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Analysis of the Influence of Transformational Leadership Style on Employee Performance at Bank Syariah Indonesia Sub-Branch Office Juanda Medan

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Abstrak

Studi ini bertujuan untuk menganalisis pengaruh pengembangan karir, sistem penghargaan, dan budaya organisasi terhadap kinerja karyawan di Badan Perencanaan dan Penelitian Pembangunan Daerah Kabupaten Batu Bara, dengan fokus pada pengaruh pengembangan karir. Metode penelitian menggunakan pendekatan kuantitatif dengan sampel 30 karyawan yang dipilih secara purposif. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa secara parsial, pengembangan karir tidak berpengaruh signifikan terhadap kinerja karyawan (t hitung 1,358 < t tabel 2,055; sig. 0,185 > 0,05). Sebaliknya, sistem penghargaan dan budaya organisasi memiliki pengaruh parsial yang positif dan signifikan. Namun, secara simultan, ketiga variabel ini memiliki pengaruh positif dan signifikan terhadap kinerja karyawan, dengan F hitung 12,950 > F tabel 2,98. Temuan ini menunjukkan bahwa program pengembangan karir yang ada belum optimal dan belum mampu secara mandiri mendorong peningkatan kinerja, sehingga perlu dievaluasi dan diintegrasikan dengan sistem penghargaan dan penguatan budaya organisasi untuk mencapai kinerja karyawan yang lebih baik.

Kata Kunci: Pengembangan Karier; Sistem Penghargaan; Budaya Organisasi; Kinerja Karyawan.

Abstract

This study aims to analyze the influence of transformational leadership style on employee performance at Bank Syariah Indonesia, Juanda Sub-Branch Office Medan. The research method used a quantitative approach with a sample of 31 employees taken through total sampling technique. Data collection was carried out using a questionnaire with a Likert scale. Data analysis used simple linear regression with the help of the SPSS program. The results showed that transformational leadership style had a positive and significant effect on employee performance. This is evidenced by the regression coefficient value of 0.690 and a significance value of 0.000 < 0.05. The magnitude of the influence of transformational leadership style on employee performance reached 84.2% as indicated by the R Square value of 0.842. The conclusion of this study is that the better the implementation of transformational leadership style, the higher the employee performance at Bank Syariah Indonesia KCP Juanda Medan.

Keyword: Transformational Leadership Style; Employee Performance.

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1. Introduction

Human resources (HR) are the most strategic asset in every organization, including in the banking sector. The quality and performance of employees are the main determinants in achieving organizational goals, especially when industry competition is getting fiercer and more dynamic (Imbron & Pamungkas, 2021). Bank Syariah Indonesia (BSI) as the largest Islamic bank in Indonesia places human resource management as a top priority. This is in line with BSI's vision to become one of the 10 largest global Islamic banks by market capitalization within five years. To realize these ambitious targets, superior human resources, high competitiveness, and ability to adapt to rapid changes in the business environment are needed. Bank Syariah Indonesia Sub-Branch Office (KCP) Juanda Medan is one of the work units under the auspices of BSI. As an Islamic financial institution, KCP Juanda Medan is tasked with collecting and distributing community funds with sharia principles that are free from riba, gharar, and maysir. In carrying out this function, employee performance is a central factor that determines the operational success and achievement of the targets that have been set by the management. Optimal performance is determined not only by good systems and procedures, but also by the quality of the human resources that run them. (Anwar Prabu, 2017) Define performance as the result of work both in quantity and quality achieved by a person in carrying out tasks according to the responsibilities given. In the context of banking, employee performance is reflected in their ability to serve customers, market products, maintain public trust, and contribute to business growth. However, based on initial observations made by researchers at BSI KCP Juanda Medan, a number of indications of problems related to employee performance were found. An interview with the head of the local KCP revealed that there are still many customers who do not understand BSI products and services, so the public's interest in using Islamic banking services is still limited. In addition, employees often feel that they lack time to promote and socialize products optimally. Limited resources, high administrative workload, and competition with more established conventional banks are challenges. On several occasions, product and service innovations are still lagging behind conventional banks, so market attractiveness has not been maximized. Regulations that are not fully supportive, as well as low Islamic financial literacy in the community, have also worsened the situation. This condition is exacerbated by the indication of low employee empowerment, which in turn has an impact on their commitment and performance.

