



The Influence of Transformational Leadership, Work Motivation, Work Environment, and Organizational Culture on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat

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Abstract: This study aims to analyze the influence of transformational leadership, work motivation, work environment, and organizational culture on employee performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat. The research method used is quantitative with a survey approach, involving 52 respondents selected through purposive sampling techniques. Data collection was carried out using a questionnaire with a Likert scale, and data analysis was carried out by regression testing using SPSS software. The results of the study indicate that transformational leadership, work motivation, work environment, and organizational culture have a positive and significant effect on employee performance, both partially and simultaneously. The coefficient of determination (R^2) of 82.5% indicates that these variables are able to explain changes in employee performance, while the remaining 17.5% is influenced by other factors not included in this research model. These findings emphasize the importance of the role of inspirational leaders, high work motivation, a supportive work environment, and a strong organizational culture in improving employee performance sustainably.

Keywords: Transformational leadership; Work motivation; Work environment; organizational culture; Employee performance.

Introduction

In an era of increasingly tight business competition, every company is required to improve employee performance in order to achieve goals and competitive advantages. PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat as one of the leading retail companies faces challenges in creating a work environment that can increase employee productivity. Leadership factors, work motivation, work environment, and organizational culture are important elements that play a role in influencing employee performance.

In the field, the phenomenon related to employee performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat shows interesting dynamics to study. As a leading retail company in the area, PT. Suriatama

Mahkota Kencana Suzuya Mall faces various challenges in managing its employees. Some issues that appear in the field.

The leadership style applied by managers and supervisors is not fully consistent with the transformational approach. Some employees feel less support and inspiration from their superiors, which affects work enthusiasm (Kosasih, 2017). This shows the need to develop a leadership style that focuses more on empowerment and individual capacity development. In addition, work motivation is one of the determining factors of performance, because employees who have high motivation tend to work with enthusiasm and dedication.

Work motivation among employees seems to vary. Some employees show high dedication, while others tend to work only to fulfill obligations (Lukita, 2017).

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Factors such as rewards, recognition, and incentives appear to significantly influence motivation levels.

Several employees expressed that the work environment, both physically and psychologically, did not fully support productivity. For example, a crowded and uncomfortable work area can increase stress levels. In addition, poor communication between departments sometimes creates tension among employees (Sudana et al., 2021).

On the other hand, the organizational culture at PT. Suriatama Mahkota Kencana Suzuya Mall is considered not to have been fully internalized among employees. The company's values have not been consistently implemented, so that employees have varying levels of commitment to the Company's goals (Irmayanthi & Surya, 2020).

As a retail company, PT. Suriatama Mahkota Kencana Suzuya Mall faces competitive pressures from other retailers in the Rantauprapat area. This requires the company to continue to adapt and improve the performance of its employees in order to remain competitive.

Based on the background of the problem, the researcher will study in more depth which is summarized in the title "The Influence of Transformational Leadership, Work Motivation, Work Environment, and Organizational Culture on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat". Based on the background of the problem above, this study can be formulated as follows: Does transformational leadership have a positive and significant effect on employee performance? Does work motivation have a positive and significant effect on employee performance? Does the work environment have a positive and significant effect on employee performance? Does organizational culture have a positive and significant effect on employee performance? and Do transformational leadership, work motivation, work environment, and organizational culture together have a positive and significant effect on employee performance?

Transformational leadership is a type of leadership that guides or motivates their followers in the direction of established goals by clarifying roles and task demands (Purwanto & Suwasono, 2020). Leaders seek to influence their subordinates by raising awareness of the importance of work results, emphasizing priority to group interests, and pushing subordinates' needs to a higher level in order to achieve a better quality of life.

Method

At Suzuya Mall Rantauprapat, located on Jl. SM. Raja, Bakaran Batu, Kec. Rantau Sel, Labuhan Batu Regency, North Sumatra, this research was conducted.

When compiling a research article In this case, the research time is from February to March. According to Wijaya (2019), population is the entire collection of elements (people, events, and products) that can be used to draw conclusions and is referred to as the totality of research subjects. In this study, the population studied was employees of Suzuya Mall Rantauprapat. Census, also known as saturated sampling, is a study that includes all elements of the population or uses the population as the object of research. From the calculation above, the research sample is 52. Each component of the population has the same opportunity or chance to be taken as a sample in probability sampling. This research is a quantitative research that uses two types of data sources, namely primary data and secondary data. Primary data is obtained directly from field observations regarding the influence of transformational leadership, work motivation, work environment, and organizational culture on employee performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat. Meanwhile, secondary data is supporting data collected from various documents, reports, and literature related to the topic being studied. Determination of data collection with t-test and F-test.

