

The Influence of Transformational Leadership Style, Organizational Culture and Work Motivation on Employee Performance at PT. Happy Idkho Independent

Tsalisa Salma Nasir¹, Ahmad Cik², Kumba Digdowiseiso^{3*}

^{1,2,3*} Fakultas Ekonomi dan Bisnis, Universitas Nasional Jakarta, Indonesia

Email: ¹tsalisasalma@gmail.com, ²ahmadcid@civitas.ac.id,

^{3*}kumba.digdo@civitas.ac.id

Abstract

This thesis is the result of a quantitative study that aims to analyze the effect of Transformational Leadership Style, Organizational Culture and Work Motivation on Employee Performance at PT. Happy Idkho Independent. The technique used is to use primary data in the form of questionnaires to 109 employee respondents who work at PT. Bahagia Idkho Mandiri with the Simple Random Sampling method. Based on the results of the Model Feasibility test (F Test), the results of Fcount were $42.905 > F_{table} 2.69$ with a Sig value of $<.001$, which is below 0.05. And if seen from the results of the Hypothesis Test (t test) obtained t count (X1) Transformational Leadership Style is 3.288, (X2) Organizational culture is 2.355 and (X3) Work motivation is 5.769 and the Sig value (X1) Transformational Leadership Style is 0.001, (X2) Organizational culture is 0.024 and (X3) Work motivation is $<.001$ which means all Sign numbers are <0.05 . From the results of the evidence above, it can be concluded that the results of the analysis of the Influence of Transformational Leadership Style, Organizational Culture and Work Motivation are proven positive and significant for employee performance at PT. Happy Idkho Independent.

Keywords: Transformational Leadership Style, Organizational Culture, Work Motivation and Employee Performance.

INTRODUCTION

In the conditions of this modern global era, of course there are many companies each other compete or race For become Which most superior. The more great technology so competition Also the more strict on era This Which so that make Lots company will do adaptation to a number of change Which happen on environment work especially environment business. For Can answer and realize matter the, so company make HR they have become focus most importantly they. Matter This is because HR is the core or heart of a company in achieving its goals them. If HR Which they have Can produce performance Which Good or in accordance hope, so company will the more easy For Can reach the goal. Succeed or or not That depends with How condition from company That Alone And Also with Seeing this, you can see that the company has a good strategy in adapting to the environment. And not only has a good strategy, but also those who are qualified and can support. Quality human resources

How to cite: Tsalisa Salma Nasir, Ahmad Cik, Kumba Digdowiseiso (2024) The Influence of Transformational Leadership Style, Organizational Culture and Work Motivation on Employee Performance at PT. Happy Idkho Independent, (5) 1. Doi:

E-ISSN: [2721-5202](https://doi.org/10.27209/2721-5202)

Published by: [CV. Syntax Corporation Indonesia](http://www.syntaxcorporation.com)

or employees will capable put company on track competition or even Can become Which mostsuperior in competition That.

The quality of human resources within the company must continue to be developed by the company which is adapted to current developments. That way employees can carry out work in a way professional, not quite enough answer, as well as own *attitude* Which Good in order to help companies meet the increasing needs of consumers complex in this era of globalization. Performance is the result of a job carried out, both physical/material and non-physical/non-material (Hadari Nawawi, 2005). So quality performance employee can seen with exists evaluation performance Which can give information about performance employee in period certain. Evaluation performance in In the process, various measurement dimensions can be used, this is because Employee performance refers to a person's potential and achievements which are measured by based on standards And criteria Which applied by company (Nurul et al., 2011).

As for a number of factor Which can influence performance employee according to paganda (2014) that is, factor personal, factor leadership, factor team, factor system, And contextual factors. By looking at the factors that influence employee performance, study use style leadership transformational, culture organization And Work motivation as a variable that supports employee performance research at PT. Happy Idkho Independent.

Style leadership transformational is A behavior a leader in influencing workers with the aim of working productively within the framework achieving organizational goals (Hasibuan, 2008). This affects performance his subordinates, so that can said that exists connection lead come back from style transformational leadership with performance. This matter supported by Robbinson's theory (2010:263) Which say If leader succeed influence subordinate with his vision, embed charisma, motivating And become inspiration, stimulating intellectual, creativity, And value his employees so can confirmed employee will Work well, seriously and loyally to the company so that its performance increases. Avolio And Bass (1990) state leadership transformational happen when para leader expand And increase interest employee they, when they generate awareness and acceptance of the group's goals and mission, and when they move employee they For see outside interest self they Alone For best interests of the group.

Organizational culture is a social unit that binds members from the organization. A strong culture will definitely strive to continue to support the company in reach objective company (Tiyanto, 2009). Culture organization can made as an (*identity*) that differentiates one organization from another according to characteristics distinctive or characteristic it has. Organizational culture is the basic values of an organization form belief, norms And method Study people in in organization Which is the glue and other characteristics of the organization (Triatna, 2014). Organization that owns A strong culture will be able to create or shape the behavior of its workers and performance employee Also will Can walk in accordance with What culture Which made the handle. And application culture in something organization _ will capable form how is the employee behave to carry out their duties in achieving goals company.

