

The Influence of Transformational Leadership Style, And Work Environment on Organizational Climate and Spirit of Work in Hospital Employees

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ABSTRACT: This study aims to analyze the effect of transformational leadership style and work environment on organizational climate and employee morale at Blambangan Hospital, Banyuwangi Regency. The population in this study were all employees of the Blambangan Hospital, Banyuwangi Regency, amounting to 730 people. Determination of the sample using the Slovin formula and it is known that the number of samples is 100 employees. Determination of the sample using purposive sampling technique. To test the measuring instrument used in this study, validity and reliability tests were used. Data analysis used path analysis with SEM-Warp PLS. The results showed that transformational leadership style has a positive and significant influence on organizational climate. The work environment has a negative and insignificant effect on the organizational climate. Transformational leadership style has a positive and significant influence on employee morale. The work environment has a positive and significant influence on work morale. Organizational climate has a positive and significant influence on employee morale.

KEYWORDS : *transformational leadership style; work environment; organizational climate; spirit at work .*

I. INTRODUCTION

Humans will do various ways to obtain excellent health. A healthy body is everyone's desire. To be able to realize this healthy condition, one of which is considered to have an important role is to provide health facility services. Health facilities are all facilities and infrastructure of tools or places that can support health or that can be used to provide health services, whether proactive, preventive, curative or rehabilitative, carried out by the government, regional governments, and or customers. In the BPJS system, these health facilities are divided into several categories (level 1, 2 and 3) health facilities. The category of health facilities is distinguished because the BPJS system uses a tiered service system. Based on the level of complexity of health problems and the ability and specialization of health facilities providers. The number and quality of health facilities in an area or country is one of the parameters commonly used to assess the prosperity and quality of life of the area.

The hospital is one of the health service facilities which in general has a very important role in efforts to improve the health status of Indonesian customers (Aditama, 2012). Hospitals are health services for customers who are engaged in curative, rehabilitative activities and at the same time function as referral health services. Hospital is a health service institution that provides complete individual health services that provide inpatient services outpatient and emergency care.

Hospital management in the past was seen as a social enterprise, but nowadays management based on economics and management is very important in dealing with various global competitive situations, anticipating rapid environmental changes, and maintaining the continuity of the hospital business itself. Global competition and environmental changes are starting to appear in the management of multinational private hospitals located in big cities. In Indonesia, hospital management has developed rapidly and has made an industry based on economic and management principles a threat to both government and national hospitals if they do not try to improve the quality of their services and overall performance.

RSUD BlambanganBanyuwangi is a type B hospital located on the left of the main road LetkolIstiqlal No. 49 Banyuwangi with facilities of approximately 220 rooms and 230 beds from class 1 to class 3. RSUD BlambanganBanyuwangi has approximately 730 employees who are divided according to their work posts. A health service center based on a General Hospital, located in Singonegaran Village, Banyuwangi Regency. Physically, it can be seen that RSUD BlambanganBanyuwangi is very different from other hospitals because it

provides very complete and comfortable facilities for patients. The development of the Blambangan Hospital in Banyuwangi is certainly greatly influenced by the success of the leadership in running the organization and leading its employees. The number of hospitals around Blambangan Hospital indicates that competition in getting patients is increasing. The work spirit of the Blambangan Hospital employees must continue to be improved considering that competition in getting patients is increasing. Many factors can increase employee morale, namely organizational climate, transformational leadership style and work environment.