One of the strategic factors that is strongly suspected to affect employee performance is the leadership style applied by the boss. Leadership is at the core of management, because through leadership, a manager can move, direct, and motivate his subordinates to achieve organizational goals. In an era of rapid change, a leadership style that is able to empower and inspire is an urgent need. Transformational leadership styles emerged as one of the approaches that are believed to be able to answer these challenges. (Baihaqi, 2025) Explains that transformational leadership is a leadership model that communicates the vision and goals of the organization clearly so that subordinates can identify and tend to exert a strong influence on followers. Transformational leaders motivate, stimulate creativity, and encourage innovation so that subordinates work better to achieve organizational goals. In this perspective, leaders not only play the role of supervisors, but also as a catalyst for change that is able to arouse employee enthusiasm and commitment. Various previous studies have proven the positive influence of transformational leadership styles on employee performance. (Armiyanti *et al*., 2023) In his research, he found that transformational leadership has a significant effect on performance. (Pratama & Elistia, 2020) also concludes that transformational leadership style has a positive and significant influence on employee performance at PT Intan Pariwara Klaten. Similar findings were revealed by Indah Aristinawati *et al*. (2024) who researched in the hospital environment, where transformational leadership has been proven to be able to improve employee performance through providing inspiration and individual attention. In the Islamic banking environment, the application of transformational leadership styles is very relevant. Islamic values that emphasize justice, trust, and cooperation can be integrated with transformational leadership principles. Leaders who are able to set an example, pay attention to employee development, and create a supportive work climate will encourage the creation of superior performance.

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However, the extent to which the transformational leadership style has been applied at BSI KCP Juanda Medan and how it affects employee performance still needs to be studied more deeply. Based on an interview with the Head of KCP Juanda Medan, it is known that efforts to improve the quality of human resources continue to be carried out, but they are not fully optimal. Some employees feel they lack adequate attention and guidance from their bosses. This is reflected in low initiative, lack of creativity in solving problems, and decreased work morale. In fact, in transformational leadership theory, dimensions such as inspirational motivation, intellectual stimulation, and individual attention are key factors that can change employee behavior in a more positive direction. This gap between expectations and reality is what prompted researchers to conduct a more systematic study of the influence of transformational leadership styles on employee performance. Although the authors' full research also includes variables of work motivation and job satisfaction, the main focus in this introduction is to delve deeper into the role of transformational leadership as a determinant of performance. This is important because leadership is the most strategic variable and can be directly intervened by management. From the identification of the problems carried out, several indications were found of the weak implementation of transformational leadership at BSI KCP Juanda Medan. For example, there are still employees who feel that they lack clear direction, lack of appreciation for new ideas, and lack of opportunities to develop their potential. This condition has the potential to hinder performance improvement, even though competition in the banking industry requires every individual to work optimally and innovatively. Based on this background, the formulation of the problem in this study is: Does the transformational leadership style affect employee performance at Bank Syariah Indonesia Juanda Auxiliary Branch Office Medan? This question is important to answer in order to provide strategic recommendations for BSI management in an effort to improve the quality of human resources. The purpose of this study is to find out and analyze the influence of transformational leadership style on employee performance at BSI KCP Juanda Medan. By understanding how much influence these variables have, it is hoped that the management can formulate a leadership development policy that is more targeted. This research is expected to provide benefits both theoretically and practically. Theoretically, the results of the research can enrich the treasures of human resource management science, especially those related to transformational leadership in Islamic financial institutions. Practically, this research can be an input for the leadership of BSI KCP Juanda Medan in developing a more effective leadership style to improve employee performance. In addition, this research can also be a reference for other researchers who are interested in studying similar topics in the future.

2. Literature Review

2.1 Basic Concepts of Employee Performance

Employee performance is a fundamental element in achieving organizational goals. In the dynamics of organizational life, performance is the main benchmark for the success of individuals in carrying out their duties and responsibilities. Human resource management experts have given various definitions of performance, but in essence all of these definitions boil down to the achievement of a person's work results in a certain period of time. (Malayu, H. S. & Hasibuan, 2017) defines performance as tangible behavior that everyone displays as work achievements generated by employees according to their role in the organization. This definition emphasizes that performance is not just the end result, but also includes the behaviors and processes displayed during the execution of tasks. (Anwar Prabu, 2017) Provide a more comprehensive perspective by stating that performance is the result of work both in quantity and quality achieved by a person in carrying out tasks according to the responsibilities given. Quantity refers to the amount of work that can be completed, while quality is related to the quality or standard of achievement produced. In this context, responsibility is a keyword that binds individuals to account for every result of their work to the organization. A similar opinion was put forward by (Dessler, 2013) who view performance as a comparison between real work results and set work standards, so the existence of standards is important as a reference for evaluation.

