

The Effect of Transformational Leadership, Work Culture, and Internal Communication on Employee Performance at PT. Anugerah Manajemen Abadi

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ABSTRACT

Purpose. This study aims to examine the influence of transformational leadership, work culture, and internal communication on employee performance at PT. Anugerah Manajemen Abadi in Batam City. In organizational management, employee performance represents an important indicator of productivity and service effectiveness. Leadership style, organizational values, and communication practices within the workplace are considered key factors that shape employees' motivation, commitment, and work outcomes. Transformational leadership encourages employees to perform beyond expectations through inspiration and support, while work culture provides shared norms that guide employee behavior. In addition, effective internal communication facilitates coordination and understanding among employees. Understanding the role of these factors is therefore essential for improving employee performance and organizational effectiveness.

Materials and methods. This study employed a quantitative explanatory research design using a survey method. The population consisted of all employees working at PT. Anugerah Manajemen Abadi, totaling 40 individuals. Because the population size was relatively small, a saturated sampling technique was applied in which all employees were included as respondents. Data were collected through a structured questionnaire using a five-point Likert scale to measure each research variable. Prior to hypothesis testing, the research instrument was evaluated through validity and reliability tests to ensure the accuracy and consistency of the measurement. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were conducted to confirm that the regression model met the required statistical assumptions. Multiple linear regression analysis was then used to examine the influence of the independent variables on employee performance through t-tests, F-tests, and the coefficient of determination (R^2).

Results. The findings indicate that transformational leadership has a positive and statistically significant effect on employee performance ($\text{Sig.}=0.000$). Internal communication also shows a positive and significant influence on employee performance ($\text{Sig.}=0.003$). In contrast, work culture does not demonstrate a statistically significant effect on employee performance ($\text{Sig.}=0.924$). The simultaneous test shows that transformational leadership, work culture, and internal communication collectively have a significant influence on employee performance (F-test $\text{Sig.}=0.000$). The regression model demonstrates a strong relationship between the variables with a coefficient of determination showing that approximately 80.4% of the variation in employee performance can be explained by the independent variables included in the model.

Conclusions. The results of this study highlight the importance of transformational leadership and effective internal communication in improving employee performance within organizations. Although work culture did not show a significant influence in this research, leadership practices and communication systems remain essential factors that shape employees' productivity and work outcomes. Strengthening leadership strategies that motivate employees and developing transparent communication processes are therefore important steps for enhancing employee performance and supporting organizational success.

Keywords: transformational leadership; work culture; internal communication; employee performance; organizational performance

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INTRODUCTION

Employee performance is widely recognized as a critical factor in determining the success and sustainability of an organization. Organizations rely on the ability of their employees to carry out tasks effectively, maintain productivity, and achieve organizational goals (Sarumaha, 2022). High levels of employee performance contribute to improved service quality, operational efficiency, and overall organizational competitiveness. In contrast, low employee performance may hinder organizational growth and reduce the effectiveness of management strategies. Therefore, organizations continuously seek to identify factors that can enhance employee productivity and work outcomes.

One of the important factors influencing employee performance is leadership style. Leadership plays a central role in directing employees, motivating them to achieve organizational objectives, and creating a work environment that supports productivity. Transformational leadership, in particular, has received significant attention in management research because it emphasizes inspiration, motivation, and the development of employees' potential (Afzan et al., 2026). Leaders who adopt a transformational approach encourage employees to perform beyond their normal expectations by fostering trust, providing clear vision, and supporting individual development. As a result, transformational leadership is often associated with improved employee motivation, commitment, and performance.

In addition to leadership, organizational culture also contributes to shaping employee behavior and performance. Work culture reflects the values, norms, and shared beliefs that guide employees in carrying out their responsibilities. A positive work culture can promote discipline, collaboration, and a sense of responsibility among employees. When organizational values are clearly understood and internalized, employees are more likely to demonstrate consistent work behavior that aligns with organizational objectives (F. H. Akbar et al., 2017). Conversely, weak or unclear organizational culture may reduce employees' engagement and negatively affect their work performance.