What is needed in an organization is peace and comfort and security in carrying out tasks within the organization. An organization will be able to run well if the people who gather in the container can carry out their duties and functions properly. Work climate is an atmosphere created in an organization by members of the organization by way of relationships between fellow members with mutual respect, trust, and respect to increase the enthusiasm and creativity of employees' work so that organizational goals can be achieved optimally. The implementation of these duties and functions can be carried out properly if they are supported by situations and conditions that occur in the organization itself, or what is often referred to as the work climate. A conducive work climate will increase enthusiasm for work. (Rivai, 2009) explains that an unfavorable work climate has a negative effect on employees and vice versa a positive work climate will also have a good influence so that it can launch the implementation of all programs in the institution. (Hasibuan, 2016) states that morale is the desire and sincerity of a person to do his job well and be disciplined to achieve maximum work performance. Many researches on the relationship between organizational climate and work spirit have been carried out. Research (Alexander &Setiawan, 2018) states that organizational climate affects work morale. (Pritama et al., 2019) also stated that organizational climate has a positive influence on work morale. (Siregar, 2020) in his research shows that there is a significant influence between the Work Environment and Organizational Climate on the morale of employees at the Asahan District Education Office. (Iqbal et al., 2021) also stated that the influence of organizational climate, motivation and compensation on the morale of the ASN of the Communication and Information Office of Pinrang Regency.

The Blambangan Regional General Hospital, Banyuwangi Regency is an organization that is special in nature, under the work unit of the Health Service whose organizational structure is led by a Director, which consists of 1 (one) Section with 3 (three) Sub Divisions, and 2 (two) Divisions. each of which consists of 2 (two) sub-sectors. Blambangan Hospital is a hospital as a specialist referral service with type B and also as a COVID-19 referral hospital. Please note, the number of hospitals in Banyuwangi Regency is 13 units consisting of 2 government general hospitals, 9 private hospitals and 2 special hospitals.

Leadership in an organization or institution is the mover, director, and who can influence the task activities of the people in the group. Leadership is the effort of someone trying to influence a person's behavior or group behavior. Usually leaders are people who are able to influence, move, and direct their subordinates in carrying out their activities in order to achieve the goals of the institution or organization effectively and efficiently (Nawawi, 2008). Leadership is the art of influencing and directing people by means of obedience, trust, respect, and passionate cooperation in achieving common goals (Gomes, 2010). Therefore, in an organization, it is very necessary for a leader figure who has a leadership spirit to be able to guide his subordinates in carrying out organizational tasks so that organizational goals can be achieved optimally. Besides that, in leading someone has a different leadership style, because basically the art of leading a person cannot be the same from one individual to another (Sutrisno, 2015). Leadership style means a set of characteristics used by leaders to influence subordinates so that organizational goals can be achieved. Meanwhile, according to (Handoko, 2015) leadership style is a comprehensive pattern of actions of a leader both visible and invisible by his subordinates. Research (Astinatria&Sarmawa, 2020), (Syarofi, 2016), (Priatna&Ferdiansyah, 2015), (Tarlis, 2017) states that leadership can increase employee morale.

Efforts to increase employee morale, including by paying attention to the work environment. The work environment is everything that is around the workers that can affect them in carrying out the tasks assigned (Nitisemito, 2014). According to (Azhad et al., 2015) working conditions are conditions where a good workplace includes a physical environment and a non-physical environment that can give the impression of being pleasant, safe, peaceful and so on. If working conditions are good, it can spur the emergence of a sense of satisfaction in employees which in turn can have a positive influence on employee performance, and vice versa, if working conditions are bad, employees will not have job satisfaction. A comfortable working environment will affect employees to work harder and concentrate on completing their tasks according to schedule. The success of improving performance requires agencies to know the performance targets. If performance targets are grown from within the employee will form a self-strength and if the work environment situation supports it, the achievement of performance will be easier (Mangkunegara, 2010). According to (Sedarmayanti, 2017), agencies that have a good and comfortable work environment will provide an environment for their employees to improve their performance. In addition, good working conditions will help reduce boredom and fatigue, which is expected to improve employee performance. Research (Murtisaputra&Ratnasari, 2018), (Annisa, 2015), (Alexander &Setiawan, 2018) states that the work environment can increase employee morale.