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(Sedarmayanti, 2018) adding dimensions of ethics and morality in the definition of performance. According to him, performance is the result of work that can be achieved by a person in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally and not unlawfully and in accordance with morals and ethics. This perspective is important because it confirms that the achievement of results should not ignore ethical values and adherence to applicable norms. (Robbins & Coulter, 2005) Enrich the understanding of performance by stating that performance has three dimensions, namely task behavior, moral behavior, and defiant behavior. Task behavior is related to direct activities in transforming organizational resources, moral behavior in the form of voluntary contributions of employees, while defiant behavior is an action that actually hinders the achievement of goals. The factors that affect employee performance have been widely studied by experts. (Anwar Prabu, 2017) grouping those factors into three main categories: individual factors, psychological factors, and organizational factors. Individual factors include ability or intelligence, educational background, and workplace demographics. Psychological factors include perception, attitude, job satisfaction, personality, learning, and work motivation. Meanwhile, organizational factors consist of leadership, awards, organizational structure, and job characteristics. This grouping shows that performance is the product of a complex interaction between personal characteristics, psychological conditions, and the organizational environment. (Robbins & Coulter, 2005) offers a simpler yet comprehensive framework by stating that performance in an organization is influenced by three factors: individual, organization, and environment. Individual factors are related to physical, mental, knowledge, and skill abilities. Organizational factors include systems that are embraced such as leadership, compensation, training, and organizational governance. Environmental factors refer to conducive or unconducive working conditions that can create a harmonious atmosphere or otherwise trigger conflicts. (Dessler, 2013) adding that factors such as employee ability, work motivation, organizational commitment, organizational culture, and work characteristics also affect performance significantly. To measure operational performance, indicators that can be observed and evaluated are needed. (Anwar Prabu, 2017) formulate six comprehensive performance indicators, namely work results, discipline, creativity, cooperation, skill, and initiative. The results of the work are related to the quantity of achievements according to the responsibility. Discipline reflects awareness and willingness to obey organizational rules. Creativity can be seen from the ability to apply creative thinking in solving problems. Cooperation describes the ability to work in a team without conflict. Proficiency is related to the ability to complete work according to strategy and efficiency. Initiative is concerned with the ability to create new ideas that benefit the organization.

2.2 The Essence of Transformational Leadership Style

Leadership is one of the most determinant factors in the success of an organization. Every organization, no matter how small, needs someone who is able to mobilize and direct its members towards the achievement of common goals. (Julyanthry *et al*., 2020) Simply defines a leader as every person who has subordinates, which means that the leader functions to lead a number of other people called subordinates. This definition emphasizes that the superior-subordinate relationship is at the heart of the concept of leadership. (Sedarmayanti & Haryanto, 2017) It provides a more substantive definition by mentioning a leader as a person who has special skills and advantages so that he is able to influence others to jointly carry out certain activities to achieve goals. (Robbins & Coulter, 2005) emphasizing the aspect of influence in leadership, which is a person's ability to influence a group of people who have similar needs and direct them to be willing to do work according to his direction. (Baihaqi, 2025) Adding an art dimension to leadership, which is the art of influencing human behavior and the ability to guide people. (Rivai, 2013) complement by stating that leadership includes giving orders, direction, guidance, and trying to influence the work of others in choosing and achieving predetermined goals. This entire definition underscores that the essence of leadership lies in the ability to influence others. (Rustamaji *et al*., 2017) Succinctly defines a transformational leadership style as a leader's behavior that provides individualized consideration and intellectual stimulation and charisma. (Rose, 2025) Strengthening by stating that transformational leadership style is a leadership style that is able to bring organizations to change quickly,

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have extraordinary potential, withstand pressure, and innovate within the organization. Wahjosumidjo (2019) added the value dimension by stating that transformational leadership is a type of leadership that awakens the awareness of followers by showing high values and ideals such as freedom, justice, and equality.

