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## The Influence of Transactional Leadership, Organizational Culture, And Compensation on Employee Performance

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### ABSTRACT

*This study aims to analyze the influence of Transactional Leadership, Organizational Culture, and Compensation on Employee Performance at PT Bank Rakyat Indonesia Mangga Dua Branch. The research object is the employees working at PT Bank Rakyat Indonesia Mangga Dua Branch. The study covers all employees working at the branch office. The research involved 50 respondents using a descriptive quantitative approach. The sampel size was determined using a saturated sampling technique, which takes the entire population. Data were collected through a survey method using a questionnaire as the research instrument. Data analysis was conducted using the Structural Equation Modeling (SEM) approach with the Smart-PLS software. The results show that transactional leadership has a positive and significant effect on employee performance. In addition, organizational culture and compensation were also proven to have a positive and significant influence on employee performance.*

**Keywords:** Transactional Leadership, Organizational Culture, Compensation, Employee Performance

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## INTRODUCTION

Human resources (HR) are considered a critical asset for the sustainability of a company, as organizational progress or decline largely depends on the quality of its people in achieving strategic goals. Competent and skilled employees enhance efficiency and effectiveness in operations, thereby optimizing overall performance. Several factors influence employee performance, including transactional leadership style, organizational culture, and compensation, with improvements often fostered through harmonious leader–subordinate relations that make employees feel valued as integral parts of the organization. Optimal performance, in turn, significantly impacts corporate survival in dynamic business competition, even strengthening competitiveness and growth potential. As noted by Darmasaputra & Sudibya (2019:5850), good performance can be assessed in terms of both quality and quantity of work, which must remain accountable to the standards of achievement expected from employees within their organizational roles.

PT Bank Rakyat Indonesia (Persero) Tbk, Mangga Dua Branch, positions itself as a leading commercial bank with a vision centered on customer satisfaction and a mission to provide excellent banking services, particularly for micro, small, and medium enterprises, while contributing to community economic development. The branch, supported by 50 employees across managerial, operational, marketing, and support roles, strives to deliver optimal value to stakeholders through professional human resources, an extensive service network, and adherence to good corporate governance. To enhance workforce quality, the branch implements employee development strategies, notably transactional leadership practices that emphasize role modeling, guidance, supervision, and performance evaluation.

The application of transactional leadership at PT Bank Rakyat Indonesia Mangga Dua Branch is expected to enhance employees' skills and work quality through daily activities; however, preliminary findings indicate its implementation remains suboptimal. Interviews with the Human Resource Development team revealed that leadership practices tend to emphasize punishment over reward, as seen in the misalignment between bonuses and achieved targets, which has negatively affected employee performance. A pre-survey of 50 respondents further showed that 58% felt rewards were not proportional to their efforts, 56% reported problems in their relationship with leaders, and 70% perceived that motivation was provided mainly through strict supervision rather than material incentives. These findings prompted the researcher to conduct a deeper study on the role of transactional leadership as a determinant of employee performance, while also recognizing organizational culture as another crucial factor influencing positive outcomes.

A pre-survey on organizational culture at PT Bank Rakyat Indonesia Mangga Dua Branch revealed notable gaps between managerial efforts and employee perceptions: only 20% of employees clearly understood the company's goals, 48% applied corporate values in their work, and 70% recognized leaders as actively promoting organizational culture, highlighting uneven alignment. Workforce tenure data further showed that most employees had worked 0–3 years (38%), while only 14% had served over 10 years, indicating limited long-term retention despite the value such employees bring in loyalty, cohesion, and deeper cultural understanding. This imbalance suggests challenges in sustaining organizational culture, as employees with longer tenure tend to strengthen teamwork and cultural integration. These findings underpin the author's decision to examine how organizational culture contributes to employee performance, emphasizing that effective cultural practices foster a sense of belonging and accountability. Additionally, compensation emerges as another crucial factor, where financial incentives

significantly enhance motivation and competitiveness, with studies such as Silas et al. (2019:4631) confirming that financial compensation positively and significantly influences employee performance.

