
THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK ENVIRONMENT, AND WORK CULTURE ON THE PERFORMANCE OF HEAD OFFICE EMPLOYEES AT PT. BANK BCA SYARIAH EAST JAKARTA



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Abstract

This study aims to analyze the influence of transformational leadership style, work environment, and organizational culture on employee performance. The object of this research is the Head Office of PT. Bank BCA Syariah, located in East Jakarta. The population consists of employees from the Head Office, with a total sample of 80 respondents. This research employs an associative method with a quantitative approach. Data were collected through questionnaires and analyzed using multiple linear regression. The results indicate that, simultaneously, transformational leadership style, work environment, and organizational culture have a positive and significant effect on employee performance. Partially, the transformational leadership style does not have a significant effect on employee performance. The work environment has a significant effect, particularly in aspects such as lighting and available facilities, which support employee productivity. Organizational culture also shows a significant influence on employee performance, as it shapes shared values, beliefs, and behaviors that guide actions within the organization. This study provides practical implications for companies in designing human resource management strategies to improve employee performance.

Keywords: Transformational Leadership Style, Work Environment, Organizational Culture, Employee Performance, PT. Bank BCA Syariah

INTRODUCTION

In today's increasingly competitive business landscape, companies are required to continuously improve their internal strengths to maintain performance and competitiveness. One of the key internal factors is human resources, which play a central role in achieving organizational goals. Employee performance directly reflects a company's success and is influenced by various factors, including leadership style, work environment, and organizational culture.

Transformational leadership has gained attention as an effective approach to motivating employees, inspiring innovation, and fostering individual development. Leaders with this style emphasize shared vision, intellectual stimulation, and personalized attention, which contribute to improving employee productivity and engagement. Previous research indicates that transformational leadership can significantly enhance employee performance by creating a work environment that supports growth, trust, and mutual respect (Isbahi, 2023).

In addition, the work environment—both physical and non-physical—has a substantial impact on employee performance. A comfortable, safe, and well-facilitated work setting can enhance employee focus and satisfaction, thereby improving their productivity. Factors such as lighting, workspace layout, and harmonious coworker relationships are essential in creating a conducive environment for high performance.

Organizational culture also plays a crucial role by shaping shared values, behaviors, and norms that guide employee conduct. A strong, positive work culture fosters discipline, motivation, and commitment, ultimately supporting the achievement of company objectives.

PT. Bank BCA Syariah, as a relatively new player in Indonesia's Islamic banking sector, has shown consistent growth in recent years. Despite facing tight competition—especially in Jakarta, one of the most competitive business regions—the bank has recorded significant increases in net profit from 2021 to 2023. This underscores the importance of effective leadership, a supportive work environment, and a strong organizational culture in enhancing employee performance.

Based on these considerations, this study aims to analyze the influence of transformational leadership, work environment, and organizational culture on employee performance at the head office of PT. Bank BCA Syariah in East Jakarta. The findings are expected to provide valuable insights for the development of effective human resource management strategies that improve performance and strengthen organizational competitiveness.

REVIEW OF LITERATURE

Human Resource Management

Human Resource Management refers to the strategic and comprehensive approach to managing people within an organization so they contribute effectively to achieving the organization's goals. Human resources are considered valuable assets, involving individuals who apply their skills, knowledge, and capabilities to fulfill company objectives. HRM includes processes such as planning, recruitment, selection, training, performance evaluation, compensation, and employee development. It ensures that employees are well-placed, well-supported, and continuously developed to meet both individual aspirations and organizational needs. Effective HRM fosters a productive work environment, enhances employee performance, and supports long-term organizational success

Transformational Leadership

Transformational leadership is a leadership approach in which leaders inspire and motivate their subordinates to exceed expectations by transforming their attitudes, values, and behaviors. This style emphasizes vision, innovation, and personal development, aiming to create meaningful change within both individuals and organizations. Transformational leaders exhibit four key characteristics: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. They serve as role models, foster enthusiasm, encourage creative thinking, and pay close attention to the needs and potential of each team member, thereby enhancing overall performance and organizational commitment.