3. Research Methodology

3.1 Location, Object, and Time of Research

This research was carried out at Bank Syariah Indonesia Sub-Branch Office Juanda Medan which is located at Jalan Ir. Juanda No. 11 Medan. The selection of this location is based on the consideration that BSI KCP Juanda Medan is one of the work units that has a strategic role in collecting and distributing community funds with sharia principles, and faces various challenges related to employee performance that require an in-depth study of the factors that affect it, especially transformational leadership styles. The object of this research is the influence of transformational leadership style on employee performance. Thus, this study only focuses on two main variables, namely transformational leadership style as an independent variable and employee performance as a dependent variable. This focus is taken to obtain a deep and specific understanding of the causal relationship between the two variables without involving intervening variables or other moderation. The study is planned to last for four months, starting in April 2025 to July 2025. Research activities include the initial research stage, proposal preparation, guidance, field data collection, data processing, result analysis, and final report preparation. This fairly long time span is intended so that each stage can be carried out carefully and the results obtained have a high level of accuracy.

3.2 Population and Sample

The population in this study is all employees of Bank Syariah Indonesia Juanda Sub-Branch Office Medan. According to (Sugiyono, 2017a), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. Based on data obtained from the personnel department, the number of BSI KCP Juanda Medan employees is 31 people, consisting of 2 service managers, 6 tellers, and 23 operational staff. The sample extraction technique in this study uses the total sampling or saturated sampling method. (Sugiyono, 2017a) explained that total sampling is a sampling technique in which all members of the population are used as research samples. This technique was chosen because of the relatively small population, which is less than 100 people, so it is better to take the entire population as a sample so that the results of the study are more representative. Thus, the number of samples in this study is 31 employees of BSI KCP Juanda Medan. The use of total sampling has several advantages, including avoiding biases that may arise from the sample selection process, as well as providing a more accurate picture of the actual population conditions. All employees from various levels and functions will be involved as respondents, so that the data obtained reflects diverse perceptions of the transformational leadership style applied and the performance produced.

3.3 Research Variables and Operational Definitions

This study uses two main variables, namely independent variables and dependent variables. The independent variable in this study is transformational leadership style, which is a variable that influences or causes changes in dependent variables. Dependent variables are employee performance, which are variables that are influenced or are the result of the existence of independent variables. Operational definitions of variables are essential to avoid differences in perception and facilitate measurement. Transformational leadership style is defined as a leadership model in which leaders communicate the organization's vision and goals clearly, motivate subordinates, and stimulate creativity to work better to achieve organizational goals (Rustamaji *et al.*, 2017). The indicators used to measure transformational leadership styles consist of four dimensions: charisma, inspirational motivation, intellectual stimulation,

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and individual attention. Employee performance is defined as the result of work both in quantity and quality achieved by a person in carrying out tasks according to the responsibilities given (Anwar Prabu, 2017). The performance indicators used include six aspects: work results, discipline, creativity, cooperation, skills, and initiative. All indicators will be measured using a five-point Likert scale, ranging from strongly disagree to strongly agree.

3.4 Data Collection Techniques

Data collection techniques are a strategic step in research because the main goal of research is to obtain valid and reliable data. (Sugiyono, 2017b) affirmed that data collection is a systematic and standardized procedure to obtain the necessary data. In this study, the researcher used three data collection techniques, namely literature studies, questionnaires, and documentation. Literature studies are conducted by reading and studying literature relevant to the research topic, such as textbooks, scientific journals, and other academic publications. This activity aims to build a strong theoretical foundation regarding transformational leadership styles and employee performance. Through literature studies, researchers can understand previous concepts, theories, and findings related to these two variables. Questionnaires or questionnaires are the main data collection techniques in this study. The questionnaire is prepared in the form of a written statement that must be answered by the respondent. Each statement is designed based on the indicators of each variable. For the transformational leadership style variable, four statements were compiled that reflected the dimensions of charisma, inspirational motivation, intellectual stimulation, and individual attention. For employee performance variables, six statements were prepared that reflected work results, discipline, creativity, cooperation, skills, and initiative. Documentation is used to obtain secondary data that supports the research, such as company profiles, organizational structure, number of employees, and other relevant data. This technique helps researchers understand the context of the organization in which the research is conducted and verify the information obtained through questionnaires.