To achieve optimal performance, companies must prioritize fair and timely compensation, yet at PT Bank Rakyat Indonesia Mangga Dua Branch, inconsistencies in payment schedules and mismatches between workload and compensation have caused employee dissatisfaction. Data in 2024 showed that from eight recorded compensation periods, five were delayed or misaligned, such as position allowances and overtime pay being disbursed a month late, annual bonuses postponed into the following year, and performance bonuses frequently delayed beyond scheduled months. These irregularities risk reducing employee motivation, satisfaction, and loyalty, highlighting the need for a transparent and structured compensation management system. Supporting this, a pre-survey of 50 employees revealed that 60% felt their salaries did not meet expectations, 80% did not receive incentives despite meeting targets, and 70% reported no merit-based raises, though 54% agreed their wages were sufficient to cover monthly needs. These findings underscore the urgency of improving compensation practices as a key factor in sustaining employee productivity and organizational performance.

The pre-survey findings on compensation highlight employee dissatisfaction at PT Bank Rakyat Indonesia Mangga Dua Branch, particularly regarding bonuses and incentives that do not align with targets, as well as salary increases that fail to reflect individual performance. Properly managed compensation has strong potential to drive employees toward significantly higher performance, especially in an era of intensifying business competition where high-quality human resources are essential. However, the results from 50 respondents indicate a decline in employee performance despite rising performance targets set by the head office, revealing a research gap when compared to previous studies. This gap forms the basis for examining employee performance as the dependent variable influenced by transactional leadership, organizational culture, and compensation as the independent variables. Based on the research problems outlined, this study aims to examine the impact of key variables on employees at PT Bank Rakyat Indonesia Mangga Dua Branch, specifically: analyzing and testing the influence of transactional leadership on employee performance, assessing the effect of organizational culture on employee performance, and evaluating the role of compensation in enhancing employee performance.

## LITERATURE REVIEW

### Transactional Leadership

Transactional leadership plays a crucial role in shaping employee performance by establishing exchanges between leaders and subordinates that provide mutual benefits, where rewards or punishments are tied to performance outcomes. As noted by Darmasaputra & Sudibya (2019:5848), transactional leadership has a significant positive effect on employee performance, as it enables leaders to guide and evaluate employees through structured exchanges. Similarly, Burhanudin & Kurniawan (2020:9) emphasize that transactional leadership focuses on clarifying roles and responsibilities while implementing a reward-and-punishment system, showing in their study at Bank BRI Purworejo that this leadership style positively and significantly influences employee performance. Overall, these findings suggest that effective implementation of transactional leadership can strengthen employee motivation and productivity within organizations.

**H1:** Transactional Leadership has a positive and significant effect on employee performance at PT Bank Rakyat Indonesia, Mangga Dua Branch.

## Organizational Culture

Organizational culture serves as a set of shared guidelines, values, and assumptions that shape employee behavior to align with a company's core principles, ultimately enhancing performance. As highlighted by Sabilila & Wahyuni (2022:2), a strong organizational culture fosters integrity, discipline, and teamwork, with their study confirming its positive and significant effect on employee performance. Similarly, Dewi et al. (2022:207) emphasize that when employees feel comfortable with organizational policies, it strengthens their motivation, commitment, and work enthusiasm, which in turn improves performance. In this context, PT Bank Rakyat Indonesia Mangga Dua Branch must reinforce a solid organizational culture to build positive employee behavior and secure favorable perceptions from its customers.

**H2:** Organizational Culture has a positive and significant effect on employee performance at PT Bank Rakyat Indonesia, Mangga Dua Branch.

## Compensation

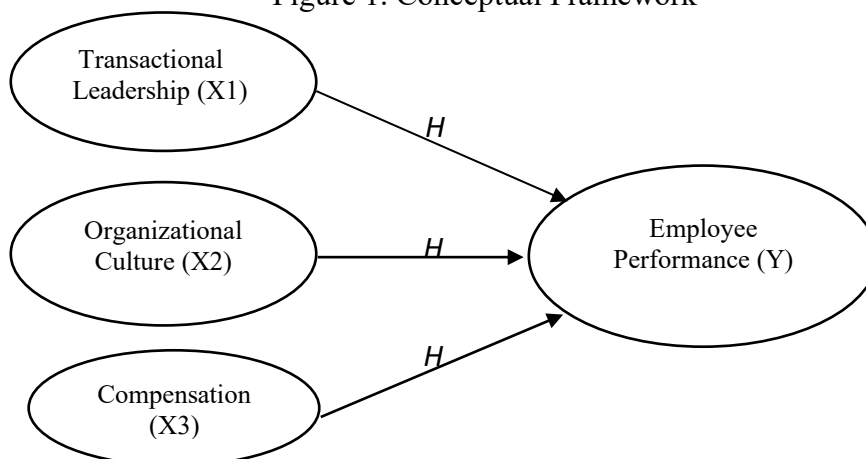
Compensation is a fundamental aspect of human resource management, as fair and adequate financial rewards can significantly motivate employees and enhance organizational competitiveness. Silas et al. (2019:4631) emphasize that financial compensation, whether in the form of allowances, incentives, or bonuses, contributes directly to employee morale and has a significant positive impact on performance, as demonstrated in their study of PT Marga Dwitaguna Manado. Similarly, Syah et al. (2021:18) argue that compensation, both monetary and non-monetary, serves as a vital return for employee contributions, with their findings in KPU Banyuasin showing that competitive salaries and allowances positively and significantly affect employee performance. Overall, these studies affirm that well-structured compensation systems not only improve job satisfaction but also play a critical role in sustaining productivity and organizational growth.

