$ which means that the organizational climate has an effect but is not significant on employee performance so that H2 in this study is rejected.
- (3) The work experience variable has a t-count of $3.817 > t\text{-table of } 1.66437$ with a significance value of $0.000 < 0.05$ which means that work experience has a positive and significant effect on employee performance so that H3 in this study is accepted.

Simultaneous Test (Test f)

Table 8 Simultaneous Results (Test f)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74,599	3	24,866	7,172	0,000
	Residual	273,907	79	3,436		
	Total	348,506	82			

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Transformational leadership style, organizational climate and work experience

Source: SPSS data processing results version 25 (2025)

Based on the results of the above processing, it is shown that the value of f calculated $> f$ table ($7.172 > 2.72$) and the significance value $<$ the level of significance ($0.000 < 0.05$) means that together transformational leadership style, organizational climate and work experience have a positive and significant effect on employee performance.

Coefficient of Determination

Table 9 Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.463	.214	.184	1,862

Predictors: (Constant), Transformational leadership style, organizational climate and work experience

Source: SPSS data processing results version 25 (2025)

Based on the results above, it shows that the value of the Adjusted R Square is 0.184. This value shows that the performance of employees at the Jakenan Health Center in Pati Regency is influenced by transformational leadership style, organizational climate and work experience by 0.184 (18.4%) and the remaining 81.6% is influenced by other variables outside the study.

Discussion

The influence of transformational leadership style on employee performance

Based on the first hypothesis test (H1) in this study, it is stated that the transformational leadership style does not affect the performance of Jakenan health center employees. This means that the transformational leadership style applied by leaders cannot improve employee performance at the Jakenan Health Center. However, the performance of employees at the Jakenan Health Center is more determined by the level of individual awareness of their respective job responsibilities. This condition may be related to the status of employees as State Civil Apparatus (ASN) who have an understanding and commitment to the implementation of duties independently. In addition, ASN employees have higher work motivation that comes from within themselves and they work based on ethics, responsibility and performance standards so that they are not too dependent on the direction of the superior's leadership style.

The results of this study are in line with the research conducted by Kurniawan et al., (2024) which stated that transformational leadership style has no effect on employee performance.

The influence organizational climate on employee performance

Based on the testing of the second hypothesis (H2) in this study, it is stated that the organizational climate has an influence but is not significant on the performance of employees at the Jakenan Health Center, Pati Regency, so the second hypothesis is rejected. This means that the organizational climate affects employee performance, but the influence is not large enough on employee performance at the Health Center. A positive organizational climate occurs at the health center, namely the atmosphere in the conducive work environment makes the employees feel comfortable in carrying out work at the health center which is supported by good communication and interaction between employees. However, it is less dominant in improving employee performance because some respondents who work as civil servants have work obligations so that their performance is more influenced by administrative obligations and responsibilities respectively.

The results of this study are in line with research conducted by Zamili, (2022) which stated that the organizational climate has a positive effect on employee performance. The results of this study are also in line with those conducted by Thamrin & Ayu, (2024) who stated that the organizational climate does not have a significant effect on employee performance.

The influence work experience on employee performance

Based on the results of testing the third hypothesis (H3) in this study, it shows that work experience has a positive and significant influence on the performance of employees of the Jakenan Health Center, Pati Regency, so the third hypothesis is accepted. This means that the more experience you have, the better the performance of employees. Work experience is not only determined by how long the employee has worked, knowledge, skills but can also come from job placement that is in accordance with the education, abilities and skills he has in accordance with his job. An employee can have maximum work experience for satisfactory work results based on the responsibilities they carry out, complete work on time, always cooperate with the team and make a real contribution to community service. Some of these things can increase the level of knowledge, abilities and skills of employees in carrying out their duties so that they can improve performance.

The results of this study are in line with research conducted by Tua & Mardhiyah, (2022) which states that work experience has a positive and significant effect on employee performance. However, the results of this study contradict the results of research conducted by Kitta et al., (2023) stating in their research results that work experience does not affect employee performance.