3.5 Research Instruments

The research instrument used in this study is a questionnaire that is compiled based on the indicators of each variable. The questionnaire consists of three main parts. The first section contains the respondents' identities which include gender, age, and last level of education. The second part contains a statement on the transformational leadership style as many as four points. The third part contains a statement about employee performance as many as six items. All statements in the questionnaire used a five-point Likert scale, namely Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Disagree (KS) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1. The use of the Likert scale allows researchers to measure the intensity of respondents' attitudes or perceptions of the statements submitted. The higher the score obtained, the more positive the respondents' perception of the measured variable. Before use, the research instrument is tested for validity and reliability. The validity test aims to find out the extent to which the measuring instrument is able to measure what you want to measure. Ghozali (2019) states that an instrument is declared valid if the correlation value between the item's score and the total score is greater than 0.30. Reliability tests are carried out to determine the consistency of the measuring instrument in measuring the same symptoms on other occasions. The instrument is declared reliable if Cronbach's Alpha value is greater than 0.60.

3.6 Data Analysis Techniques

Data analysis is an activity after data from all respondents is collected. (Sugiyono, 2016) Explains that data analysis includes grouping data based on variables, tabulating data, presenting data, and performing calculations to answer problem formulations and test hypotheses. In this study, the data analysis techniques used are descriptive analysis and simple regression analysis. Descriptive analysis was used to describe the characteristics of respondents and the distribution of respondents' answers to each variable. The collected data will be presented in the form of a table of frequency, percentage, mean, and standard deviation. This analysis helps researchers understand respondents' profiles as well as their perceived

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tendencies regarding transformational leadership styles and employee performance. A simple regression analysis is used to test the influence of transformational leadership styles on employee performance. This analysis was chosen because the study involved only one independent variable and one dependent variable. A simple regression equation is formulated as follows:

$$Y = a + bX + e$$

Description: Y = Employee performance = KonstantaX = Transformational leadership style b = Coeficin regression = Standard error

3.7 Classic Assumption Test

Before conducting regression analysis, it is necessary to perform a classical assumption test to ensure that the regression model used meets the requirements of the Best Linear Unbiased Estimator (BLUE). (Imam Ghozali, 2018) states that the regression model can be used as an unbiased estimation tool if it meets the requirements of normality, heteroscedasticity, and autocorrelation. The normality test aims to test whether in the regression model, the interfering or residual variables have a normal distribution. Normality testing is carried out using the Kolmogorov-Smirnov test. The data is declared to be normally distributed if the significance value is greater than 0.05. In addition, histogram graph analysis and normal probability plots are also used to look at the distribution of data. The heteroscedasticity test aims to find out whether in the regression model there is an unequal variance of residual between one observation and another. A good regression model is one that does not heteroscedasticity. Heteroscedasticity testing was performed by looking at the scatterplot pattern between the predictive values of the bound variable (ZPRED) and its residual (ZRESID). If the dots spread randomly without forming a specific pattern, then heteroscedasticity does not occur. The autocorrelation test aims to determine whether there is a correlation between the disruptive error in period t and the error in period t-1. The autocorrelation test is performed with the Durbin-Watson test. The decision-making criterion is that if the Durbin-Watson value is between -2 to +2, then there is no autocorrelation.

3.8 Hypothesis

The hypothesis test in this study used a t-test (partial) to determine the significance of the influence of transformational leadership style on employee performance. Sugiyono (2022) explained that the t-test basically shows how much influence one independent variable individually has in explaining the variation of dependent variables.

The hypothesis proposed in this study is:
H0 : Transformational leadership style has no significant effect on employee performance
H1 : Transformational leadership style has a significant effect on employee performance

The decision-making criteria are as follows:
1) If the t-count value < the table and the significance value > 0.05, then H0 is accepted and H1 is rejected, which means that the transformational leadership style has no significant effect on employee performance.
2) If the t-count value > the table and the significance value < 0.05, then H0 is rejected and H1 is accepted, which means that the transformational leadership style has a significant effect on employee performance.

In addition to the t-test, this study also uses a determination coefficient (R^2) to measure how much the transformational leadership style variable is capable of explaining the variation in employee performance variables. The value of R^2 ranges from 0 to 1. The closer it is to 1, the greater the ability of the independent variable to explain the variation of the dependent variable. The coefficient of determination is calculated by the formula:

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$$Kd = R^2 \times 100\%$$

Description:
KD = Coefficient of determination
R^2 = Square of correlation coefficient

4. Results and Discussion

4.1 Results

4.1.1 Data Analysis

In this chapter, the results of the research and discussion are presented which broadly contain the results of data analysis, namely in the form of a description of the research object, a description of respondent data, statistics of the description of research variables, and the results of hypothesis testing. In accordance with the focus of the research, this section only presents the results of analysis related to the influence of transformational leadership style on employee performance at Bank Syariah Indonesia Juanda Sub-Branch Office Medan.