**H3:** Compensation has a positive and significant effect on employee performance at PT Bank Rakyat Indonesia, Mangga Dua Branch.

## Employee Performance

Employee performance can be understood as the outcome achieved by individuals or groups in carrying out assigned tasks, both in terms of quality and quantity, which directly contributes to organizational goals. It reflects the extent to which employees fulfill their responsibilities and roles effectively, thereby influencing the overall success of the company. As noted by Darmasaputra & Sudibya (2019:5850), good performance is measured by the quality and quantity of work that can be accounted for as part of the employee's contribution within the organization.

Figure 1. Conceptual Framework



## METHOD

The research employed a quantitative design with a causal-associative problem formulation to examine the relationships between transactional leadership, organizational culture, compensation, and employee performance. Following Sugiyono (2019), quantitative research is based on positivist philosophy, using structured instruments and statistical analysis to test hypotheses, while causal-associative approaches investigate cause-effect relationships where independent variables influence the dependent variable. In this study, transactional leadership (X1), organizational culture (X2), and compensation (X3) act as independent variables, while employee performance (Y) serves as the dependent variable. Data were analyzed using Structural Equation Modeling (SEM) with SmartPLS 3.0, which enables testing measurement models (outer models), structural models (inner models), and hypothesis testing with small sample sizes. To ensure rigor, the research applied instrument validity and reliability tests, Likert scale measurements, and inferential statistical analysis to confirm relationships among the variables.

The population in this study consisted of all 50 employees of PT Bank Rakyat Indonesia, Mangga Dua Branch, including managers, supervisors, marketing staff, frontliners, and support staff, with the entire population taken as the sample through saturated sampling. Data collection was conducted through questionnaires distributed via Google Forms and complemented by interviews, with responses measured using a five-point Likert scale. The operationalization of variables was defined in detail, covering dimensions, indicators, and measurement scales for each construct transactional leadership, organizational culture, compensation, and employee performance. The comprehensive design ensures that the study not only captures the demographic and professional characteristics of respondents but also rigorously examines how leadership style, organizational culture, and compensation jointly and individually affect employee performance within the branch.