Another factor that plays an important role in organizational performance is internal communication. Effective communication within an organization allows employees to exchange information, coordinate activities, and understand their roles more clearly. Internal communication also helps reduce misunderstandings and promotes cooperation among employees. When communication processes function effectively, employees can perform their duties more efficiently and respond more quickly to organizational needs (Mendrofa & Hulu, 2024). Transparent communication systems therefore contribute to a more productive and supportive working environment.

PT. Anugerah Manajemen Abadi is a company that relies heavily on human resources in carrying out its operational activities. In such organizational environments, employee performance becomes a key element that determines the effectiveness of business processes. Leadership practices, organizational culture, and communication systems within the company are expected to influence how employees perform their duties and responsibilities (Atqiyah et al., 2025). Understanding how these factors affect employee performance is therefore important for improving organizational management and ensuring sustainable organizational growth.

Although many studies have examined factors influencing employee performance, the combined influence of transformational leadership, work culture, and internal communication within specific organizational contexts still requires further investigation. Each organization possesses unique characteristics that may shape employee behavior and work outcomes differently (Pamungkas, 2024). Therefore, examining these factors in the context of PT. Anugerah Manajemen Abadi provides valuable insights into how leadership, organizational culture, and communication interact in influencing employee performance.

Based on these considerations, this study aims to analyze the influence of transformational leadership, work culture, and internal communication on employee performance at PT. Anugerah Manajemen Abadi in Batam City. The findings of this research are expected to contribute both theoretically and practically by providing empirical evidence regarding the role of these organizational factors in improving employee performance (Wiratno & Azizah, 2022).

METHOD

This study employed a quantitative research design with an explanatory approach to examine the relationships between transformational leadership, work culture, internal communication, and employee performance (Pohan & Fitria, 2021). A quantitative method was considered appropriate because it allows researchers to measure variables objectively and test hypotheses through statistical analysis. The explanatory approach was used to identify the causal relationships between the independent variables and the dependent variable within the organizational context.

The research was conducted at PT. Anugerah Manajemen Abadi located in Batam City. The population of this study consisted of all employees working in the company, totaling 40 individuals. Because the population size was relatively small, the study applied a saturated sampling technique in which all members of the population were included as research respondents. This approach ensured that the data collected represented the entire population of employees within the organization (Ghozali, 2021).

Data were collected using a structured questionnaire designed to measure each research variable through several indicators. The questionnaire consisted of statements related to transformational leadership, work culture, internal communication, and employee performance. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Sugiyono, 2020). This measurement scale was used to capture respondents' perceptions regarding leadership practices, organizational culture, communication processes, and their own work performance.

Before conducting hypothesis testing, the research instrument was evaluated through validity and reliability testing to ensure the accuracy and consistency of the measurement. Validity testing was performed to determine whether each questionnaire item appropriately measured the intended construct. Reliability testing was conducted using Cronbach's Alpha coefficient to assess the internal consistency of the research instrument (Ghozali, 2021).

Prior to regression analysis, classical assumption tests were carried out to ensure that the regression model met the necessary statistical requirements. These tests included the normality test to examine whether the data were normally distributed, the multicollinearity test to ensure that the independent variables were not highly correlated with each other, and the heteroscedasticity test to confirm the stability of the residual variance (Bryman, 2021).

Hypothesis testing in this study was performed using multiple linear regression analysis. The partial influence of each independent variable on employee performance was examined using the t-test, while the simultaneous influence of all independent variables was analyzed using the F-test (Creswell, 2023). In addition, the coefficient of determination (R^2) was calculated to measure the extent to which transformational leadership, work culture, and internal communication collectively explain variations in employee performance. All statistical analyses were conducted using the Statistical Package for the Social Sciences (SPSS) with a significance level of 0.05.

FINDING AND DISCUSSION

Partial Effect Analysis (t-Test)

To determine the individual effect of each independent variable on employee performance, a partial significance test (t-test) was conducted using multiple linear regression analysis. The t-test aims to identify whether each independent variable significantly influences the dependent variable when other variables are held constant (Amin et al., 2023). In this study, the independent variables consist of transformational leadership (X1), work culture (X2), and internal communication (X3), while employee performance (Y) serves as the dependent variable. The level of significance used in this analysis was 0.05. The results of the partial regression analysis are presented in Table 1.