Motivation interpreted as A circumstances personal somebody Which push desire individual For do activity certain For Can reach something objective (Tahir, 2014). Performance Motivation is very important in every area of life organization. Once someone is motivated, he will be driven to do anything to achieve a series of goals (Umeozor, 2018). Even more strategically Sekhar et al. (2013) explain that motivation Work individual influential direct to performance and individual and group alertness and

have an indirect effect on performance organization. Individuals who have work motivation will be more alert in their work and produce much better performance than unmotivated individuals Work.

PT employee performance. Idkho Mandiri's optimal happiness is highly hoped for by company. Performance company will increase Because the more Lots employee Which have good performance. Employee achievement and performance improvement can be increased with consumer satisfaction, lower complaint volumes, and more aggressive goals. Besides That, performance employee PT. Happy Idkho independent can be measured with implementation task Which effective And efficient.

This study focuses on the impact of transformational leadership style, organizational culture, and work motivation on employee performance, emphasizing their crucial role in human resources. The chosen research object is PT. Happy Idkho Independent due to suboptimal performance assessments, not meeting the 100% target. Previous studies indicate mixed results, motivating the researcher to conduct a more in-depth investigation titled "Influence of Transformational Leadership Style, Organizational Culture, and Work Motivation on Employee Performance at PT. Happy Idkho Independent." The objectives include analyzing the influence of transformational leadership style, organizational culture, and work motivation on employee performance. The study aims to contribute to the company by providing insights for managing human resources, offer academic value in the field of human resource management, and enhance the writer's abilities in understanding and articulating the theories related to transformational leadership style, organizational culture, and work motivation in the context of employee performance.

RESEARCH METHOD

The research focuses on employee performance (Y) influenced by transformational leadership style (X1), organizational culture (X2), and work motivation (X3) at PT. Happy Idkho Independent. The data sources include primary data obtained through a questionnaire distributed online using Google Forms, and secondary data from books and journals related to the research topic. The population consists of 150 employees at PT. Happy Idkho Independent, with a sample size of 109 employees selected through Simple Random Sampling. The data collection technique involves using a Likert scale questionnaire, and the data is analyzed descriptively and inferentially. The inferential analysis includes multiple linear regression to examine the influence of transformational leadership style, organizational culture, and work motivation on employee performance. Assumptions such as normality, autocorrelation, multicollinearity, and heteroskedasticity are tested, and the appropriateness of the model is assessed through the F test and the coefficient of determination (R²). Hypothesis testing involves the t-test to determine the partial influence of each independent variable on employee performance. The research aims to provide practical insights for managing human resources and contribute to the academic field of human resource management.

RESULTS STUDY AND DISCUSSION

A. Results Complete data study

1. Description Data Variable study

Results test statistics descriptive For flat flat (Mean) count every statement oneach – each variable will outlined on part This. Variable independent namely Style Leadership Transformational (X1) own 10 statement, Culture Organization (X 2) own 9 statement, Motivation Work (X 3) own 8 statement, And

The dependent variable, namely Employee Performance (Y), has 10 statements. Data analysis Which done is with use calculation based on answer respondents received and through statistical calculation methods which are processed using use AIDS through SPSS *software* version 29.

a. Style Leadership Transformational (X1)

Style Leadership Transformational is A behavior from a leader who inspires his subordinates to commit to vision And objective And Also prioritize interest organization than personal interests to achieve common goals. Total results table Mean Style Transformational leadership is as following:

Table 1. Total Mean (X 1) Leadership Style Transformational

No.	Statement	Scale					Qty	MEANS
		1 (STS)	2 (TS)	3 (RG)	4 (S)	5 (SS)		
1.	Leader give motivation to me For Work more Good	1	2	5	32	69	109	4.52
2.	Leader cultivate taste believe self I in do work.	1	1	1	34	72	109	4.61
3.	Leader give confidence to I that objective company will achieved	1	2	4	37	65	109	4.50
4.	Leader awaken enthusiasm I For do work	0	3	8	41	57	109	4.39
5.	Leader do communication about work Which clear	1	2	5	39	62	109	4.46
6.	The leader encourages I for use inner creativity finish work.	1	0	3	33	72	109	4.61
7.	The leader encourages me to always deeply innovative finish work.	1		5	39	63	109	4.50
8.	Leader treat I as an individual personal, not justas member from something group Work.	1	6	9	39	54	109	4.28
9.	Leader give very advice important for development self I.	0	0	7	38	64	109	4.52
10.	Leader avoid For follow mix hand except when I fail in reach objective.	3	3	7	41	55	109	4.30
Total Mean Variable X1 (Leadership Style Transformational)							40.38	
Average Total Mean Variable X1							4,038	

Source: Processed from the data questionnaire 2022

Based on the data in Table 1, the total average (Mean) Force results are obtained Transformational Leadership (X1) overall is 40.38 and Average total mean his is 4,038. Which It means part big respondents state agree. Statement Which most dominant Which in give by respondents or PT employees. Bahagia Idko Mandiri is at number 2 & 6 with a mean of 4.61 and mark the lowest is at statement number 8 with Mean 4.28.

b. Culture Organization (X2)

Organizational culture is shared values, norms or perceptions which is adhered to by all over member organization form characteristics Which make it differentiator betweenone organization with another. Table of total results for Mean Organizational Culture is as follows :