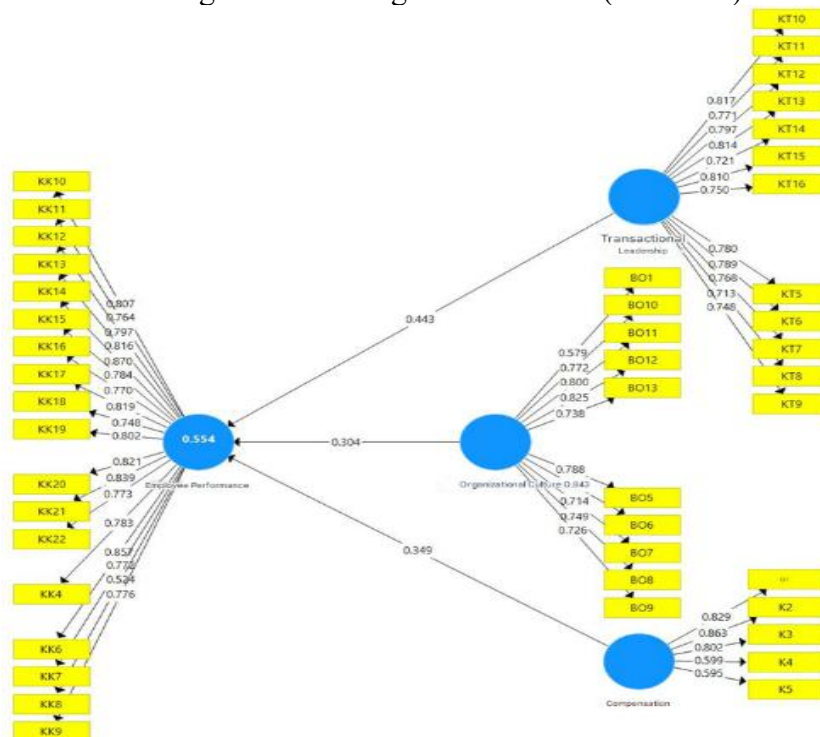
## RESULTS AND DISCUSSION

Based on descriptive analysis of 50 employees at BRI’s Mangga Dua Branch, the sample comprises 56% women and 44% men, is concentrated at ages 30–35 (40%) with only 2% aged 18–23, has predominantly >5 years’ tenure (52%), and is mostly staff-level (84%), with supervisors and managers each at 8%. Using 5-point Likert measures, the employee-performance construct peaks on “meeting set standards” (Mean=4.50) and is lowest for “working quickly without reducing quality” (3.18). For transactional leadership, the strongest item is “rules supporting safety and comfort” (4.34) and the weakest is “minimal corrective action on errors” (3.22). In organizational culture, “working carefully” scores highest (4.42) while “mutual respect among coworkers” is lowest (3.16). For compensation, allowances/insurance/leave rate highest (≈4.32–4.38), whereas “salary matches workload” is the lowest (3.26). Overall, the profile suggests a mature, staff-heavy workforce with solid perceptions of standards, safety, and benefits, but lingering concerns about pace–quality trade-offs, corrective feedback, peer respect, and salary–workload alignment.

### Results

The modified results of the convergent validity test shown in Figure 2 indicate that all indicators meet the convergent validity criteria, as evidenced by loading factor values consistently above 0.50.

Figure 2. PLS Algorithm Results (Modified)



The results of the discriminant validity test through cross-loadings demonstrate that each indicator has the highest loading factor on its intended construct compared to other constructs, which confirms that the indicators are valid and distinct. For example, indicators of employee performance (KK6, KK10, KK14, KK21) consistently show strong correlations above 0.80 with their respective construct, while transactional leadership indicators (KT5, KT6, KT10,

KT13, KT15) also exhibit loadings above 0.78, reinforcing construct reliability. Similarly, organizational culture indicators (BO6, BO10, BO12) and compensation indicators (K1, K2, K3) report high loadings above 0.80, signifying that each construct can accurately measure its indicators and differentiate them from others. These findings confirm that the measurement model fulfills discriminant validity criteria, ensuring that the constructs used in the study are both reliable and valid for further structural analysis.

**Table 1. Results of the Average Variance Extracted (AVE) Test**

<b>Variable</b>	<b>Average Variance Extracted (AVE)</b>	<b>Description</b>
Employee Performance	0.621	Valid
Transactional Leadership	0.599	Valid
Organizational Culture	0.573	Valid
Compensation	0.558	Valid

Source: Processed data from Smart PLS, 2025

Based on table 1, it can be concluded that the square root value of AVE for each construct is higher than the correlations between constructs in the model. Thus, the AVE values indicate that the constructs in the model meet the requirements for discriminant validity.

**Table 2. Results of Cronbach's Alpha and Composite Reliability Test**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Description</b>
Employee Performance	0.963	0.967	Reliable
Transactional Leadership	0.939	0.947	Reliable
Organizational Culture	0.916	0.930	Reliable
Compensation	0.794	0.860	Reliable

Source: Processed data from Smart PLS, 2025

Based on table 2, the composite reliability and Cronbach's alpha values are  $\geq 0.7$ , which indicates that the constructs have good reliability and that the questionnaire used as a research instrument is reliable and consistent.