Work Environment

Work environment is everything surrounding employees at their workplace that affects their ability to complete tasks safely and efficiently (Muhammad et al. 2023). A work environment refers to the physical and non-physical conditions in which employees perform their duties. It includes tangible elements such as lighting, temperature, furniture, and noise levels, as well as intangible aspects like interpersonal relationships and organizational culture. A supportive work environment enhances comfort, safety, and employee morale, leading to improved focus, job satisfaction, and performance. Companies that provide a well-structured and conducive work environment tend to experience higher productivity, lower turnover, and better teamwork across departments.

Work Culture

Work culture is a system of values, beliefs, and norms developed within an organization that serves as a guide for behavior among its members (Mangkunegara in Nor et al., 2020) Work culture refers to the collective values, habits, behaviors, and attitudes that shape how employees interact and perform within an organization. It influences decision-making, communication styles, and employee motivation. A strong and positive work culture fosters discipline, commitment, innovation, and collaboration, which ultimately contribute to higher employee performance and organizational effectiveness. When shared values and consistent behaviors are aligned with organizational goals, employees are more likely to feel engaged, responsible, and motivated to contribute to overall success

Employee Performance

performance refers to the actual work outcomes achieved by an employee in carrying out responsibilities within specific processes, procedures, or methods (Asmike & Sari, 2022). Employee performance is the result of individual contributions that align with organizational goals. It reflects how effectively and efficiently an employee fulfills tasks and responsibilities, impacting overall productivity and success. High employee performance supports operational excellence and strategic achievement within a company.

RESEARCH METHOD

This research employs an associative method with a quantitative approach. By utilizing a quantitative methodology, the researcher collects data primarily through questionnaires and other relevant instruments to test hypotheses or address research questions. In quantitative research, as explained by Sugiyono (2020), quantitative observation is used to describe the condition or characteristics of a variable by gathering and presenting numerical data that has been categorized or calculated. The data collected is then

statistically analyzed to determine the strength and nature of relationships between variables. Through this approach, the study aims to generate objective, measurable, and replicable findings. The use of numerical data allows for the development of empirical conclusions and supports the validation or rejection of proposed hypotheses based on the observed patterns within the dataset.

RESULTS AND DISCUSSION

Validity Test

Validity test is conducted to evaluate whether the instrument can measure the variables studied accurately. In this study, the validity test is calculated using SPSS software. Testing is carried out on each item in the independent and dependent variables. Statistically, validity is tested by comparing the calculated r value with the r table at a significance level of 10% and degrees of freedom (n-2). If the calculated rvalue \geq r table , then the item is considered valid.

Table 1.
Validity Test Results of Transformational Leadership Style (X1)

Statement Item	r _{count}	r _{table}	Condition	Description
Statement 1	0,751	0,2911	r _{count} > r _{table}	Valid
Statement 2	0,722	0,2911	r _{count} > r _{table}	Valid
Statement 3	0,741	0,2911	r _{count} > r _{table}	Valid
Statement 4	0,647	0,2911	r _{count} > r _{table}	Valid
Statement 5	0,774	0,2911	r _{count} > r _{table}	Valid
Statement 6	0,820	0,2911	r _{count} > r _{table}	Valid
Statement 7	0,839	0,2911	r _{count} > r _{table}	Valid
Statement 8	0,830	0,2911	r _{count} > r _{table}	Valid
Statement 9	0,680	0,2911	r _{count} > r _{table}	Valid
Statement 10	0,835	0,2911	r _{count} > r _{table}	Valid
Statement 11	0,876	0,2911	r _{count} > r _{table}	Valid
Statement 12	0,792	0,2911	r _{count} > r _{table}	Valid
Statement 13	0,812	0,2911	r _{count} > r _{table}	Valid
Statement 14	0,854	0,2911	r _{count} > r _{table}	Valid
Statement 15	0,745	0,2911	r _{count} > r _{table}	Valid

Source: processed data from SPSS, (2025)

Table 2.
Validity Test Results of Work Environment (X2)

