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The Effect of Transformational Leadership Style and The Work Environment on Employee Performance at Angkasa Notebook Trading Enterprise in Bandar Lampung

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Abstract

This study examines the effect of transformational leadership style and the work environment on employee performance at Angkasa Notebook Trading Enterprise in Bandar Lampung City. A quantitative survey approach was employed, involving all 33 employees as the research sample through a saturated sampling technique. Data were collected using Likert-scale questionnaires and analyzed using multiple linear regression with SPSS.

The findings reveal that transformational leadership style and the work environment each have a positive and significant effect on employee performance. Simultaneously, both variables significantly influence employee performance, with a coefficient of determination of 52.3%. These results highlight the importance of effective transformational leadership and a conducive work environment in enhancing employee performance in small and medium-sized trading enterprises.

Keywords: Transformational leadership style, work environment, employee performance

INTRODUCTION

Intense business competition requires organizations, including small and medium-sized trading enterprises, to manage human resources effectively. Employee performance is a critical factor in organizational success as it directly affects productivity,

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service quality, and business sustainability. Therefore, identifying factors that influence employee performance is essential.

Leadership style is one of the key determinants of employee performance. Transformational leadership encourages employees to exceed performance standards through motivation, inspiration, and individual consideration. This leadership style emphasizes shared vision and employee commitment, and previous studies have shown its positive effect on employee performance.

The work environment also significantly influences employee performance. A supportive physical and non-physical work environment enhances comfort, security, and working relationships, thereby improving work effectiveness. In contrast, an unfavorable work environment may reduce motivation and performance.

Although studies on transformational leadership and work environment have been widely conducted, most focus on large organizations or public institutions. Research in small and medium-sized trading enterprises, particularly in the technology retail sector, remains limited. Given their simple organizational structures and close leader–employee interactions, leadership dynamics and work environment conditions may differ from those in larger organizations. Thus, further empirical investigation is needed in this context.

Angkasa Notebook Trading Enterprise in Bandar Lampung operates in the sale and service of computer and laptop products. Employee performance in this enterprise has shown fluctuations that may be related to leadership style and work environment conditions. Accordingly, this study examines the effect of transformational leadership style and the work environment on employee performance at Angkasa Notebook Trading Enterprise in Bandar Lampung City.

Objectives

This article intends

1. To examine the effect of transformational leadership style on employee performance
2. To examine the effect of work environment on employee performance
3. To examine the simultaneous effect of transformational leadership style and work environment on employee performance

DISCUSSION

This section discusses the findings of the study and interprets the results obtained from the statistical analysis to explain the relationships between the research variables. The discussion aims to provide a deeper understanding of how transformational leadership style and work environment influence employee performance, based on the empirical evidence obtained from the research. The interpretation of the results is

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expected to clarify the role of each variable and their contribution to employee performance.

Table 1. Respondents' Characteristics

Characteristics	*Category*	*Frequency*	*Percentage (%)*
Gender	Male	21	63.64
	Female	12	36.36
Age (years)	17–25	17	51.52
	26–30	9	27.27
	31–35	7	21.21
Length of Work	1–3 years	18	54.55
	4–6 years	3	9.09
	> 6 years	12	36.36
Total		**33**	**100**

Table 1 presents the characteristics of respondents involved in this study. The majority of respondents are male and aged between 17–25 years. Most employees have a length of work between 1–3 years, indicating a relatively young and productive workforce.

Table 2. Reliability Test Results

Variabel	Cornbach's Alpha	Keterangan
X1	0.801	**Reliabel**
X2	0.915	**Reliabel**
Y	0.885	**Reliabel**

Table 2 presents the reliability test results of the research instruments used in this study. The Cronbach's Alpha values for transformational leadership style (0.801), work environment (0.915), and employee performance (0.885) are all above the acceptable threshold of 0.60, indicating a high level of internal consistency. These findings demonstrate that the measurement instruments are reliable and capable of consistently capturing the constructs being examined, thereby confirming their suitability for subsequent statistical analysis.

Table 3. Multiple Linear Regression Results

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-12.574	12.955		-.971	.340
	X1	.716	.334	.278	2.145	.040
	X2	.474	.101	.606	4.676	.000

a. Dependent Variable: Y

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Table 3 presents the results of the multiple linear regression analysis examining the effect of transformational leadership style and work environment on employee performance. The results show that transformational leadership style has a positive and significant effect on employee performance (β = 0.278; Sig. = 0.040). In addition, the work environment also has a positive and significant effect on employee performance (β = 0.606; Sig. = 0.000). Among the independent variables, the work environment demonstrates a more dominant influence on employee performance.

Table 4. Table X. Partial Significance Test (t-test) Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-12.574	12.955		-.971	.340
	X1	.716	.334	.278	2.145	.040
	X2	.474	.101	.606	4.676	.000

a. Dependent Variable: Y

Table X presents the results of the partial significance test (t-test) examining the individual effects of transformational leadership style and work environment on employee performance. The findings show that transformational leadership style has a positive and statistically significant effect on employee performance, as indicated by a significance value of 0.040 (p < 0.05). In addition, the work environment also demonstrates a positive and statistically significant effect on employee performance with a significance value of 0.000 (p < 0.05). These results indicate that each independent variable independently contributes to employee performance.

Tabel 5. Simultaneous Significance Test (F-test) Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	477.771	2	238.885	16.447	.000[b]
	Residual	435.744	30	14.525		
	Total	913.515	32			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

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Table X presents the results of the simultaneous significance test (F-test) examining the joint effect of transformational leadership style and work environment on employee performance. The results indicate that the regression model is statistically significant, as shown by an F value of 16.447 with a significance level of 0.000 ($p < 0.05$). This finding demonstrates that transformational leadership style and work environment simultaneously have a significant effect on employee performance.

Table 6. Coefficient of Determination (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723[a]	.523	.491	3.81114

a. Predictors: (Constant), X2, X1

Table X presents the coefficient of determination (R^2) of the regression model. The R^2 value of 0.523 indicates that transformational leadership style and work environment jointly explain 52.3% of the variance in employee performance. The remaining 47.7% of the variation in employee performance is influenced by other factors not examined in this study.

The findings of this study provide empirical evidence that transformational leadership style and work environment significantly influence employee performance. The partial analysis indicates that each independent variable individually contributes to employee performance, with the work environment exhibiting a stronger influence than transformational leadership style. Furthermore, the simultaneous analysis confirms that both variables collectively have a significant effect on employee performance. The coefficient of determination suggests that a substantial proportion of the variance in employee performance can be explained by the combined influence of transformational leadership style and work environment. These findings underscore the importance of effective leadership practices and supportive working conditions in enhancing employee performance, particularly in small-scale trading business contexts.

CONCLUSION

This study concludes that transformational leadership style and work environment have a positive and statistically significant effect on employee performance at Angkasa Notebook trading business in Bandar Lampung. The results of the partial analysis demonstrate that both transformational leadership style and work environment

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individually contribute to employee performance, with the work environment exhibiting a more dominant influence. This indicates that supportive workplace conditions play a crucial role in enhancing employee performance alongside effective leadership practices. Moreover, the simultaneous analysis confirms that the combined effect of transformational leadership style and work environment significantly influences employee performance, suggesting that employee performance improvement cannot rely on a single factor alone. These findings provide empirical evidence that leadership quality and workplace conditions are key determinants of employee performance, particularly within the context of small-scale trading businesses characterized by direct interactions between leaders and employees.

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