Table 1. Partial Regression Results (t-Test)

Variable	B	Std. Error	Beta	t	Sig.
Constant	1.523	3.282	–	0.464	0.645
Transformational Leadership (X1)	0.455	0.087	0.502	5.248	0.000
Work Culture (X2)	0.014	0.142	0.015	0.096	0.924

Internal Communication (X3)	0.511	0.162	0.485	3.155	0.000
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Dependent Variable: Employee Performance (Y)
Source: Processed SPSS Data, 2026

Based on Table 1, the results indicate that transformational leadership has a positive and statistically significant effect on employee performance. The regression coefficient value for transformational leadership is 0.455 with a significance value of 0.000, which is lower than the significance threshold of 0.05. This finding indicates that transformational leadership contributes positively to improving employee performance. Leaders who are able to motivate employees, provide clear direction, and encourage professional development can enhance employees' commitment and productivity in carrying out their responsibilities (Hakim et al., 2022).

The results also show that work culture does not have a significant effect on employee performance. The regression coefficient for work culture is 0.014 with a significance value of 0.924, which is higher than the significance level of 0.05. This result suggests that work culture does not significantly influence employee performance in this study. Although organizational culture generally plays a role in shaping employee behavior, the findings indicate that its influence is not strong enough to significantly affect employee performance within the context of this organization.

Furthermore, internal communication shows a positive and statistically significant effect on employee performance. The regression coefficient value for internal communication is 0.511 with a significance value of 0.000, which is lower than the significance threshold of 0.05. This indicates that effective communication within the organization contributes to improving employee performance. Clear information exchange, good coordination, and open communication between employees and management support a more productive and efficient working environment (Dwi et al., 2024).

Overall, the results of the t-test indicate that transformational leadership and internal communication significantly influence employee performance, while work culture does not show a significant effect in this study. These findings highlight that leadership practices and communication processes play an important role in supporting employee productivity and improving organizational performance.

Simultaneous Effect Analysis (F-Test)

After examining the partial influence of each independent variable, the next step was to analyze the simultaneous effect of transformational leadership, work culture, and internal communication on employee performance (Mendrofa & Hulu, 2024). The simultaneous significance test (F-test) is used to determine whether all independent variables collectively influence the dependent variable in the regression model. This test evaluates the overall suitability of the regression model in explaining variations in employee performance. The significance level applied in this study was 0.05. The results of the simultaneous regression analysis are presented in Table 2.

Table 2. ANOVA Results (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2821.315	3	940.438	49.162	0.000
Residual	668.660	36	19.129		
Total	3509.975	39			

Dependent Variable: Employee Performance

Source: Processed SPSS Data, 2026

Based on Table 2, the regression model produces an F-value of 49.162 with a significance level of 0.000, which is lower than the significance threshold of 0.05. This result indicates that transformational leadership, work culture, and internal communication simultaneously have a significant effect on employee performance (Sugiyono, 2020). Therefore, the regression model used in this study is considered statistically valid and capable of explaining variations in employee performance within the organization.

The significant result of the F-test also demonstrates that employee performance is influenced by the combined role of several organizational factors. Transformational leadership encourages

employees to perform beyond expectations through motivation and support from leaders. Work culture provides shared values that guide employee behavior in the workplace, while internal communication ensures that information is effectively exchanged among employees and management (F. H. Akbar et al., 2017).

From an organizational perspective, these three variables interact with each other in shaping employees' work performance. Effective leadership, supported by positive organizational values and efficient communication processes, can create a productive work environment that encourages employees to perform their tasks more effectively.

Overall, the results of the F-test confirm that transformational leadership, work culture, and internal communication collectively form an important explanatory model for understanding employee performance at PT. Anugerah Manajemen Abadi. These findings highlight the importance of improving leadership practices and strengthening communication systems while maintaining supportive organizational values to enhance employee productivity and organizational effectiveness.