Statement Item	r _{count}	r _{table}	Condition	Description
Statement 1	0,709	0,2911	r _{count} > r _{table}	Valid
Statement 2	0,733	0,2911	r _{count} > r _{table}	Valid
Statement 3	0,606	0,2911	r _{count} > r _{table}	Valid
Statement 4	0,774	0,2911	r _{count} > r _{table}	Valid
Statement 5	0,738	0,2911	r _{count} > r _{table}	Valid
Statement 6	0,760	0,2911	r _{count} > r _{table}	Valid
Statement 7	0,790	0,2911	r _{count} > r _{table}	Valid
Statement 8	0,771	0,2911	r _{count} > r _{table}	Valid
Statement 9	0,784	0,2911	r _{count} > r _{table}	Valid
Statement 10	0,774	0,2911	r _{count} > r _{table}	Valid

Source: processed data from SPSS, (2025)

Table 3.
Validity Test Results of Work Culture (X3)

Statement Item	r_{count}	r_{table}	Condition	Description
Statement 1	0,712	0,2911	$r_{count} > r_{table}$	Valid
Statement 2	0,685	0,2911	$r_{count} > r_{table}$	Valid
Statement 3	0,728	0,2911	$r_{count} > r_{table}$	Valid
Statement 4	0,821	0,2911	$r_{count} > r_{table}$	Valid
Statement 5	0,866	0,2911	$r_{count} > r_{table}$	Valid
Statement 6	0,793	0,2911	$r_{count} > r_{table}$	Valid
Statement 7	0,877	0,2911	$r_{count} > r_{table}$	Valid
Statement 8	0,741	0,2911	$r_{count} > r_{table}$	Valid
Statement 9	0,726	0,2911	$r_{count} > r_{table}$	Valid
Statement 10	0,745	0,2911	$r_{count} > r_{table}$	Valid

Source: processed data from SPSS, (2025)

Table 4.
Validity Test Results of Work Culture (Y)

Statement Item	r_{count}	r_{table}	Condition	Description
Statement 1	0,719	0,2911	$r_{count} > r_{table}$	Valid
Statement 2	0,772	0,2911	$r_{count} > r_{table}$	Valid
Statement 3	0,842	0,2911	$r_{count} > r_{table}$	Valid
Statement 4	0,826	0,2911	$r_{count} > r_{table}$	Valid
Statement 5	0,830	0,2911	$r_{count} > r_{table}$	Valid
Statement 6	0,805	0,2911	$r_{count} > r_{table}$	Valid
Statement 7	0,791	0,2911	$r_{count} > r_{table}$	Valid
Statement 8	0,801	0,2911	$r_{count} > r_{table}$	Valid
Statement 9	0,821	0,2911	$r_{count} > r_{table}$	Valid
Statement 10	0,815	0,2911	$r_{count} > r_{table}$	Valid
Statement 11	0,753	0,2911	$r_{count} > r_{table}$	Valid
Statement 12	0,728	0,2911	$r_{count} > r_{table}$	Valid
Statement 13	0,711	0,2911	$r_{count} > r_{table}$	Valid

Source: processed data from SPSS, (2025)

Based on the table above, the results of the analysis show that each item in the variable has a calculated r value that is greater than r table. Thus, all statement instruments in this study are declared valid, so they can be used to measure the variables studied accurately.

Reliability Testing

Reliability testing aims to measure the consistency of answers in the questionnaire used. This test is conducted using the Cronbach's Alpha method. A variable is considered reliable if the Cronbach's Alpha value is more than 0.60. The results of the reliability test for each variable using SPSS are shown in the following table.

Table 5.
Reliability Test Results

Variable	Cronbach's alpha	Alpha	Description
Transformational Leadership Style (X1)	0,952	0,6	Reliable
Work Environment (X2)	0,905	0,6	Reliable
Work Culture (X3)	0,923	0,6	Reliable
Employee Performance (Y)	0,948	0,6	Reliable

Source: processed data from SPSS, (2025)