Leadership is the effort of someone trying to influence a person's behavior or group behavior. Usually leaders are people who are able to influence, move, and direct their subordinates in carrying out their activities in order to achieve the goals of the institution or organization effectively and efficiently (Mangkunegara, 2010). (Pfeffer, 2003) explains that an unfavorable work climate has a negative effect on employees and vice versa a positive work climate will also have a good influence so that it can launch the implementation of all programs in the institution. (Mulyani, 2016), (AnisaTriastuti, 2018) states that leadership style can have a positive influence on improving organizational climate.

According to (Sutrisno, 2015), the work environment is the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of work. The work environment includes the work place, facilities and work aids, cleanliness, lighting, tranquility, including the working relationship between the people in the place. (Wirawan, 2007) states that the organizational climate describes the internal environment of the organization which is relatively temporary and can change rapidly. Research (AnisaTriastuti, 2018) states that the work environment can improve organizational climate.

Table 1. Employee Turnover at Blambangan Hospital Banyuwangi

Year	Number of employees	Employees Out	Employees In	Percentage of Labor Turnover
2016	565	15	58	4.02%
2017	631	16	69	4.19%
2018	682	18	83	4.02%
2019	700	64	36	4.00%
2020	737	30	70	4.32%

Source: Blambangan Hospital Banyuwangi 2021

In Table 1. it is known that the number of employees from 2016 to 2020 has fluctuated. The number of employees in 2016 was 565 employees with 15 employees leaving. In 2017 the number of employees was 631 employees with the number of employees leaving as many as 16 employees. The number of employees in 2018 was 682 employees with 18 employees leaving. The number of employees in 2019 was 700 employees with 64 employees leaving. The number of employees in 2020 is 737 employees with 30 employees leaving. From the data presented in Table 1, this is a problem faced by RSUD BlambanganBanyuwangi related to the morale of its employees. Based on the explanation of the problems faced by the Blambangan Hospital as well as the theory and the results of previous research, the purpose of this study was to determine the effect of transformational leadership style and work environment on organizational climate and spirit of work .

II. RESEARCH METHODOLOGY

The independent variables in this study were transformational leadership style (X1) and work environment (X2). The intervening variable used is organizational climate, while the dependent variable is employee morale. The transformational leadership style indicator consists of 4 dimensions consisting of: a) ideal influence; b) inspirational environment; c) intellectual stimulation; d) individual consideration. Indicator variable work environment consists of 4 dimensions, among others: a) cleanliness of the workplace; b) lighting; c) air circulation; d) noise. Organizational climate indicators consist of 4 dimensions, including: a) structure; b) responsibility; c) acknowledgment; d) support. The indicators of spirit of work in this study consist of 4 dimensions, including: a) attitude; b) craft work; c) task preparation; d) seriousness in work. The population in this study were all employees at RSUD BlambanganBanyuwangi as many as 730 employees. The sample was determined by the Slovin formula and obtained as many as 100 respondents. The sampling technique was based on purposive sampling. Validity and reliability tests are carried out so that the measuring instruments used in the research are valid and reliable. Hypothesis testing using SEM analysis with Smart PLS.

III. RESULTS AND DISCUSSION

Result

Respondents' description statistics related to age, gender, education and years of service of respondents who came from employees of RSUD BlambanganBanyuwangi with a total of 100 respondents, are presented in Table 2.

Table 2: The Results of The Statistical Analysis of The Description

Variable	Total	Percentage
Age		
21 - 40 years	40	40
41 - 60 years	58	58

>60	2	2
Sex		
Male	60	60
Female	40	40
Education		
Senior High School	20	20
Bachelor	50	50
Master	30	30
Years of Service		
< 5 years	15	15
6 – 10 years	25	25
>10 years	60	60