Table 2. Total Mean (X 2) Culture Organization

No. Statement	Scale					Qty	MEANS
	1 (STS)	2 (TS)	3 (RG)	4 (S)	5 (SS)		
1. The company appreciates it every individual Which responsible answer in put forward idea his opinion for progress organization/company.	1	1	5	38	64	109	4.50
2. The company appreciates it freedom of every individual in put forward idea his opinion for progress organization/company.	0	0	7	43	59	109	4.48
3. The company delivers tolerate me to innovate consistently to dare to take the risk of what done in advance organization/company.	0	2	10	49	48	109	4.31
4. The company explained to me regarding goal to achieve vision and mission increase performance organization/company.	0	4	11	39	55	109	4.33
5. The company explained to me regarding hope to achieve target target Which desired.	0	2	13	42	52	109	4.32
6. The company is pushing organizational units for works that way coordinated for can increase quality that job generated.	0	1	14	41	53	109	4.34
7. The company is pushing organizational units for works that way coordinated to get increase quantity work Which generated.	0	2	11	40	56	109	4.38
8. Company regulations used as a tool applicable controls to control behavior employee in organization/company.	0	0	6	44	59	109	4.49
9. Company always carry out supervision to every employee so that always obey SOUP (Standard Operational Procedure)	0	4	12	41	52	109	4.29
Total Mean Variable X2 (Culture Organization)						39.43	
Average Total Mean Variable X2						4,381	

Source : Processed from questionnaire data 2022

Based on data table 2 so obtained results total flat – flat (Mean) Culture The organization (X 2) as a whole is 39.43 and the total average is the mean is 4,381. Which means that the majority of respondents agreed. Statement the most dominant one given by respondents or employees of PT. Happy Idko Mandiri is at number 1 with a mean of 4.50 and the lowest value is at statement number 9 with a Mean of 4.29.

c. Motivation Work (X 3)

Work motivation is an urge or strength that arises within oneself individuals

and from outside individuals who cause employees to direct the whole his ability to complete his responsibilities to achieve a goal objective. Results table total Mean Motivation Work is as follows :

Table 3. Total Mean (X 3) Motivation Work

No.	Statement	Scale					Qty	MEANS
		1 (STS)	2 (TS)	3 (RG)	4 (S)	5 (SS)		
1.	Achievements I achieved now already very satisfying.	0	1	15	36	57	109	4.37
2.	My achievements achieved very help And beneficial in work I	0	0	6	36	67	109	4.56
3.	I got deep support carry out work from superior And Friend worker I.	0	0	3	41	65	109	4.57
4.	I accept praise if my performance results good/nice so I am more Spirit in work I.	0	1	12	37	59	109	4.41
5.	I always do task Which given with as good as good.	0	1	4	38	66	109	4.55
6.	I will carry out tasks according to the task Which given to I.	0	2	15	29	63	109	4.40
7.	I always present appropriate time.	0	0	12	29	68	109	4.51
8.	Every job that made And set, I did it with full not quite enough answer.	0	0	2	34	73	109	4.65
Total Mean Variable X3 (Motivation Work)							31.38	
Average Total Mean Variable X3							3,922	

Source : Processed from the data questionnaire 2022

Based on data table 3 then the results are obtained average total – average (Mean) Overall Work Motivation (X3) is 31.38 and Average total Mean his is 3,922. Which It means part big respondents state agree. The most dominant statement given by respondents or PT employees. Bahagia Idko Mandiri is at number 8 with a mean of 4.65 and the lowest score there is on statement number 1 with Mean 4.37.

d. Performance Employee (Y)

Employee performance is a result achieved by internal employees the work is of quality and in accordance with what has been determined based on responsibilities given. Table of results for the total mean employee performance is as following:

Table 4. Total Mean (Y) Performance Employee

No.	Statement	Scale					Qty	MEANS
		1 (STS)	2 (TS)	3 (RG)	4 (S)	5 (SS)		

1.	I have understanding and Skills Which Good in carry out work.	0	0	3	46	60	109	4.52
2.	Quality Work I has fulfilled standard Which has set company.	0	1	9	48	51	109	4.37
3.	I always try increase quality performance I	0	0	0	43	66	109	4.61
4.	My job always do it reach target Which has determined.	0	0	9	47	53	109	4.40
5.	I always finish work with appropriate time	0	0	4	50	55	109	4.47
6.	I take great carepunctuality andperfection results work.	0	0	6	43	60	109	4.50
7.	I can fulfil target effectiveness in use source Power in company.	0	0	4	45	60	109	4.51
8.	I committed and responsible top work I.	0	0	1	40	68	109	4.61
9.	I feel loyal to work Which I do it.	0	0	2	37	70	109	4.62
10.	I really care towards each work Which I do it.	0	0	1	36	72	109	4.65
Total Mean variable Y (Performance Employee)							40.61	
Average Total Mean variable Y							4,061	

Source : Processed from the data questionnaire 2022

Based on data table 4 so obtained results total flat – flat (Mean) Performance Employees (Y) as a whole is 40.61 and the Average total Mean is 4,061. Which means that the majority of respondents agreed. Statement the most dominant one given by respondents or employees of PT. Happy IdkoMandiri is at number 10 with a mean of 4.65 and the lowest value is at statement number 2 with a mean of 4.37.