4.1.2 Description of Respondent Characteristics

The characteristics of the respondents in this study included gender, age, and last level of education. This information is important to understand the demographic profile of the respondents who are the object of the study. Based on data collected from 31 employees of BSI KCP Juanda Medan, the following description of the respondents' characteristics was obtained.

Table 1. Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	4	12.9%
Women	27	87.1%
Total	31	100.0%

Based on Table 1 above, it is known that most of the respondents in this study are women, namely 27 people or 87.1% of the total respondents. Meanwhile, male respondents only amounted to 4 people or 12.9%. This shows that the work environment at BSI KCP Juanda Medan is dominated by female workers. The dominance of female employees is a common phenomenon in the banking sector, especially in customer service positions such as tellers and customer service.

Table 2. Distribution of Respondents by Age

Age	Frequency	Percentage
18–24 years old	16	51.6%
25–34 years old	15	48.4%
Total	31	100.0%

Table 2 shows that the respondents were mostly in the age range of 18–24 years as many as 16 people or 51.6%, followed by 25–34 years old as many as 15 people or 48.4%. None of the respondents were over 34 years old. This indicates that all BSI KCP Juanda Medan employees are classified as young productive age groups. This condition is a valuable asset for the organization because young employees generally have high work spirit, great energy, and the potential to be further developed through training and career development programs.

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Table 3. Distribution of Respondents by Education Level

Final Education	Frequency	Percentage
High School/Equivalent	10	32.3%
S1	21	67.7%
Total	31	100.0%

In terms of education, the majority of respondents were Strata 1 (S1) graduates with a total of 21 people or 67.7% of the total respondents, while 10 respondents or 32.3% were high school graduates/equivalent. This indicates that most employees already have a level of education that matches the qualifications needed in the banking sector. This adequate educational background is expected to support employees' understanding of complex banking tasks and facilitate the application of transformational leadership values in daily work.

4.1.3 Test Results of Research Instruments

Before the data is further analyzed to test the research hypothesis, testing is first carried out on the research instruments used. Instrument testing is carried out to determine the extent to which the statements on the questionnaire are trustworthy and suitable for use as a measuring tool. Given that the focus of this study is only on the variables of transformational leadership style and employee performance, the instrument test presented only covers these two variables.

4.1.4 Validity Test

The validity test is performed by looking at the Corrected Item-Total Correlation value. An indicator is declared valid if the correlation value between the item's score and the total score is greater than 0.30 (Ghozali, 2019). The results of the validity test for the variables of transformational leadership style and employee performance are presented in the following table.

Table 4. Transformational Leadership Style Variable Validity Test (X1)

Item	Corrected Item-Total Correlation	Remarks
X1.1	0.830	Valid
X1.2	0.836	Valid
X1.3	0.872	Valid
X1.4	0.849	Valid

Based on Table 4, all statement items on the transformational leadership style variable have a Corrected Item-Total Correlation value above 0.30, which ranges from 0.830 to 0.872. Thus, all four items of statements used to measure transformational leadership styles were declared valid. The four items each measure the dimensions of charisma, inspirational motivation, intellectual stimulation, and individual attention. These results show that all indicators are able to measure the concept of transformational leadership styles well.

Table 5. Validity Test of Employee Performance Variables (Y)

Item	Corrected Item-Total Correlation	Remarks
Y1	0.890	Valid
Y2	0.836	Valid
Y3	0.750	Valid
Y4	0.832	Valid
Y5	0.862	Valid
Y6	0.649	Valid

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Table 5 shows the results of the validity test for the employee performance variables measured by six indicators. All items have a Corrected Item-Total Correlation value above 0.30, with a value range between 0.649 to 0.890. The highest value is found in item Y1 (work output) of 0.890, while the lowest value in item Y6 (initiative) is 0.649, but still above the minimum required limit. Thus, the six items of statements to measure employee performance were declared valid and suitable for use in the research.