Results and Discussion

"Suzuya" comes from Japanese, and means "jingling wood". The first store was opened under the name "Suzuya Boutique" in 1983 and grew from a small kiosk of 77.5 m² to 180 m² under the name "Suzuya Fashion". In 1986, the store burned down, and in 1988 it was reopened with an area of 900 m² under the new name "Suzuya Department Store". In 2007, the store continued to grow and was named Suzuya Department Store.

t-Test (Partial)

The t-test is used to determine whether or not there is an influence of each independent variable, namely Transformational Leadership (X1), Work Motivation (X2), Work Environment (X3), and Organizational Culture (X4) partially on the dependent variable, namely Employee Performance (Y) which is tested at a significant level of 0.05. The formula for finding ttable df = (n-k), where n = number of respondents while k = number of independent variables, then df = 52-3 = 49, so the ttable value with a significance of 0.05 is 2.010.

Testing H1: Transformational Leadership has a positive and significant impact on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat.

The Transformational Leadership variable shows a significance value of 0.003 < 0.05, which means it is significant. Meanwhile, the t-count value of 8.260 is greater than the t-table of 2.010. Therefore, it can be

concluded that the Transformational Leadership variable has a partial effect on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat.

Testing H2: Work Motivation has a positive and significant impact on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat.

The Work Motivation variable has a significance value of $0.001 < 0.05$, which means it is significant. Meanwhile, the t-count value of 6.909 is greater than the t-table of 2.010. Thus, it can be concluded that the Work Motivation variable has a partial influence on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat.

Testing H3: Work Environment has a positive and significant impact on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat.

The Work Environment variable shows a significance value of $0.000 < 0.05$, which means significant. Meanwhile, the t-count value of 3.294 is greater than the t-table of 2.010. Therefore, it can be concluded that the Work Environment variable has a partial influence on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat.

Testing H4: Organizational Culture has a positive and significant impact on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat. The Organizational Culture variable has a significance value of $0.000 < 0.05$, which means significant. Meanwhile, the t-value of 3.243 is greater than the t-table of 2.010. Thus, it can be concluded that the Organizational Culture variable has a partial influence on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat.

Table 1. t-test

Model	Standardized Coefficient beta	t	sig.
Control		0.048	0.963
Transformational leadership	0.391	8.260	0.003
Work motivation	0.279	6.909	0.001
Work environment	0.131	3.294	0.000
Workload	0.034	3.243	0.000

Test-F (Simultan)

If the statistical significance value of F is less than 0.05, it is accepted that all independent variables simultaneously and substantially affect the dependent variable, according to the alternative hypothesis. 96)

(Ghozali, 2016). The results of the F test analysis are shown in Table 2.

Table 2. F test of the Annova model

Model	Sum of Squares	df	Mean square	F	Sig.
Regression	19.923	4	4.981	6.933	0.000
Residual	53.410	10	5.341		
Total	73.333	14			

Testing H5: Transformational Leadership, Work Motivation, Work Environment, and Organizational Culture together have a positive and significant effect on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat.

Based on the results of the F test in the table above, the simultaneous impact of variables X1, X2, X3, and X4 on variable Y is proven to be significant at the level of $0.000 < 0.05$, with an F value of 6.923 which is greater than the F table value of 3.183.

Results of the Determination Coefficient Test (R^2)

The determination coefficient has a value between 0 and 1. Because R^2 is low, almost all independent variables meet the criteria for predicting fluctuations in the dependent variable when approaching 1 is prohibited, so that the independent variables can explain only a few changes in the dependent variable. (Ghozali, 2016:95-96). Findings related to the Determination Coefficient (R^2) are presented in the following table:

Table 3. Determination Coefficient Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Err of the estimate
1	0.515 ^a	0.175	0.825	2.213

Based on the results of the determination coefficient test, the variables Transformational Leadership, Work Motivation, Work Environment, and Organizational Culture can explain the variables on Employee Performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat by 82.5%, while the remaining 17.5% is explained by other variables not included in the model studied (see table 3).