2. Test Instrument

a. Test Validity

Validity Test is used to test accuracy and as a tool for measuring results questionnaire so that can prove is questionnaire That legitimate or No. Test validity is calculated by comparing the calculated r value (*Pearson Correlation*) with mark r table. If mark r count > r table And worth positive (on tariff Sig 0.05) hence the question the said valid. Study This in test with use tariff Sig5% (0.05), where n = 109, then obtained r table (0.05) = 0.1569

Table 5. Results Test Instrument Validity Style Leadership Transformational (X 1)

Variable	Statement	R Count	R Table	Information
Style Leadership Transformational (X 1)	X1.1	0.524	0.1569	Valid
	X1.2	0.731	0.1569	Valid
	X1.3	0.548	0.1569	Valid
	X1.4	0.743	0.1569	Valid
	X1.5	0.714	0.1569	Valid
	X1.6	0.620	0.1569	Valid
	X1.7	0.685	0.1569	Valid

X1.8	0.722	0.1569	Valid
X1.9	0.492	0.1569	Valid
X1.10	0.608	0.1569	Valid

Source: Data processed from SPSS 29

Based on table 5 results test instruments validity Which processed using the SPSS program, it can be concluded that the variable (X1) is Style Leadership Transformational Which amount 10 item statement stated valid and can be used. This can be seen from the results of all the values in the table above that the calculated r is greater than the table r (0.1569). With the highest value of 0.743 in statement item number 4 and the lowest value was 0.492 in the statement item number 9.

Table 6. Validity Instrument Test Results Culture Organization (X 2)

Variabel	Pernyataan	R Hitung	R Tabel	Keterangan
Budaya	X2.1	0,692	0,1569	Valid
	X2.2	0,562	0,1569	Valid
	X2.3	0,522	0,1569	Valid
Organisasi (X2)	X2.4	0,583	0,1569	Valid
	X2.5	0,571	0,1569	Valid
	X2.6	0,659	0,1569	Valid
	X2.7	0,708	0,1569	Valid
	X2.8	0,657	0,1569	Valid
	X1.9	0,678	0,1569	Valid

Source : Data processed from SPSS 29

Based on table 6 results test instruments validity Which processed using the SPSS program, it can be concluded that the variable (X2) Culture The organization's 9 statement items were declared valid and usable. This can be seen from the results of all the values in the table above that the calculated r is greater from r table (0.1569). With the highest value of 0.708 on the statement item number 7 and value lowest amounted to 0.522 on statement items number 3.

Table 7. Validity Instrument Test Results Motivation Work (X3)

Variabel	Pernyataan	R Hitung	R Tabel	Keterangan
Motivasi Kerja (X3)	X3.1	0,613	0,1569	Valid
	X3.2	0,555	0,1569	Valid
	X3.3	0,510	0,1569	Valid
	X3.4	0.494	0.1569	Valid
	X3.5	0.467	0.1569	Valid
	X3.6	0.387	0.1569	Valid
	X3.7	0.489	0.1569	Valid
	X3.8	0.367	0.1569	Valid

Source: Data processed from SPSS 29

Based on table 7 results test instruments validity Which processed using the SPSS program, it can be concluded that the variable (X 3) is Motivation work totaling 8 statement items was declared valid and usable. This matter It can be seen

from the results of all the values in the table above that the calculated r is greater than the r table (0.1569). With mark highest that is of 0.613 on items statement number 1 Andmark the lowest was 0.367 on items statement number 8.

Table 8. Validity Instrument Test Results Employee performance (Y)

Variabel	Pernyataan	R Hitung	R Tabel	Keterangan
Kinerja Karyawan(Y)	Y.1	0,768	0,1569	Valid
	Y.2	0,778	0,1569	Valid
	Y.3	0,692	0,1569	Valid
	Y.4	0,787	0,1569	Valid
	Y.5	0,799	0,1569	Valid
	Y.6	0,827	0,1569	Valid
	Y.7	0,765	0,1569	Valid
	Y.8	0,709	0,1569	Valid
	Y.9	0,743	0,1569	Valid
	Y.10	0,649	0,1569	Valid

Source: Data processed from SPSS 29

Based on table 8 results test instruments validity Which processed using the SPSS program, it can be concluded that the variable (Y) Performance employees totaling 10 statement items were declared valid and usable. This can be seen from the results of all the values in the table above that the calculated r is greater from r table (0.1569). With the highest value of 0.827 on the statement item number 6 and value lowest amounted to 0.649 on statement item number 10.

b. Test Reliability

Test reliability done for can know is tool measuring will get measurement Which appropriate or consistent If do measurement return. To find out whether the instrument is reliable or not, it is used testing use reliability use technique test from *Alpha* Cronbach Which The reliable limit value is 0.6. This reliability test is a continuation of the test instruments after test validity Which Where items or statement Which enter into the This test is a valid statement item. The following is a table of results test reliability Which Already processed with use program SPSS version 29.