4.1.5 Reliability Test

Reliability tests are carried out to determine the consistency of the measuring instrument in measuring the same symptoms on other occasions. Reliability testing in this study used Cronbach's Alpha method. An instrument is declared reliable if Cronbach's Alpha value is greater than 0.60 (Ghozali, 2019). The results of the reliability test for both variables are presented in the following table.

Table 6. Instrument Reliability Test

Variabel	Cronbach's Alpha	Number of Items	Remarks
Transformational Leadership Style	0.928	4	Reliabel
Employee Performance	0.927	6	Reliabel

Based on Table 6, Cronbach's Alpha value for the transformational leadership style variable is 0.928 and the employee performance variable is 0.927. Both values are well above the minimum limit of 0.60, even above 0.90 which indicates a very high level of reliability. These results show that the instruments used have excellent internal consistency, so they can be relied upon to measure both variables in this study.

4.1.6 Classical Assumption Test Results

Before performing a simple regression analysis to test the hypothesis, it is necessary to perform a classical assumption test to ensure that the regression model used meets the requirements of the Best Linear Unbiased Estimator (BLUE). The classical assumption test in this study includes the normality test and the heteroscedasticity test.

4.1.7 Normality Test

The normality test aims to test whether in the regression model, the interfering or residual variables have a normal distribution. Normality testing was performed using the Kolmogorov-Smirnov test and histogram graph analysis. The results of the normality test are presented in the following table.

Table 7. Normality Test Results

	Unstandardized Residual
N	31
Kolmogorov-Smirnov Z	0.180
Asymp. Sig. (2-tailed)	0.072

Based on Table 7, the significance value of the Kolmogorov-Smirnov test is 0.072 which is greater than 0.05. This shows that the residuals in the regression model are normally distributed. With the fulfillment of the normality assumption, the regression model is feasible to use for further analysis.

4.1.8 Heteroscedasticity Test

The heteroscedasticity test aims to find out whether in the regression model there is an unequal variance of residual between one observation and another. Heteroscedasticity testing was performed by looking at the scatterplot pattern between the predictive values of the bound variable (ZPRED) and its residual (ZRESID). The scatterplot results show that the dots spread randomly without forming a specific pattern, so it can be concluded that heteroscedasticity does not occur in the regression model.

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4.1.9 Results of Simple Regression Analysis

A simple regression analysis is used to test the influence of transformational leadership styles on employee performance. This analysis was chosen because the study involved only one independent variable (transformational leadership style) and one dependent variable (employee performance). The results of simple regression analysis are presented in the following tables.

Table 8. Results of Simple Regression Coefficients Analysis

Model	Variabel	Unstandardized Coefficients	Standardized Coefficients	t	Say.	
		B	Std. Error	Beta		
1	(Constant)	4.363	1.542		2.829	0.008
	Transformational Leadership Style	0.690	0.061	0.918	11.279	0.000

Based on Table 8, the following simple regression equation is obtained:

$$Y = 4.363 + 0.690X + e$$

The regression equation can be interpreted as follows:
1) The constant value of 4.363 indicates that if there is no influence of the transformational leadership style (X = 0), then the employee performance value is 4.363. However, this interpretation needs to be done carefully because in practice, transformational leadership styles always exist in an organization.
2) The regression coefficient for the transformational leadership style variable of 0.690 is positive. This suggests that any one-unit increase in the transformational leadership style will be followed by an increase in employee performance by 0.690 units, assuming other variables are considered constant.

A positive regression coefficient value indicates that the relationship between transformational leadership style and employee performance is unidirectional. The better the implementation of the transformational leadership style by the leadership, the higher the performance produced by employees. Conversely, if transformational leadership styles are low or poorly applied, then employee performance tends to decline.

Table 9. Partial Significance Test Results (t-Test)

Variabel	t count	t table (α=0.05; df=29)	Say.	Remarks
Transformational Leadership Style	11,279	2,045	0,000	Signifikan

Table 9 shows the results of the t-test for the transformational leadership style variable. The calculated t-value of 11.279 is greater than the table's t of 2.045, and the significance value of 0.000 is smaller than 0.05. Thus, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This result proves that partially, transformational leadership style has a significant effect on employee performance at Bank Syariah Indonesia Juanda Auxiliary Branch Office in Medan.