Coefficient of Determination (R^2)

After examining the simultaneous influence of the independent variables through the F-test, the next step was to evaluate the explanatory power of the regression model using the coefficient of determination (R^2) (Machali, 2021). The coefficient of determination indicates the extent to which the independent variables are able to explain the variation in the dependent variable. In this study, the coefficient of determination was used to measure how strongly transformational leadership, work culture, and internal communication collectively explain employee performance at PT. Anugerah Manajemen Abadi. The results of the model summary are presented in Table 3.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.897	0.804	0.787	4.373

Predictors: (Constant), Internal Communication, Transformational Leadership, Work Culture

Dependent Variable: Employee Performance

Source: Processed SPSS Data, 2026

Based on Table 3, the regression model produces an R value of 0.897, which indicates a very strong relationship between the independent variables and employee performance. This value suggests that transformational leadership, work culture, and internal communication collectively have a strong association with employee performance within the organization (Ghozali, 2021).

The R Square value of 0.804 indicates that approximately 80.4% of the variation in employee performance can be explained by transformational leadership, work culture, and internal communication. This result demonstrates that the three independent variables have substantial explanatory power in predicting employee performance at PT. Anugerah Manajemen Abadi.

Meanwhile, the remaining 19.6% of the variation in employee performance may be influenced by other variables that were not included in this study, such as employee motivation, job satisfaction, compensation systems, or organizational support. Furthermore, the Adjusted R Square value of 0.787 indicates that the regression model remains stable after adjusting for the number of independent variables used in the analysis.

Overall, the coefficient of determination confirms that transformational leadership, work culture, and internal communication together provide a strong explanation of employee performance in the organization. These findings highlight the importance of leadership practices and effective communication in supporting employee productivity and improving organizational performance (Atqiyah et al., 2025).

Discussion

Hypothesis 1: The Effect of Transformational Leadership on Employee Performance

The results of this study indicate that transformational leadership has a positive and statistically significant effect on employee performance at PT. Anugerah Manajemen Abadi. The significance

value obtained from the regression analysis is 0.000, which is lower than the significance threshold of 0.05. This finding demonstrates that transformational leadership contributes significantly to improving employee performance within the organization. Therefore, Hypothesis 1, which states that transformational leadership influences employee performance, is accepted.

Transformational leadership emphasizes the ability of leaders to inspire and motivate employees to achieve higher levels of performance. Leaders who adopt this leadership style typically provide a clear vision, encourage innovation, and support employees in developing their capabilities. Such leadership practices create a positive working environment in which employees feel motivated to perform their duties effectively and contribute to organizational objectives (Wiratno & Azizah, 2022).

In organizational settings, transformational leaders often serve as role models for their employees. By demonstrating commitment, integrity, and enthusiasm, leaders can influence employees' attitudes and work behavior. Employees who perceive their leaders as supportive and inspiring are more likely to show higher levels of engagement, responsibility, and dedication in performing their tasks. As a result, employee productivity and overall organizational performance may improve (Pamungkas, 2024).

The findings of this study are consistent with previous research suggesting that transformational leadership plays a crucial role in enhancing employee performance. Leadership practices that focus on motivation, encouragement, and employee development tend to strengthen employees' commitment to their work. When leaders actively communicate organizational goals and provide guidance to employees, it becomes easier for employees to align their individual efforts with organizational objectives (Z. Akbar et al., 2025).

Within the context of PT. Anugerah Manajemen Abadi, transformational leadership appears to support employees in carrying out their responsibilities more effectively. Leaders who motivate employees, recognize their contributions, and provide constructive feedback create an environment that encourages employees to improve their work performance. These leadership practices help employees understand organizational expectations and motivate them to achieve higher performance standards (Mendrofa & Hulu, 2024).

Overall, the confirmation of Hypothesis 1 highlights the importance of transformational leadership in improving employee performance. Organizations that adopt leadership practices focused on inspiration, empowerment, and employee development are more likely to achieve higher levels of productivity and organizational effectiveness. Strengthening transformational leadership practices can therefore serve as an important strategy for enhancing employee performance within the organization (Atqiyah et al., 2025).