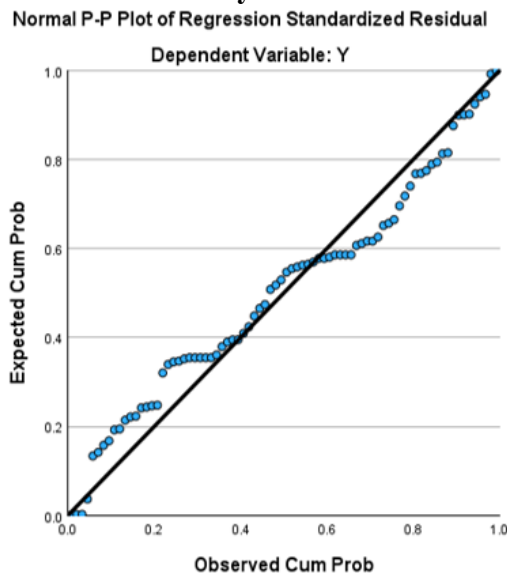
Based on the table above, it can be concluded that the respondents' answers have a Cronbach's alpha value that exceeds the minimum limit set, which is 0.60. Thus, the research data on this variable can be declared reliable.

Classical Assumption Test

Normality Test

The normality test is used to evaluate whether the data in this study follows a normal distribution or not. Normal data distribution is one of the important indicators in good research, because it can affect the validity and accuracy of the analysis results.

Figure 1.
Normality Test Results



Source: processed data from SPSS, (2025)

Based on the image above, it appears that the data points are spread around the diagonal line and follow the pattern of the line. This shows that the analyzed data has a distribution that is consistent with the normal distribution. Fulfillment of this normality assumption is very important, because it is the basis for the validity of various analysis methods, such as regression and hypothesis testing. Thus, the results of the analysis can be more accurate and reliable. Therefore, it can be concluded that the analyzed data meets the normal distribution

Multicollinearity Test

Multicollinearity test is conducted to determine whether there is a relationship between independent variables in the regression model. A good regression model should not have a very high or near perfect correlation between independent variables. Multicollinearity can be said not to occur if the tolerance value is more than 0.10 and the VIF value is less than 10. The following are the results of the multicollinearity test obtained using SPSS

Table 6.
Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Transformational Leadership (X1)	0,617	1,620	No Multicollinearity Occurred
Work Environment (X2)	0,365	2,600	No Multicollinearity Occurred
Work Culture (X3)	0,365	2,599	No Multicollinearity Occurred

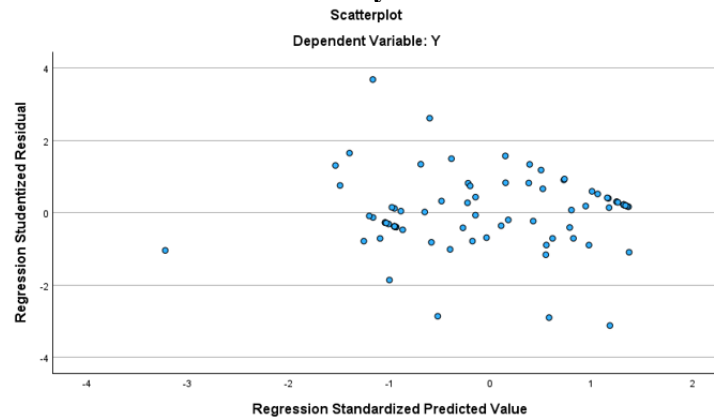
Source: processed data from SPSS, (2025)

Based on the table above, it can be concluded that all independent variables have VIF values of less than 10. Thus, the regression model used does not experience multicollinearity problems.

Heteroscedasticity Test

The heteroscedasticity test aims to detect whether there is a non-constant residual variation in the regression model. A good model should be free from heteroscedasticity. In this study, testing was carried out through the analysis of the point distribution pattern on the Scatterplot graph. If the points are randomly distributed above and below the number 0 on the Y axis without a particular pattern, then there is no heteroscedasticity. The test results with SPSS are shown in the following figure.

Figure 2.
Heteroscedasticity Test Results



Source: processed data from SPSS, (2025)

Visualization of results Based on Figure 2., the points appear to be randomly distributed, both above and below the number 0 on the Y axis. This shows that there is no particular pattern in the data distribution. Thus, it can be concluded that the regression model used does not experience heteroscedasticity. Therefore, this regression model can be applied in hypothesis testing.