Table 9. Reliability Instrument Test Results All Variable (X1, X2, X3, Y)

Variable	Cronbach's Alpha	Information
Style Leadership Transformational (X 1)	0.843	Reliable
Culture Organization (X 2)	0.804	Reliable
Motivation Work (X 3)	0.712	Reliable
Performance Employee (Y)	0.920	Reliable

Source: Data processed from SPSS 29

Based on table 9 results test instruments Reliability on, can seen that results all variable in study This is valid And reliable. Can said to be reliable Because all mark Cronbach's Alpha whole on table on is at on number 0.6 Which means all data variables both and acceptable.

3. Test Assumption Classic

a. Test Normality

Test normality used For test data variable independent (X) to dependent

variable (Y) so that it can be seen whether the data is distributed normal or No. In study This, test normality done with use *One Sample KolmogorovSmirnov* test with a significance value of more than 0.05, which is what this means is that the data can be said to be normally distributed if (Sig) > a = 0.05. If on the contrary, so data data stated No distribute normal. Following This is table of results from the test Internal normality this research.

**Table 10. Results Test Normality
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		109
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	2.63714670
Most Extreme Differences	Absolute	,069
	Positive	,069
	Negative	-,049
Test Statistics		,069
Asymp. Sig. (2-tailed) ^c		,200 ^d

- a. Test distribution is Normal.
 - b. Calculated from data.
 - c. Lilliefors Significance Correction.
 - d. This is a lower bound of the true significance.
- Source : Data processed from SPSS 29

Based on table 10, the normality test results obtained above can be seen mark from Asymp. Sig. (2-tailed) is as big as 0.200. Which so can means that mark Sig (0.200) > 0.05 so that can said that data on study This has normally distributed.

b. Test Autocorrelation

The autocorrelation test is used to test whether there is a relationship or not between the data contained in the research variables. A good regression model is a model regression Which should free from autocorrelation. For do testing This autocorrelation is done using the Durbin-Watson test which is the criterion the test is if $DU < DW < 4 - DU$, so that can concluded that No autocorrelation occurs. The following are the results of autocorrelation testing in research This:

Table 11. Results Test Autocorrelation

Model Summary^b	
Model	Durbin-Watson
1	1,860

a. Predictors: (Constant), X3_Work Motivation, X1_Style Leadership Transformational, X2_Culture Organization

b. Dependent Variables: Y_Performance Employee

Source : Data processed from SPSS 29

Based on results Autocorrelation on table 11 is known big mark DW (Durbin-Watson) of 1.860, when compared with the Durbin-Watson table value with Signification 5%, amount sample as much 109 respondents And amount variable free that is 3 (k=3), so on table Durbin-Watson on obtained mark $dL = 1.6317$ And $dU =$

1.7446. If you look at the DW (Durbin-Watson) value of 1.860, it is greater than $dU = 1.7446$ and less than $4 - dU (4 - 1.7446) = 2.2554$ then if combined it becomes $1.7446 < 1,860 < 2.2554$ Which so that can said that No there is autocorrelation on model regression.

c. Test Multicollinearity

Model regression Which Good is model regression Which No happen multicollinearity, to be able to find out this, an detection is carried out to test the symptoms of multicollinearity. In detecting the presence or absence of symptoms multicollinearity in model regression This is with see mark *Variance Inflation Factor (VIF)* or *Tolerance Value* of each independent variable dependent variable. If the VIF value is smaller or below the number 10 or *tolerance value* more big from number 0.1 so model regression stated No there is symptom multicollinearity. Below is a table multicollinearity test results with use SPSS :

Table 12. Results Test Multicollinearity

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
X1 Style Leadership Transformational	,538	1,857
X2 Culture Organization	,484	2,066
X3 Motivation Work	,708	1,412

a. Dependent Variables: Y_Performance Employee

Source: Data processed from SPSS 29

Based on the results of the multicollinearity test in table 13, it can be seen that the value from test each each variable free Which Where mark *tolerance* (X1) Style Transformational Leadership is 0.538, (X2) Organizational culture is 0.484 and (X3) Motivation Work that is 0.708. Currently right For mark VIF (X1) Style Leadership Transformational, namely 1.857 (X2) Organizational culture, namely 2.066 and (X3) Motivation work is 1,412. So it can be concluded that this regression model is declared free from symptoms of multicollinearity because the *tolerance value* is greater than 0.1 and the VIF value under or smaller of 10.

d. Test Heteroskedasticity

The heteroscedacity test is used to find out whether there is a regression model happen inequality variance from residual One observation to observation Which other. A regression model is said to be good if the regression model is homoscedacity or which is free from symptoms of Heteroscedacity. To carry out this test, you can seen from mark Significance, If mark Sig > 0.05 so model regression stated No has heteroscedasticity problems. The following are the results of the Heteroscedacity testuse SPSS program:

Table 13. Results Test Heteroskedasticity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,540	,091		5,925	<.001
	X1 Style Leadership Transformational	-,055	,045	-,222	-1,216	,227

X2 Culture Organization	-,031	,040	-,148	-,777	,439
X3 Motivation Work	-,051	,036	-,174	-1,422	,158

a. Dependent Variables: RES2

Source: Data processed from SPSS 29

Based on the results of the Heteroskedacity test in table 14, you can see the Sig on the independent variable where the value is (X1) Transformational Leadership Style namely 0.227 (X2) Organizational culture, namely 0.439 and (X3) Work motivation, namely 0.158. So it can be concluded that all the values in the independent variables above are greater big from 0.05, so that model regression This stated No experience problemheteroskedasticity.