Research Data Validity Test

Table 3. Data Validity Test With Combined Loadings and Cross-Loadings

	X1	X2	Z	Y	Type (a)	SE	P value
X1.1	0.966	0.162	0.095	-0.443	Reflect	0.070	<0.001
X1.2	0.965	-0.224	-0.092	0.221	Reflect	0.070	<0.001
X1.3	0.879	-0.110	-0.108	0.731	Reflect	0.071	<0.001
X1.4	0.966	0.162	0.095	-0.443	Reflect	0.070	<0.001
X2.1	-0.544	0.954	0.043	-0.086	Reflect	0.070	<0.001
X2.2	0.712	0.906	-0.06	-0.319	Reflect	0.071	<0.001
X2.3	0.236	0.897	-0.091	0.457	Reflect	0.071	<0.001
X2.4	-0.360	0.940	0.110	-0.041	Reflect	0.070	<0.001
Z1.1	-0.056	0.142	0.976	-0.132	Reflect	0.070	<0.001
Z1.2	0.183	-0.068	0.917	-0.215	Reflect	0.071	<0.001
Z1.3	-0.136	-0.183	0.928	0.521	Reflect	0.071	<0.001
Z1.4	0.014	0.097	0.969	-0.163	Reflect	0.070	<0.001
Y1.1	0.038	0.019	0.073	0.939	Reflect	0.070	<0.001
Y1.2	-0.122	-0.042	-0.059	0.945	Reflect	0.070	<0.001
Y1.3	-0.013	0.340	0.044	0.938	Reflect	0.070	<0.001
Y1.4	0.096	-0.309	-0.056	0.962	Reflect	0.070	<0.001

Research Data Reliability Testing

Table 4. Reliability Test Results

Variable	Composite Reliability	Cronbach's alpha
Transformational Leadership	0.971	0.959
Work Environment	0.959	0.943
Climate Organizational	0.972	0.962
Spirit of Work	0.972	0.961

In Table 3., the results of the WarpPLS 5.0 calculation show that each value in the cross-loading factor has reached a value above 0.7 with a p value below 0.001. From the results of these calculations, it can be concluded that the convergent validity test criteria have been met for all variables in this study. In testing the reliability test, this study uses the basic values of composite reliability coefficients and Cronbach's alpha coefficients. The calculation results with WarpPLS 5.0 show that the reliability test value above is above 0.7. Thus it can be concluded that the instrument used to test the measuring instrument in this study has met the requirements of the reliability test shown in Table 4.

Hypothesis test

The research hypothesis is a temporary assumption of research that needs proof to test its truth. Hypothesis testing using structural equation modeling (SEM) with Warp PLS 7.0 software aims to evaluate the structural relationship in path analysis between latent variables, namely transformational leadership style variables, work environment variables, organizational climate variables, and also work morale variables. Testing the hypothesis on the path coefficient between variables by comparing the p - value with alpha (0.05). The research hypothesis can be declared accepted if the P-value <0.05. The amount of p - value is obtained from the output on Warp PLS 7.0. The results of hypothesis testing are presented in Table 5.

Table 5: Hypothesis Test Results

No	Hypothesis	Path Coefficient	P-value	Information
1	H1. Transformational leadership is thought to have an effect on organization climate	0,180	<0,002	Accepted
2	H2 Work environment affects the organization climate	0,680	<0,001	Accepted
3	H3. Transformational leadership is thought to have an effect on spirit of work	0,270	<0,001	Accepted
4	H4. Work environment is thought to have an effect on spirit of work	0,530	0,001	Accepted
5	H5. Organizational climate is suspected to have an effect on spirit of work	0,180	<0,002	Accepted

The R2 value of the organizational climate variable is 0.73 this indicates that the 73% variance of the variable can be explained by the variance of the leadership style and work environment variables. The R2 value of the work morale variable is 0.91%, this indicates that the variance of the work environment variable of 91% can be explained by the variance of the leadership style, work environment and organizational climate variables. The coefficient of the influence of leadership style on organizational climate is = 0.18 with $p < 0.02$. This result is significant because the p value is smaller than 0.05. The coefficient of the influence of work environment variables on organizational climate is = 0.68 with p value < 0.01 . This result is significant because the p value is smaller than 0.05. The coefficient of the effect of the work environment on morale is = 0.53 with $p < 0.01$. This result is significant because the p value is greater than 0.05. The coefficient of the influence of the leadership style variable on morale is = 0.27 with p value < 0.01 . This result is significant because the p value is smaller than 0.05. The coefficient of the influence of organizational climate on morale is = 0.18 with $p < 0.02$. This result is significant because the p value is smaller than 0.05.