The inner model test is a model development process based on concepts and theories, aimed at analyzing the relationships between exogenous and endogenous variables as outlined in the conceptual framework. The stages of testing the structural model (inner model) involve the following steps:

**Table 3. R-Square Value of Endogenous Variable**

<b>Endogenous Variable (Y)</b>	<b>R-Square</b>
Employee Performance	0.554

Source: Smart PLS Output, 2025

The structural model indicates that the model for employee performance is considered good, as it has a value above 0.50. The R-square value for the influence of independent latent variables on employee performance is 0.554, which means that 55.4% of the variability in the employee performance construct can be explained by transactional leadership, organizational culture, and compensation, while the remaining 44.6% is explained by other variables outside this study.

The Goodness of Fit test for the structural model was conducted using the predictive-relevance ( $Q^2$ ) value, where a Q-square greater than zero indicates predictive relevance. Based on the calculation,  $Q^2 = 0.554$ , which means that 55.4% of the variation in employee

performance can be explained by the independent variables in the model, while the remaining 44.6% is influenced by factors outside the study. Since the Q<sup>2</sup> value exceeds zero, the model demonstrates strong predictive capability, confirming that it has adequate predictive relevance.

Figure 3. Bootstrapping Test Results

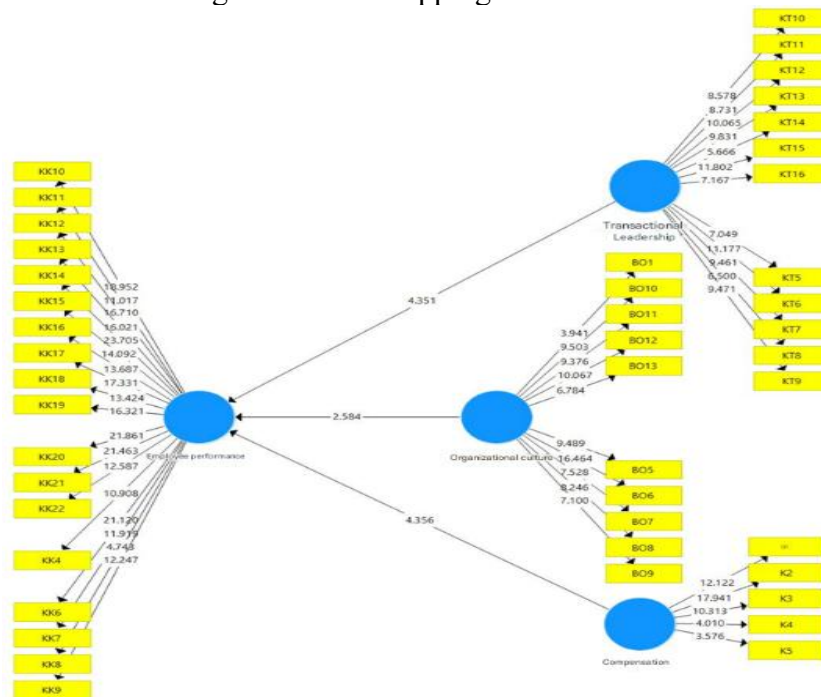


Table 4. Bootstrapping Test Results

Variable	Original Sample	Sample Mean	T-Statistics	P-Values	Significance
Transactional Leadership → Employee Performance	0.443	0.437	4.351	0.000	Positive Significant
Organizational Culture → Employee Performance	0.304	0.311	2.584	0.010	Positive Significant
Compensation → Employee Performance	0.349	0.359	4.356	0.000	Positive Significant

Source: Output from Smart PLS, 2025

Based on the results, the findings can be summarized as follows:

1. Transactional leadership has a positive and significant effect on employee performance, as indicated by an original sample value of 0.443, a T-statistic of 4.351 > 1.96, and a P-value of 0.000 < 0.05, thus confirming the acceptance of hypothesis H1.
2. Organizational culture also shows a positive and significant influence on employee performance, with an original sample value of 0.304, a T-statistic of 2.584 > 1.96, and a P-value of 0.010 < 0.05, leading to the acceptance of hypothesis H2.
3. Compensation is further proven to positively and significantly impact employee performance, supported by an original sample value of 0.349, a T-statistic of 4.356 > 1.96, and a P-value of 0.000 < 0.05, thereby validating the acceptance of hypothesis H3.