Table 10. Determination Coefficient (R^2) Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,918	0,842	0,837	1,354

Table 10 shows the value of the determination coefficient (R Square) of 0.842. This means that 84.2% of variations or changes in employee performance variables can be explained by transformational leadership style variables. In other words, the contribution of transformational leadership style to employee performance was 84.2%, while the remaining 15.8% was influenced by other factors not studied in this study, such as work motivation, job satisfaction, organizational culture, work environment, and other

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personal factors. The Adjusted R Square value of 0.837 which is not much different from the R Square shows that the regression model used has good stability and does not overfit. This value also indicates that transformational leadership style is a very strong predictor in explaining the variation in employee performance at BSI KCP Juanda Medan.

4.2 Discussion

Based on the results of the data analysis that has been carried out, it was found that the transformational leadership style has a significant effect on employee performance at Bank Syariah Indonesia Juanda Sub-Branch Office in Medan. These findings provide empirical evidence that the application of transformational leadership styles by leaders in the Islamic banking work environment is able to significantly improve employee performance. The results showed that the regression coefficient for the transformational leadership style variable had a positive value of 0.690 with a significance level of 0.000. This positive value indicates that the better the implementation of the transformational leadership style, the higher the employee performance. These findings are in line with the theoretical concept put forward by (Tucunan *et al*., 2014) which states that transformational leadership is a leader model that clearly communicates the vision and goals of the organization so that subordinates can identify and tend to exert a strong influence on followers, motivate their subordinates and stimulate creativity to work better. (Dessler, 2013) It also posits that with transformational leadership, followers feel trust, admiration, loyalty, and respect for the leader, so they are motivated to do more than they originally expected. The findings of this study confirm this statement in the context of Islamic banking, where employees who feel individualized attention, intellectual stimulation, inspirational motivation, and charisma from leaders will be encouraged to make their best contributions. The magnitude of the influence of transformational leadership style on employee performance is reflected in the determination coefficient value of 84.2%. This figure shows that the transformational leadership style has a very dominant contribution in shaping employee performance at BSI KCP Juanda Medan.

This is understandable considering that in the context of banking organizations that rely heavily on human interaction, leadership quality is a key factor that determines employee morale, commitment, and productivity. This powerful influence can also be explained through the four dimensions of transformational leadership styles measured in this study, namely charisma, inspirational motivation, intellectual stimulation, and individual attention. Leaders who have charisma are able to be role models and sources of inspiration for employees. Leaders who provide inspirational motivation are able to arouse the enthusiasm and enthusiasm of employees at work. Leaders who provide intellectual stimulation encourage employees to think creatively and innovatively in solving problems. Meanwhile, leaders who give individual attention make employees feel valued and cared for as individuals, not just a means of production. In the context of Bank Syariah Indonesia, the application of transformational leadership styles is very relevant considering the Islamic values that are upheld, such as justice, trust, and cooperation. Leaders who apply a transformational leadership style not only focus on achieving business targets, but also pay attention to developing employees' potential and creating an Islamic work environment. This in turn will increase employee loyalty and commitment, leading to improved performance. Thus, it can be concluded that the first hypothesis stating that "Transformational leadership style has a positive and significant effect on employee performance at Bank Syariah Indonesia Juanda Medan Sub-Branch Office" is accepted. These findings provide practical implications that to improve employee performance, the management of BSI KCP Juanda Medan needs to continue to develop and strengthen the implementation of transformational leadership styles in all organizational lines.

5. Conclusion

Based on the results of data analysis and the discussion that has been described in the previous chapter regarding the influence of transformational leadership style on employee performance at Bank Syariah Indonesia Juanda Auxiliary Branch Office in Medan, it can be concluded that the hypothesis

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proposed in this study is accepted. Transformational leadership style has been proven to have a positive and significant effect on employee performance. This is shown by the value of the regression coefficient of 0.690 with a significance value of 0.000 which is smaller than 0.05. The higher the application of transformational leadership styles by leaders, the more performance produced by employees will increase. The magnitude of the influence of transformational leadership style on employee performance reached 84.2%, which means that this variable has a very dominant contribution in explaining the variation in employee performance. This finding confirms that the four dimensions of transformational leadership, namely charisma, inspirational motivation, intellectual stimulation, and individual attention have been well implemented and are able to encourage increased work results, discipline, creativity, cooperation, skills, and employee initiatives within Bank Syariah Indonesia KCP Juanda Medan.

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