IV. Discussion

The Influence of Transformational Leadership Style on Organizational Climate

The transformational leadership model is a relatively new model in leadership studies. This model is considered the best model in explaining the characteristics of leaders. The concept of transformational leadership integrates ideas developed in a character, style and contingency approach (Edison, 2010). (Mondy & Noe, 2005) states that leadership is a process that must exist and need to be held in human life as social beings. Man cannot live as a society as his nature if he escapes from his dependence on others. (Tohardi, 2006) states that a conducive work climate is characterized by an atmosphere of togetherness, mutual cooperation and mutual cooperation among members of the organization. (Robbins, 2011) states that the work climate is a set of characteristics of the work environment that are felt directly or indirectly by workers, and are thought to have a major influence on their behavior in the work carried out by employees. The first hypothesis is that the transformational leadership style has a positive and significant influence on organizational climate, this can be seen from the results of the statistic value of 0.18 beta value and the P value of 0.002 which is smaller than 0.05 which means that the transformational leadership style hypothesis towards organizational climate is acceptable. The theory and results of this study are supported by research conducted (Mulyani, 2016; Widyastuti et al., 2014) which states that transformational leadership style has a positive and significant effect on organizational climate.

The Effect of Work Environment on Organizational Climate.

The work environment is related to everything that is in the workplace (Azhad et al., 2015). The work environment is all the conditions around the employee that are associated with the occurrence of psychological

changes in the employee concerned (Nitisemito, 2014). In addition (Sedarmayanti, 2017) defines the work environment as the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups. Organizational climate describes the internal conditions that basically affect the company. Organizations with an open work climate show a high level of trust and effectiveness, as well as a high work ethic for individuals and groups that are influenced by the type of leadership developed by the organization (Daft, 2001). The second hypothesis states that the work environment has a positive and significant influence. to the organizational climate is accepted. This can be seen from the results of the beta coefficient value of 0.68 and the P value of 0.01 which is smaller than 0.05 which means that the hypothesis of the work environment on organizational climate is accepted.

The Influence of Transformational Leadership Spirit of Work

Transformational leadership can be interpreted as a process and art of leadership in which leaders and their subordinates strive to achieve organizational goals with high moral and motivational abilities from all parties (Mu'ah, 2002). This leadership model changes and transforms values into pre-formed teamwork. The third hypothesis which states that transformational leadership style has a positive and significant influence on work morale is accepted. This can be seen from the results of the beta coefficient of 0.27 and the P-value of 0.01, which is smaller than 0.05, which means that the hypothesis of transformational leadership style on spirit of work is accepted. The theory and results of this study are supported by research conducted (Astinatria&Sarmawa, 2020; Priatna&Ferdiansyah, 2015; Syarofi, 2016; Tarlis, 2017) which states that transformational leadership style has a positive and significant effect on spirit of work.

The Influence of Work Environment on Spirit of Work

Handoko, (2011) said that in order to work with enthusiasm, a person needs a comfortable work environment. Employees who are skilled in completing their work, if faced with a dirty, hot, and low light intensity environment will experience difficulties and reduce their enthusiasm to complete the work. In addition, another definition was put forward by Sedarmayanti (2009) which defines the work environment as the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups. (Hasibuan, 2016) revealed that employee morale can grow if there is a harmonious relationship between superiors and subordinates. The existence of good organizational communication is expected to establish a balanced relationship between superiors and subordinates, so that what is communicated can be understood, thought about, and finally implemented with enthusiasm. The fourth hypothesis is that the work environment has a positive and significant influence on work morale. This can be seen from the results of the beta value of 0.53 and the P value of 0.1, which is smaller than 0.05, which means that the work environment hypothesis on morale is accepted. The theory and results of this study are supported by research conducted (Alexander &Setiawan, 2018; Annisa, 2015; Murtisaputra&Ratnasari, 2018) which states that the work environment has a positive and significant effect on spirit of work.