Based on the results of the research that you have done, it was found that transformational leadership, work motivation, work environment, and organizational culture have a positive and significant influence on employee performance at PT. Suriatama Mahkota Kencana Suzuya Mall Rantauprapat. This finding is in line with various previous studies conducted between 2019 and 2024. Here are some studies that support.

Transformational Leadership

Transformational Leadership The results of the t-test show that transformational leadership has a positive and significant effect on employee performance, with a t-value of 8,260 and a significance of 0.003 (<0.05). This is reinforced by research by Iskandar & Hasbi (2024) showing that transformational leadership has a positive and significant effect on employee performance. This indicates that leaders who are able to provide inspiration and encouragement to employees can significantly improve their performance.

Work Motivation

Work motivation has also been shown to have a positive and significant effect on employee performance, with a t-value of 6.909 and a significance of 0.001 (<0.05). This is reinforced by a study conducted by Randy et al. (2019) which found that work motivation has a positive and significant effect on employee performance. Employees who are highly motivated tend to show greater dedication and work enthusiasm, which ultimately improves their performance.

Work Environment

The work environment contributes significantly to employee performance, with a t-value of 3.294 and a significance of 0.000 (<0.05). This is reinforced by research by Anwar (2013) showing a significant relationship between the work environment and work enthusiasm at the Samarinda City Immigration Office. A conducive work environment, such as adequate facilities and a comfortable working atmosphere, plays an important role in increasing employee productivity.

Organizational Culture

Organizational culture has also been shown to have a significant effect on employee performance, with a t-value of 3,243 and a significance of 0.000 (<0.05). This is reinforced by a study by Mintawati et al. (2023) which proves that a strong organizational culture has a positive effect on employee performance (Ilham, 2018; Kuswati, 2020). An organizational culture that is aligned with individual values helps employees understand the company's core values and increases their commitment to common goals.

Simultaneous Influence

With a calculated F value of 6,933 and a significance of 0.000 (<0.05), the simultaneous F test shows that transformational leadership, work motivation, work environment, and organizational culture have a significant effect on employee performance. The coefficient of determination (R^2) of 82.5% indicates that these variables are able to explain changes in employee performance. Other factors not included in this research

model affect 17.5% of the coefficient. According to (Iskandar & Hasbi, 2024), organizational culture and transformational leadership simultaneously have a positive and significant impact on employee performance (Elkordy, 2013). This supports the conclusion that a combination of these elements can improve overall employee performance.

Conclusion

Transformational Leadership, has a significant value of 0.003 <0.05 , meaning significant. While the t-count value is $8.260 > 2.010$ t-table so that it has a positive and significant effect on Employee Performance at PT. SURIATAMA MAHKOTA KENCANA SUZUYA MALL RANTAU PRAPAT. Work Motivation, has a significant value of 0.001 <0.05 , meaning significant. While the t-count value is $6.909 > 2.010$ t-table. So it can be concluded that the Work Motivation variable has a partial effect on Employee Performance at PT. SURIATAMA MAHKOTA KENCANA SUZUYA MALL RANTAU PRAPAT. Work Environment, has a significant value of 0.000 <0.05 , meaning significant. While the t-count value is $3.294 > 2.010$ t-table. So it can be concluded that the Work Environment variable has a partial effect on Employee Performance at PT. SURIATAMA MAHKOTA KENCANA SUZUYA MALL RANTAU PRAPAT. Organizational Culture, has a significant value of 0.000 <0.05 , meaning significant. While the t-value is $3.243 > 2.010$ t-table. So it can be concluded that the Organizational Culture variable has a partial effect on Employee Performance at PT. SURIATAMA MAHKOTA KENCANA SUZUYA MALL RANTAU PRAPAT. Transformational Leadership, Work Motivation, Work Environment, and Organizational Culture, have a significant value at the level of $0.000 < 0.05$, with an F value of 6.923 greater than the f-table value of 3.183. So it can be concluded that the Organizational Culture variable has a simultaneous effect on Employee Performance at PT. SURIATAMA MAHKOTA KENCANA SUZUYA MALL RANTAU PRAPAT. Based on the results of the determination coefficient analysis obtained by Adjusted (R^2) the results of the determination coefficient test, the variables Transformational Leadership, Work Motivation, Work Environment, and Organizational Culture can explain the variables on Employee Performance at PT. SURIATAMA MAHKOTA KENCANA SUZUYA MALL RANTAU PRAPAT by 82.5%, while the remaining 17.5% is explained by other variables.

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