## Discussion

### 1. The Influence of Transactional Leadership on Employee Performance

The hypothesis testing yielded a T-statistic of 4.351, an original sample value of 0.443, and a P-value of 0.000, confirming that transactional leadership exerts a positive and significant impact on employee performance. This supports the first hypothesis (H1), showing that rewards provided for meeting targets and punishments imposed for unmet standards are effective mechanisms to enhance performance. Employees respond positively when goals, expectations, and consequences are clearly communicated, as transactional leadership provides measurable benchmarks for accountability and achievement. The analysis further revealed that the most dominant indicator was KT15, with a score of 11.802, which emphasized the leader's limited involvement in guiding subordinates. This reflects that in organizations with standardized procedures and strong compliance cultures, employees are capable of working independently without intensive supervision, while still receiving trust from their leaders. These findings are reinforced by prior studies that consistently found transactional leadership positively and significantly influences employee performance (Darmasaputra & Sudibya, 2019; Burhanudin & Kurniawan, 2020; Tabun et al., 2021; Purwanto et al., 2020).

### 2. The Influence of Organizational Culture on Employee Performance

The second hypothesis (H2) was accepted, with results showing a T-statistic of 2.584, an original sample value of 0.304, and a P-value of 0.010, proving that organizational culture significantly and positively affects employee performance. A strong culture strengthens employees' commitment and accountability, encouraging them to consistently align their work with the company's values and goals. The findings demonstrate that organizational culture contributes to both efficiency and quality, making employees more engaged in delivering results that support organizational objectives. Among the indicators, BO6 showed the highest score of 16.464, reflecting the importance of being motivated to improve work quality as a central driver of performance. This emphasizes that a supportive culture fosters responsibility, teamwork, and dedication beyond task completion, ensuring accuracy and consistency with corporate standards. Such outcomes are consistent with previous research, which also confirmed that organizational culture exerts a positive and significant impact on employee performance across diverse settings (Darmasaputra & Sudibya, 2019; Sabilila & Wahyuni, 2022; Tiyanti et al., 2021; Paais & Pattiruhu, 2020).

### 3. The Influence of Compensation on Employee Performance

The hypothesis testing produced a T-statistic of 4.356, an original sample value of 0.349, and a P-value of 0.000, leading to the acceptance of the third hypothesis (H3), which states that compensation has a positive and significant influence on employee performance. This suggests that adequate financial rewards and incentives play a critical role in motivating employees to improve their productivity and job satisfaction. The results highlight that the better the compensation system, the stronger the employee's drive to meet or exceed performance expectations. Compensation indicator K2 achieved the highest score of 17.941, reflecting employee satisfaction with incentive systems as the most influential factor. When incentives are perceived as fair and aligned with contributions, employees are more motivated to work productively, remain disciplined, and focus on achieving results. A transparent and well-structured incentive system fosters loyalty and enhances performance across the workforce. These conclusions align with prior studies that consistently demonstrated compensation's significant positive effect on employee performance (Syah et al., 2021; Pramudya et al., 2022; Candradewi & Dewi, 2019; Iptian et al., 2020).

## CONCLUSION

This study concludes that transactional leadership, organizational culture, and compensation each exert a positive and significant influence on employee performance at PT Bank Rakyat Indonesia, Mangga Dua Branch. Transactional leadership was found to improve performance by establishing clear mechanisms of rewards for achievement and punishments for underperformance, thereby motivating employees to meet organizational standards. Organizational culture was shown to reinforce employee commitment, instill shared values, and strengthen accountability toward producing high-quality outcomes, which collectively fostered a sense of belonging and responsibility. Compensation further emerged as a critical factor, acting not only as a financial incentive but also as a driver of job satisfaction, motivation, and loyalty, ensuring that employees felt valued for their contributions. Collectively, these three variables explained 55.4% of the variation in employee performance, emphasizing that effective leadership, strong cultural alignment, and well-managed compensation are essential managerial practices in sustaining productivity and competitiveness within the banking sector.

The implications of these findings suggest that addressing performance challenges requires an integrated approach that balances leadership strategies, cultural development, and compensation management. Practically, management is encouraged to design structured and transparent reward systems that reinforce accountability, embed organizational values that prioritize collaboration, quality, and innovation, and ensure compensation packages are fair, timely, and proportional to employee contributions. Such measures not only enhance immediate productivity but also build long-term trust and retention, which are vital in an increasingly competitive and rapidly evolving financial environment. For future research, it is recommended to extend the scope across multiple branches or institutions to validate these results and to include additional factors such as employee engagement, technological adaptation, or innovation capacity that may further enrich understanding of sustainable performance improvement in the banking industry.

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