The Influence of Leadership Style, Organizational Climate and Work Experience on Employee Performance

Based on the results of the fourth hypothesis (H4) test in this study, which states that transformational leadership style, organizational climate, and work experience together affect the performance of Jakenan Health Center employees. This means that the improvement of the performance of health center employees is not only determined by one factor but is integrated from the transformational leadership style that comes from the leader, the perception of the organizational climate and the level of work experience possessed where the three complement each other and influence each other so that they can shape employee performance to improve.

5. Conclusion and Suggestion

Conclusion

- (1) The transformational leadership style has no effect on employee performance, so this transformational leadership style does not have an influence on improving employee performance.
- (2) The organizational climate has an effect but is not significant on employee performance so that when the organizational climate that employees feel is good and comfortable, it can improve employee performance, but the influence of the organizational climate does not have a major impact on improving employee performance.
- (3) Work experience has a positive and significant effect on employee performance so that the more experience an employee has, the more employee performance will be improved.
- (4) Transformational leadership style, organizational climate and work experience have a positive and significant effect on employee performance. This shows that transformational leadership styles, organizational climate and work experience can all improve employee performance.

Suggestion

This research can contribute to Jakenan Community Health Center by encouraging transformational leadership styles, such as training for leaders to develop their abilities as inspiration, motivators, and role models for their subordinates. Furthermore, strengthening the organizational climate is needed by creating a supportive work environment, being open to two-way communication, managing conflict openly, and providing space for individual reflection. Work experience management must also be carried out strategically, such as providing continuous learning space through training, job rotation, and mentoring for employees to improve their work skills.

Based on the results of the determination coefficient (R square) of 18.4%, it shows that the influence of transformational leadership style, organizational climate and work experience on employee performance at the Jakenan Health Center is said to be weak, so further research should be able to expand other variables beyond this variable that affect employee performance such as work discipline, work motivation.

6. Reference

- Ada, K. B. (2024). Pengaruh Gaya Kepemimpinan Transformasional, Kompensasi, Finansial dan Disiplin Kerja Terhadap Kinerja Karyawan Pada CV. Akemi Bali Craft di Klungkung. *Jurnal Kolaboratif Sains*, 7(7), 2443–2450.
- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Zanafa Publishing.