Autocorrelation Test

Autocorrelation test in this study aimed to identify whether any correlation exists among the residuals in the linear regression model. A good regression model should not exhibit autocorrelation. The decision regarding the presence of autoco

Table 7.
Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.760 ^a	.577	.560	4,072	1,953

Source: processed data from SPSS, (2025)

The results showed a Durbin-Watson value of 1.953, with a lower limit (DL) of 1.5600 and an upper limit (DU) of 1.7153. Based on the Durbin-Watson table at a 5% significance level, with a sample size of 80 and 3 independent variables, the value falls within the range of 1.7153 < 1.953 < 2.2847. Therefore, it can be concluded that there is no autocorrelation in this model.

Multiple Linear Regression Analysis Test

Table 8.
Multiple Linear Regression Analysis

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11,134	4,669		2,385	,020		
	Transformational Leadership (X1)	-,028	,062	-,043	-,451	,653	,617	1,620
	Work Environment (X2)	,380	,161	,285	2,368	,020	,385	2,600
	Work Culture (X3)	,721	,159	,545	4,535	<,001	,385	2,599

a. Dependent Variable: Employee Performance (Y)

Source: processed data from SPSS, (2025)

Based on the table above, the following regression equation is obtained:

$$Y = \alpha + \beta1. X1 + \beta2. X2 + \beta3. X3 + e$$

Purchase Decision = 11,134 -0.28 X1 + 0,380 X2 + 0,721 X3+ e

The explanation of the equation above is:

- a. The constant value is 11.134, which means that if the variables Transformational Leadership Style (X1), Work Environment (X2), and Organizational Culture (X3) are assumed to be zero or held constant, then the predicted value of Employee Performance (Y) is 11.134.

- b. The Transformational Leadership Style (X1) variable has a regression coefficient of -0.028. This indicates that for every one-unit increase in transformational leadership style, the value of employee performance decreases by 0.028.
- c. The Work Environment (X2) variable has a regression coefficient of 0.380. This means that every one-unit increase in the work environment variable will increase the employee performance score by 0.380.
- d. The Organizational Culture (X3) variable has a regression coefficient of 0.721. This means that every one-unit increase in organizational culture will increase employee performance by 0.721.

**Hypothesis Test
 Simultaneous Test (F)**

Table 9.
F Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1720.423	3	573.474	34.578	<.001 ^b
	Residual	1260.465	76	16.585		
	Total	2980.887	79			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: processed data from SPSS, (2025)

In Table it can be seen that the calculated F-value (Fcount) is 34.578 with a significance level of 0.001. To determine the Ftable value, the formula is used with degrees of freedom for the numerator $df_1 = 3$ (based on the number of independent variables) and degrees of freedom for the denominator $df_2 = (n - k) = (80 - 4) = 76$, where n is the total number of samples. Based on the F-distribution table at a 5% significance level, the Ftable value is 2.72. Since Fcount (34.578) > Ftable (2.72) and the significance value (0.001) < 0.05, then H_1 is accepted. Thus, it can be concluded that the variables Transformational Leadership Style (X1), Work Environment (X2), and Organizational Culture (X3) have a simultaneous and significant effect on Employee Performance (Y).

Partial Test (t)

**Table 10.
 Test (t)**

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		VIF
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	11,134	4,669		2,385	,020		
	Transformational Leadership (X1)	-,028	,062	-,043	-,451	,653	,617	1,620
	Work Environment (X2)	,380	,161	,285	2,368	,020	,385	2,600
	Work Culture (X3)	,721	,159	,545	4,535	<,001	,385	2,599

a. Dependent Variable: Employee Performance (Y)

Source: processed data from SPSS, (2025)

So, it can be concluded that:

1. The t-test results in Table 10 show that the t-count value is -0.451 with a significance level of 0.653. Since the t-count (-0.451) is less than the t-table value (1.990) and the significance level exceed 0.05 ($0.653 > 0.05$), it can be concluded that Transformational Leadership Style (X1) does not have a significant partial effect on Employee Performance (Y).
2. The t-test results in Table 10 show that the t-count value is 2.368 with a significance level of 0.020. Since the t-count (2.368) is greater than the t-table value (1.900) and the significance level is less than 0.05 ($0.020 < 0.05$), it can be concluded that the Work Environment (X2) has a significant partial effect on Employee Performance (Y).
3. The t-test results in Table 10 show that the t-count value is 4.535 with a significance level of 0.001. Since the t-count (4.535) is greater than the t-table value (1.900) and the significance level is less than 0.05 ($0.001 < 0.05$), it can be concluded that the Work Environment (X2) has a significant partial effect on Employee Performance (Y).

Test of Determination Coefficient (R2)

**Table 11.
 Test of Determination Coefficient (R2)**

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,760 ^a	,577	,560	4,072	1,953

a. Predictors: (Constant), Transformational Leadership (X1), Work Environment (X2), Work Culture (X3),
 b. Dependent Variable: Employee Performance (Y)

Source: processed data from SPSS, (2025)

Based on the Model Summary table in the image provided, the R Square value is 0.577. This indicates that 57.7% of the variation in Employee Performance (Y) can be explained by the three independent variables in the model, namely Transformational Leadership Style (X1), Work Environment (X2), and Organizational Culture (X3).

Discussion

- a. Based on the results of the simultaneous hypothesis testing (F-test), it is found that the variables Transformational Leadership Style (X1), Work Environment (X2), and Organizational Culture (X3) have a significant effect on Employee Performance (Y). This finding is in accordance with the F-test decision criteria, which state that the hypothesis is accepted if $F_{count} > F_{table}$ and the significance value is less than 0.05. The test results show that F_{count} is $43.578 > 2.72$ and the significance value is $0.001 < 0.05$, therefore the alternative hypothesis (H1) is accepted. Thus, it can be concluded that Transformational Leadership Style (X1), Work Environment (X2), and Organizational Culture (X3) simultaneously have a significant influence on Employee Performance (Y).
- b. The results of this study indicate that the variable Transformational Leadership Style (X1) does not have a significant effect on Employee Performance (Y) at the Head Office of PT Bank BCA Syariah, East Jakarta. Based on the test, the t-count value is -0.451, which is less than the t-table value ($-0.451 < 1.990$), and the significance level is greater than 0.05 ($0.653 > 0.05$). Therefore, the alternative hypothesis (Ha) is rejected, which means that Transformational Leadership Style has not successfully improved Employee Performance at the Head Office of PT Bank BCA Syariah, East Jakarta.
- c. The results of this study indicate that the Work Environment variable has a significant effect on Employee Performance at the Head Office of PT Bank BCA Syariah, East Jakarta. Based on the test results, the t-count value is 2.368 with a significance level of 0.020. Since t-count ($2.368 > 1.990$) and the significance value ($0.020 < 0.05$), it can be concluded that the Work Environment has a significant influence on Employee Performance.
- d. The results of this study indicate that the Organizational Culture variable has a significant effect on Employee Performance at the Head Office of PT Bank BCA Syariah, East Jakarta. Based on the test results, the t-count value is 4.535 with a significance level of 0.001. Since t-count ($4.535 > 1.990$) and the significance value ($0.001 < 0.05$), it can be concluded that Organizational Culture has a significant influence on Employee Performance.

CONCLUSION

Based on the research that has been done, it can be concluded that:

1. Transformational leadership, work environment, and organizational culture jointly have a positive and significant effect on employee performance at PT Bank BCA Syariah Jakarta Timur, indicating that these factors together enhance productivity and support the achievement of organizational goals.
2. Transformational leadership style does not significantly affect employee performance, suggesting that its implementation has not been fully effective or perceived by employees in supporting performance improvement at PT Bank BCA Syariah Jakarta Timur.

3. A conducive work environment significantly improves employee performance. Comfort, coworker relationships, and adequate facilities are key elements that drive higher productivity at PT Bank BCA Syariah Jakarta Timur.
4. Organizational culture positively and significantly influences employee performance. Strong values, discipline, and alignment with company goals contribute to higher productivity and the achievement of organizational targets.

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