The Influence of Organizational Climate on Spirit of Work

Sedarmayanti, (2017) defines organizational climate as a set of measurable properties of the work environment that are felt or seen directly or indirectly by people living in that environment and are assumed to influence their motivation and behavior. (Dessler, 2015) defines organizational climate as a multi-factor concept or idea that is a reflection of the organization's key functions or organizational goals, such as a conducive climate or service climate. (W. Mondy, 2008) states that, morale is the attitude of an individual or group of people towards their voluntary cooperation in order to fully devote their abilities. According to (Nitisemito, 2014) stated that work passion is a deep pleasure in the work done. Although work enthusiasm is not necessarily caused by work enthusiasm, work enthusiasm has a considerable influence on work morale. The fifth hypothesis is that organizational climate has a positive and significant influence on work morale. This can be seen from the results of the beta value of 0.18 and the P value of 0.02 which is smaller than 0.05, which means that the hypothesis which states that organizational climate on work morale is accepted. The theory and results of this study are supported by research conducted by (Alexander &Setiawan, 2018; Iqbal et al., 2021; Pritama et al., 2019; Siregar, 2020) which states that organizational climate has a positive and significant effect on employee morale.

V. CONCLUSIONS AND SUGGESTIONS

Based on the discussion related to the theory and research results as well as the calculation of the results of the analysis, the conclusions that can be given are as follows: 1) There is an influence of transformational leadership style variables on organizational climate. Therefore, the leadership that has been applied to the Blambangan Hospital Banyuwangi must continue to be improved so that it can set a good example for its subordinates or employees so that it can make the organizational climate comfortable; 2) There is an influence of the work environment on the organizational climate. This means that the work environment at

the Blambangan Hospital Banyuwangi is able to provide a comfortable atmosphere at work because it can improve the organizational climate; 3) There is an influence of transformational leadership style variables on work morale. This means that the leadership style at Blambangan Hospital Banyuwangi has been able to provide an increase in employee morale; 4) There is an influence of work environment variables on work morale. This means that the better the work environment in an agency, the higher the morale of the agency. The results of this study that the work environment has a positive and significant effect on work morale; 5) There is an influence of organizational climate variables on work morale. The results of the study accept that the better the organizational climate at the Blambangan Hospital, Banyuwangi, it will increase employee morale. The results of this study state that organizational climate has a positive and significant effect on work morale.

Based on the research that has been done, the suggestions that can be given to further researchers and the Blambangan Hospital, Banyuwangi Regency from this research, are: 1) The company should in an effort to increase employee morale more focus on leadership style, work environment, and organizational climate and it is hoped that in the end will be able to increase employee morale so as to obtain even better results; 2) For further researchers, it is better if the questionnaires are distributed using technology through questionnaires with link.bit.ly to be more time efficient and paperless; 3) For further research, it is hoped that the questionnaires distributed should be packaged in an attractive way so that respondents will participate more in filling out research questionnaires; 4) The leadership of the Blambangan Hospital, Banyuwangi Regency, maintains harmony and intimacy with the employees of the Blambangan Hospital, Banyuwangi Regency, the Blambangan Hospital, Banyuwangi Regency, provides incentives or bonuses to achieve maximum work spirit, and the leadership of Blambangan Hospital, Banyuwangi Regency pays more attention to the work environment so that the relationship between employees remains harmonious. and so that the spirit so as to produce good performance.

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