- Agustini, P., Diah Ayu Wardhani, R., Gustia, R., & Perdana, Y. (2022). *Peran Sumber Daya manusia Dalam Meningkatkan Kinerja Karyawan ODP Sekertariat DPRD Provinsi Sumatera Selatan*.
- Azizah, N., & Gunadi, T. (2020). *Pengaruh Iklim Organisasi Terhadap Perilaku Produktif Karyawan Pada Bagian Sumber Daya Manusia Di Perusahaan Daerah Kebersihan Kota Bandung*.
- Berutu, I., & Harahap, M. I. (2021). Peran pengalaman kerja dalam meningkatkan kinerja karyawan (studi kasus Dinas Perkebunan Provinsi Sumatra Utara). *Jurnal Manajemen Akuntansi (JUMSI)*, 1(4), 280–285.
- Chita, D. F., Budiarto, W., & Hartati, C. S. (2022). Analisis Pengaruh Pengalaman Kerja dan Pelatihan Terhadap Mutu Pelayanan dan Kinerja Tenaga Kesehatan Rumah Sakit Islam (Rsi) Surabaya. *EKONOMIKA45: Jurnal Ilmiah Manajemen, Ekonomi Bisnis, Kewirausahaan*, 9(2), 151–162.
- Darodjat, A. T. (2015). *Pentingnya Budaya Kerja Tinggi dan Kuat Absolute*. PT. Refika Aditama.
- Djalil, N. A., Idris, M., & Harniati, H. (2021). Gaya Kepemimpinan Transformasional, Iklim Organisasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kabupaten Polewali Mandar. *Nobel Management Review*, 2(2), 205–214.
- Fahmi, I. (2015). *Manajemen Kinerja Teori dan Aplikasi*. Alfabeta.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25* (Edisi Kesembilan). Badan Penerbit - Undip.
- Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia* (Edisi Revisi). Bumi Aksara.
- Kitta, S., Nurhaeda, N., & Idris, M. (2023). Pengaruh Kompetensi, Pengalaman Kerja, Lingkungan Kerja, dan Disiplin Kerja Terhadap Kinerja Pegawai. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 6(1), 297–309.
- Kurniawan, H., Pratama, R. H., Putri, S., Kurniawan, D., & Wibowo, I. S. (2024). Pengaruh Pengalaman Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Puskesmas Yosomulyo Metro Lampung. *Jurnal Mirai Management*, 9(1), 1086–1094.
- Lubis, D. S. W. (2023). Tantangan dan Peran Sumber Daya Manusia dalam Menghadapi Era Society 5.0. *Literasi Jurnal Ekonomi Dan Bisnis*, 5(1), 6–14.
- Mangkunegara. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosda Karya.
- Marwansyah. (2014). *Manajemen Sumber Daya Manusia* (Edisi Kedua). Alfabeta.
- Melinda, F. D., Junengsih, J., & Imanuddin, K. (2024). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Rumah Sakit Sentra Medika Cikarang. *EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi*, 3(2), 571–582.
- Pamungkas, F. R., & Rijanti, T. (2024). Pengaruh Motivasi, Kepemimpinan, Dan Lingkungan Kerja Terhadap Kinerja Karyawan CV. Sumber Makmur Di Kota Semarang. *YUME: Journal of Management*, 7(1), 1–18.
- Pitriyani, P., & Halim, A. (2020). Pengaruh pengalaman kerja, latar belakang pendidikan dan kompensasi terhadap kinerja karyawan pada PT. Pegadaian Persero cabang Rantauprapat. *Ekonomi Bisnis Manajemen Dan Akuntansi (EBMA)*, 1(1), 60–68.
- Purba, S. Y., & Winarningsih, W. (2020). PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL, PELATIHAN DAN MOTIVASI TERHADAP KINERJA KARYAWAN. *Jurnal Ilmu Dan Riset Manajemen (JIRM)*, 9(12).
- Robbins, S. P., & Judge, T. A. (2015). *Perilaku Organisasi* (Edisi 16). Salemba Empat.
- siagian, S. (2018). *Manajemen Sumber Daya Manusia Kebijakan Kinerja Karyawan*. BPFE.
- Siagian, S. P. (2019). *Manajemen Sumber Daya Manusia* (Edisi 16). Bumi Aksara.

- Susilo, M. A., Jufrizen, J., & Khair, H. (2023). Pengaruh Iklim Organisasi dan Motivasi terhadap Kinerja Pegawai melalui Organizational Citizenship Behavior. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 6(1), 587–605.
- Suwatno. (2019). *Pemimpin dan Kepemimpinan dalam organisasi Publik dan Bisnis*. Bumi Aksara.
- Thamrin, M., & Ayu, C. R. (2024). Pengaruh Iklim Organisasi Dan Kepemimpinan Terhadap Kinerja Pegawai Dengan Motivasi Sebagai Variabel Intervening Di Dinas Kebudayaan Dan Pariwisata Kabupaten Jember. *Jurnal Manajemen Dan Bisnis Indonesia*, 10(1), 27–35.
- Tua, D. W. M., & Mardhiyah, A. (2022). Pengaruh tingkat pendidikan dan pengalaman kerja terhadap kinerja karyawan bagian keperawatan rumah sakit umum daerah padangsidempuan. *Jurnal Akuntansi, Manajemen Dan Ilmu Ekonomi (Jasmien)*, 2(3), 121–127.
- Widyacahyani, A., Herawati, J., & Subiyanto, E. D. (2020). Dampak kepemimpinan transformasional, kepemimpinan transaksional dan servant leadership terhadap kinerja karyawan. *Jurnal Sains Manajemen Dan Bisnis Indonesia*, 10(1), 68–74.
- Zamili, Y. (2022). Pengaruh Iklim Organisasi Terhadap Kinerja Pegawai di UPTD Puskesmas Onolalu. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 5(1), 218–230.