Hypothesis 2: The Effect of Work Culture on Employee Performance

The results of this study indicate that work culture does not have a statistically significant effect on employee performance at PT. Anugerah Manajemen Abadi. The regression analysis shows a significance value of 0.924, which is higher than the significance level of 0.05. This result indicates that work culture does not significantly influence employee performance in this research. Therefore, Hypothesis 2, which proposes that work culture affects employee performance, is rejected.

Work culture generally refers to the shared values, beliefs, and norms that guide employees' behavior within an organization. A strong organizational culture is often expected to influence employee attitudes, discipline, and cooperation in carrying out work activities. In many organizations, a supportive work culture encourages employees to work collaboratively, maintain responsibility, and achieve organizational goals (Sarumaha, 2022). However, the findings of this study suggest that the existing work culture at PT. Anugerah Manajemen Abadi does not significantly contribute to variations in employee performance.

One possible explanation for this result is that employees may rely more on leadership direction and communication processes rather than cultural values in performing their tasks. In organizations where leadership guidance and communication systems play a dominant role, the direct influence of work culture on employee performance may become less visible. Employees may prioritize instructions from supervisors and coordination through communication channels rather than relying solely on organizational cultural values (Kaesang et al., 2021).

Another possibility is that the work culture within the organization may already be relatively stable and uniformly understood by employees. When organizational culture is consistently applied and accepted by all employees, it may not create significant variation in employee performance because employees already share similar work attitudes and behaviors (Indayani & Resdiana, 2024).

The findings of this study differ from several previous studies that suggest a positive relationship between work culture and employee performance. In many organizational contexts, a strong work culture encourages discipline, collaboration, and commitment among employees, which ultimately improves their performance. However, the results of this research indicate that work culture alone may not be sufficient to significantly influence employee performance without the support of other organizational factors such as leadership and communication (Arpah, 2019).

In the context of PT. Anugerah Manajemen Abadi, the results suggest that leadership practices and communication systems may play a more dominant role in shaping employee performance compared to organizational culture. Therefore, while maintaining a positive work culture remains important, organizations should also focus on strengthening leadership effectiveness and improving communication processes to enhance employee performance (Lestari & Giawa, 2025).

Overall, the rejection of Hypothesis 2 indicates that work culture does not significantly influence employee performance in this study. These findings highlight that the relationship between organizational culture and employee performance may vary depending on the specific characteristics and management practices of an organization (Hakim et al., 2022).

Hypothesis 3: The Effect of Internal Communication on Employee Performance

The results of this study indicate that internal communication has a positive and statistically significant effect on employee performance at PT. Anugerah Manajemen Abadi. The regression analysis shows a significance value of 0.000, which is lower than the significance threshold of 0.05. This finding demonstrates that effective communication within the organization contributes significantly to improving employee performance. Therefore, Hypothesis 3, which states that internal communication influences employee performance, is accepted.

Internal communication plays an essential role in facilitating the exchange of information between management and employees as well as among employees themselves. Effective communication ensures that employees clearly understand their responsibilities, organizational goals, and work procedures. When information is communicated clearly and accurately, employees are better able to perform their tasks efficiently and avoid misunderstandings that may hinder productivity (Dwi et al., 2024).

In organizational settings, internal communication supports coordination, collaboration, and decision-making processes. Employees who receive clear instructions and timely information are more likely to complete their tasks effectively and contribute positively to organizational performance. Furthermore, open communication encourages employees to express ideas, provide feedback, and discuss work-related issues with their supervisors or colleagues, which ultimately enhances the overall working environment (Keysa & Adam, 2025).

The findings of this study are consistent with previous research suggesting that effective communication is a key factor influencing employee performance. Organizations that maintain transparent communication systems tend to create a more collaborative work environment where employees feel informed, supported, and motivated. As a result, employees become more engaged in their work and are able to perform their duties more productively (Sitinjak et al., 2025).

Within the context of PT. Anugerah Manajemen Abadi, internal communication appears to facilitate better coordination among employees and management. Clear communication regarding job responsibilities, work targets, and organizational expectations helps employees understand what is required of them. This clarity contributes to improved work efficiency and allows employees to perform their duties more effectively (Putri et al., 2024).