d. Analysis Regression Linear Multiple

Multiple linear regression analysis is used to find out directly how much or to what extent the influence of the independent variable has on the dependent variable. In study This will seen how much director from (X1) Style leadership transformational, (X2) Culture organization And (X3) Motivation Work to (Y) Performance employee. Following are the test results analysis linear regression multiple:

Table 14. Results Test Regression Linear Multiple

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	,538	3,599		,149	,882
X1_Style Leadership Transformational	,275	,084	,293	3,288	,001
X2_Culture Organization	,141	,091	,146	2,355	,024
X3_Motivation Work	,746	,129	,448	5,769	<.001

a. Dependent Variables: Y_Performance Employee

Source : Data processed from SPSS 29

Based on the results of the Multiple Linear Regression Analysis test in table 14 above You can find out the value of this regression equation by looking at the *standardized column coefficients*, Which Where results the equation explained as follows :

$$K.K = 0.293GKT + 0.146BO + 0.448MK$$

Information :

KK = Performance Employee

GKT = Style Leadership Transformational

BO = Culture Organization

MK = Motivation Work

With thereby then you can interpreted that :

- a) The value of Transformational Leadership Style (X1) has a regression coefficient is 0.293 and has a positive value, which means that if The better the transformational leadership style, the better the employee's performance will also increase.
- b) Mark Culture Organization (X2) own coefficient regression as big as 0.146 Andhas a positive value, which means that if the Organizational Culture the more okay then performance employees will increase.

- c) The Work Motivation Value (X3) has a regression coefficient of 0.448 and is valuable positive, which means that when work motivation gets better so employee performance will increase.

e. Test Appropriateness Model

1) Test F

Test F (*Goodness of fit*) used For test is model in a way overall it is worth using or not. To be able to find out about this, you can This is done by looking at the calculated F value, if the calculated F value is greater than the table F value or the Sig value is less than 0.05 then the model as a whole is declared feasible, and variable testing free from variables the attack can continue. Following is F test results :

Table 15. Results Test F

ANOVA ^a						
Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	920,726	3	306,909	42,905	<.001 b
	Residual	751,091	105	7,153		
	Total	1671,817	108			

a. Dependent Variables: Y_Performance Employee

b. Predictors: (Constant), X3_Work Motivation, X1_Style Leadership Transformational, X2_Culture Organization

Source: Data processed from SPSS 29

Based on table 15, the results of the F test above, it is explained that the calculated F is amounting to 42.905 with a Sig value <.001. The table F value is obtained from the degrees of freedom value (df) with df *regression* worth 3 and df Residual worth 105 and increase Sig 5% (0.05) which then results in an F table value = 2.69. Because the calculated F value is greater than mark F table (42,905 > 2.69) And mark Sig <.001 more small from 0.05 so can concluded that model This stated fit or worthy For used and testing Style Leadership transformational, Culture Organization And Motivation Work to performance employees can continue.

2) Test Coefficient Determination (R²)

The Coefficient of Determination Test (R²) is used to find out how strong it is influence from variable independent that is Style Leadership transformational, Culture organization and motivation Work to variable dependent that is Performance employee. test results can be obtained seen on table under this :

Table 16. Results Test Coefficient Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted RSquare	Error of theEstimate
1	,742 a	,551	,538	2,675

a. Predictors: (Constant), X3_Work Motivation, X1_Style Leadership Transformational, X2_Culture Organization

b. Dependent Variables: Y_Performance Employee

Source : Data processed from SPSS 29

On table 16 results test Coefficient Determination (R^2) on, can seen that The value in the R Square column is 0.551 or equal to 551%. Based on value This means that the influence of Transformational Leadership Style and Culture is known organization And motivation Work to Performance employee in PT. Happy Idkho Independent is 55.1%, while the remaining 44.9% is factors other outside model regression Which analyzed or Which No researched in study This.

f. Testing Hypothesis

1) Test t

Test t used For know is each each variable free influential positive And significant to variable bound. For know results test This can be seen from the t or Sig value, if the t or Sig value is <0.05 then it can be said that variable free influential positive And significant adapted variable bound. Following is the result of the t test:

Table 17. Results t test

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	,538	3,599		,149	,882
	X1_STYLE	,275	,084	,293	3,288	,001
	Leadership Transformational					
	X2_Culture Organization	,141	,091	,146	2,355	,024
	X3_Motivation Work	,746	,129	,448	5,769	<.001

a. Dependent Variables: Y PERFORMANCE EMPLOYEE

Source : Data processed from SPSS 29

Based on table 18 from the t test above, you can see the value of each test - each variable free Which Where mark t count (X1) Style Leadership Transformational is 3.288, (X2) Organizational culture is 2.355 and (X3) Motivation Work that is 5,769 And mark Sig (X1) Style Leadership Transformational that is 0.001, (X2) Organizational culture is 0.024 and (X3) Work motivation is $<.001$. So you can concluded that the Hypothesis is accepted and the Transformational Leadership Style, Culture Organization And Motivation Work influential positive And significant in a way individual on employee performance. This can be said because looking at the results mark Sig from each – each smaller variables from numbers 0.05.

Discussion

A. The Influence of Transformational Leadership Style on Performance Employee

In the first hypothesis related to the variable (X1) this says that the Transformational Leadership Style has a positive and significant effect on employee performance. Based on the output results in SPSS, the value of results test regression multiple linear, Transformational Leadership Style (X1) influence Performance Employee (Y) as big as 0.293 And marked positive Which it means Style Leadership Transformational influential positive to Performance employee.

If you look at the results of hypothesis testing, t is calculated Leadership Style Transformational is 3.288 and the significance value is 0.001. This matter signify that results testing hypothesis First Which submitted in study This accepted, Which means that the more Good role Style Leadership Transformational so will the more increase also Performance employee. This is also supported by the results of

research conducted by Nisvia Rizkyani And Dr. Romat Saragih, MM (2018) Which obtain results that Style Leadership Transformational influential positive And significant to Performance employee.

B. Influence Culture Organization To Performance Employee

On hypothesis second Which related with variable (X 2) This say that Organizational culture has a positive and significant effect on employee performance. Based on results output on SPSS that mark from results test regression linear multiple, Organizational Culture (X 2) influences Employee Performance (Y) by 0.146 and has a positive sign, which means that organizational culture has a positive effect to Performance employee.

If seen through results testing hypothesis, t count Culture Organization is of 2.355 and the significance value is 0.024. This indicates that the results testing hypothesis second Which submitted in study This accepted, Which means that the better the role of Organizational Culture in the company, the better it will be the more increase also Performance employee. Matter This supported Also from results study Which done by Alfitri Rijanto And Mukaram (2018) Which obtained the results that Organizational Culture has a positive and significant effect on employee performance. and also prove the results are contradictory with research results from Wulan Sari Girsang (2019) which obtained results that Culture Organization No influential significant to Performance employee.

C. Influence Work motivation To Performance Employee

On hypothesis third Which related with variable (X 3) This say that Motivation Work influential positive And significant to performance employee. Based on results output on SPSS that mark from results test regression linear double, Motivation Work (X 3) influence Performance Employee (Y) as big as 0.448 and has a positive sign, which means that work motivation has a positive effect on Performance employee.

If you look at the results of hypothesis testing, t is calculated Work Motivation is of 5.769 and the significance value is <.001. This indicates that the results testing hypothesis third Which submitted in study This accepted, Which means that the more Good role Motivation Work in company so will the more increase also Performance employee. Matter This supported Also from results research that carried out by Roni Fadli and Hasanudin (2020) who obtained the following results Motivation Work influential positive And significant to Performance employee.

CONCLUSION

This research aims to analyze the impact of Transformational Leadership style, Organizational Culture, and Work Motivation on employee performance at PT. Happy Idkho Mandiri. The findings indicate that Transformational Leadership has a positive and significant influence on employee performance, serving as a role model and inspiring employees to be creative and innovative. Organizational Culture also positively affects performance by providing essential aspects for work, emphasizing norms, patterns, and rules. Work Motivation demonstrates a positive and significant impact on performance, enhancing morale, responsibility, and productivity. Suggestions for PT. Happy Idkho Mandiri include paying more attention to Transformational Leadership and Organizational Culture, as indicated by regression results, and maintaining the already effective Work Motivation. Recommendations for future researchers involve exploring additional sources and references to enhance research comprehensiveness and deepening the understanding of the researched

topics.

REFERENCES

- Adamy, M. (2016). Human Resource Management (Theory, Practice and Research). In *Kunststoffe International* (Vol. 106, Issue 12).
- Adiwantari, SA, Bagia, IW, & Suci, NM (2019). Style Influence Leadership Transformational and Job Satisfaction on Employee Performance. *BISMA: Business And Management*, 5(2), 101–111.
- Ahidin, U., & Mutaqin, A. (2014). Connection Between Culture Organization And Performance Employees at Pt. Syaka Putra Transindo. *Pamulung University Management Journal*, 1(2).
- Atmojo and Pradana, 2019, Atmojo, K., & Pradana, E. (2019). Influence of Work Motivation To Performance Employee On Body Organizer Guarantee Social (BPJS) Employment Branch Sudirman Jakarta. *Journal Management & Business*, 14(1), 101–111. <https://journal.stimaimmi.ac.id/index.php/aliansi/article/view/39>
- Auliya, A. (2017). The Influence of Organizational Culture on Employee Performance in Restaurants Sailendra Hotel Jw Marriott Jakarta. *Journal of Hospitality and Tourism*, 3(2), 294–374. <http://journal.uibm.ac.id/>
- Budiyanto, E., & Mochklass, m (2020). Performance Employee Reviewed from Aspect Style Leadership Organizational culture And Motivation Work. In *Evaluation Performance HR*.
- Chairunnisah, R., KM, S., & Mataram, PMFH (2021). Human resource theory. In *Performance Employee*. http://digilib.uinsgd.ac.id/40781/1/Kinerja_employee2_print.pdf.page=38
- Goddess, R. (2013). Connection between culture organization with performance employee PT . Service Clan(Persero) Tbk. Branch Surabaya Gempol. *Journal E-Communications*, 3, 1–12.
- Djatola, HR (2019). The Influence of Leadership Style, Work Motivation and Organizational Culture on Employee Performance at PT. Bank BNI Syariah Palu. *GUARANTEE: Application Journal Management And Innovation Business*, 1(2), 84. <https://doi.org/10.47201/jamin.v1i2.29>
- guitar, R., & Yuniawan, A. (2016). Influence style leadership leadership Transformational, organizational culture, work motivation on employee performance (Study On PT. BPR Art Main Pekalongan). *Journal Studies Management Organization*, 13(2), 161. <https://doi.org/10.14710/jsmo.v13i2.13407>
- Kusuma, G., & Rahardja, E. (2018). Employee performance (Study of PD BPR BKK EmployeesPark Pematang). *Management*, 7(2), 1–11.
- Maliah. (2016). Influence Culture Organization To Performance Employee On Pt Post Indonesia (Persero) Palembang. *Media Journal Vehicle Economics*, 13(3), 82–100.
- Pramesti, PC, Wahyudi, A., Gama, S., Putu, N., & Astiti, Y. (2021). Style Influence Leadership transformational, Culture Organization And Motivation Work To Performance Employees On Service Bangli Regency Education. 2(2), 457–465.
- Rijanto, A., & Mukaram, m (2018). Influence Culture Organization To Performance Employee (Study in the Account Executive Division of PT Agrodana Futures). *Journal of Business Research and Investment*, 4(2), 35. <https://doi.org/10.35697/jrbi.v4i2.1185>
- Rusmawan, IKD (2019). The influence of motivation on employee performance with work stress as moderating variable at Hard Rock Hotel Bali. 323–328.