Overall, the confirmation of Hypothesis 3 highlights the importance of internal communication in enhancing employee performance. Organizations that develop effective communication channels and encourage open information exchange are more likely to improve employee productivity and achieve better organizational outcomes. Strengthening communication practices within the

organization can therefore serve as an important strategy for improving employee performance (Pohan & Fitria, 2021).

Hypothesis 4: The Simultaneous Effect of Transformational Leadership, Work Culture, and Internal Communication on Employee Performance

The results of the simultaneous analysis show that transformational leadership, work culture, and internal communication collectively have a significant effect on employee performance at PT. Anugerah Manajemen Abadi. The significance value obtained from the F-test is 0.000, which is lower than the significance level of 0.05. This result indicates that the regression model is statistically significant and that the three independent variables jointly influence employee performance. Therefore, Hypothesis 4, which proposes that transformational leadership, work culture, and internal communication simultaneously affect employee performance, is accepted.

The simultaneous influence of these variables reflects that employee performance is shaped by multiple organizational factors rather than by a single variable. Transformational leadership provides direction, motivation, and encouragement for employees to achieve organizational goals. Work culture establishes shared norms and values that guide employee behavior within the organization. Meanwhile, internal communication facilitates the exchange of information and coordination between employees and management. When these factors function effectively together, they create a work environment that supports employee productivity and organizational performance (Kaesang et al., 2021).

From an organizational perspective, the interaction between leadership, culture, and communication plays an important role in shaping employees' work behavior. Transformational leadership encourages employees to perform beyond expectations, while internal communication ensures that information regarding tasks and responsibilities is clearly understood. Although work culture did not show a significant partial effect in this study, it still contributes to the organizational environment in which leadership and communication operate (Indayani & Resdiana, 2024).

The results of this study indicate that improving employee performance requires a comprehensive management approach that integrates effective leadership, supportive organizational culture, and efficient communication systems. Organizations that focus on strengthening these aspects simultaneously are more likely to create a productive working environment that supports employee development and organizational success (Arpah, 2019).

Overall, the confirmation of Hypothesis 4 highlights that employee performance at PT. Anugerah Manajemen Abadi is influenced by the combined role of leadership practices, organizational values, and communication processes. Strengthening these organizational factors in an integrated manner can enhance employee productivity and contribute to improved organizational performance.

CONCLUSIONS

This study aimed to analyze the influence of transformational leadership, work culture, and internal communication on employee performance at PT. Anugerah Manajemen Abadi in Batam City. Based on the results of the statistical analysis conducted through multiple linear regression, several conclusions can be drawn.

First, transformational leadership was found to have a positive and statistically significant effect on employee performance. Leaders who are able to inspire, motivate, and guide employees effectively contribute to improving employees' productivity and work outcomes. Transformational leadership encourages employees to perform beyond their normal expectations and supports the achievement of organizational objectives.

Second, work culture did not show a statistically significant influence on employee performance in this study. Although work culture generally plays an important role in shaping employee behavior and organizational values, the findings suggest that its direct influence on employee performance at PT. Anugerah Manajemen Abadi is relatively limited. This indicates that other organizational factors may play a more dominant role in determining employees' work outcomes.

Third, internal communication demonstrated a positive and significant effect on employee performance. Effective communication within the organization facilitates coordination, reduces misunderstandings, and ensures that employees clearly understand their responsibilities and work objectives. As a result, employees are able to perform their tasks more efficiently and productively.

Finally, the simultaneous analysis confirms that transformational leadership, work culture, and internal communication collectively influence employee performance. The regression model indicates that these variables together explain a substantial proportion of the variation in employee performance. This finding highlights the importance of integrating leadership practices, organizational values, and effective communication systems in improving employee productivity and organizational performance.

Overall, the results of this study emphasize that strengthening transformational leadership and improving internal communication are essential strategies for enhancing employee performance within the organization. Future studies are encouraged to examine additional factors such as employee motivation, job satisfaction, compensation, and organizational commitment to obtain a more comprehensive understanding of the determinants of employee performance..

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