- S, MA, & Yanuar, Y. (2019). Influence of Transformational Leadership Style, Culture Organization, Job Satisfaction, and Motivation on PT Employee Performance. *Vizta Rhythm Success In Jambi. Journal Managerial And Entrepreneurship*, 1(3), 541. <https://doi.org/10.24912/jmk.v1i3.5366>
- Sari, E. (2009). Culture Organization Building an Ethos Work Professional.
- Sasongko, AG, Hairudinor, H., & Syafari, MR (2021). Influence of Organizational Culture, Motivation Work And Style Leadership Transformational To Performance Employee With Job Satisfaction as an Intervening Variable in the Mining Support Division of PT East Kalimantan Prime Coal. *Journal Business And Development*, 10(1), 62. <https://doi.org/10.20527/jbp.v10i1.9958>
- Setiawan, EY (2021). The Influence of Transformational and Transactional Leadership Styles on the performance of PT employees. *ISS Indonesia at the Surabaya National Hospital. E- Journal of Management Science MAGISTRA*, 1(1), 255–277. <https://doi.org/10.1201/9780429290657-11>
- Sutrischastini, A., & Riyanto, A. (2017). The Influence of Work Motivation on Employee Performance Gunungkidul Regency Regional Secretariat Office. *STIE Business Studies Widya Wiwaha*, 23(2), 121–137. <https://doi.org/10.32477/jkb.v23i2.209>
- Wardani, R. K., Mukzam, D. M., & Mayowan, Y. (2016). Influence organization to Performance employee (Studies On Employee PT Work Beautiful Buana Surabaya). *Journal Business Administration (JAB)*, 31(1), 58–65. <http://administrasibisnis.studentjournal.ub.ac.id/index.php/jab/article/download/1213/1395>
- Widodo Sunaryo. (2017). Instrument Measurement Style Leadership. In Isbn: 9786026090904 Editors:
- Vishnu Pradana, A. (2021). Studies on Employee KSP Bhina Raharja in Regency Pematang. *Diponegoro Journal of Management*, 10(2), 1–13. <http://ejournal-s1.undip.ac.id/index.php/djom>
- Fadli, R., & Hasanuddin, H. (2020). Influence Motivation Work To Performance Employee On Foundation Couplet Qur'an Ciputat. *GENIUS (Journal Scientific Management Source Power Man)*, 4 (1), 70. <https://doi.org/10.32493/jjsdm.v4i1.6790>
- Nisvia Rizkyani & Dr. Romat Saragih, m. (2020). *View metadata, citation and similar papers at core.ac.uk*: 274–282.
- Rijanto, A., & Mukaram, m (2018). Influence Culture Organization To Performance Employee (Study in the Account Executive Division of PT Agrodana Futures). *Journal of Business Research and Investment*, 4 (2), 35. <https://doi.org/10.35697/jrbi.v4i2.1185>
- Sugiono, E., & Lumban Tobing, GI (2021). Analysis of the Influence of Leadership, Culture Organization And Communication To Satisfaction Work As well as The impact To Employee performance. *Journal Management Strategy And Applications Business*, 4 (2), 389–400. <https://doi.org/10.36407/jmsab.v4i2.413>
- Sukiyah, N. D. A., Beautiful Venanda, m F., Venanda, E., & Dwiridotjahjono, J. (2021). Influence Work Motivation and Work Discipline on Employee Performance at PTPN X Company Factory Sugar Lestari Kertosono. *Journal Management and Organization*, 12 (2), 99–108. <https://doi.org/10.29244/jmo.v12i2.33868>

Copyright holder:

Tsalisa Salma Nasir, Ahmad Cik, Kumba Digidowiseiso (2024)

First publication right:

Journal of Social Science

This article is licensed under:



RETRACTED