The Influence of Change Management, Organizational Culture and Transformational Leadership on the Performance of Indonesian Sharia Bank Employees

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Abstract. Performance is important for a company or organization to support progress and achieve the organization's vision and mission. Many factors and variables can influence employee performance. The purpose of this study is to analyze the effect of change management, organizational culture, and transformational leadership on the employee performance of Bank Syariah Indonesia. This research fills the research gap and requires repeated testing to assess the impact of change management and organizational culture with transformational leadership on employee performance from different perspectives. This empirical study research uses sampling techniques using non-probability sampling of 100 respondents for all employees of Bank Syariah Indonesia Solo Branch. Multiple linear regression analysis data processing techniques reveal that Change Management and Organizational Culture variables influence Transformational Leadership. While Change Management does not influence employee performance, Transformational Leadership and Organizational Culture influence employee performance. The results of this analysis provide a very important picture of the leader's role in empowering and encouraging workers through active involvement with them, in addition to visualizing positive organizational principles that can improve organizational performance.

Keywords: Change Management, Organizational Culture, Transformational Leadership, Employee Performance

INTRODUCTION

Organization to achieve its goals and objectives. Employees are an important asset for an organization that can influence it both positively and negatively. Due to unavoidable environmental changes, organizations today are challenged to advocate for changes that impact employee performance (Adler, 2001). Therefore top management must ensure that factors influencing employee performance are taken into consideration. Change is inevitable in today's organizations and it is very important to study how change factors such as change management, transformational leadership, and organizational culture influence employee performance (Adri et al., 2019).

A transformational leadership style that has indicators: of charismatic, caring, and intellectual has succeeded in developing and communicating a new vision to achieve company goals, paying attention to the needs of subordinates, aligning the goals of the leader and subordinates, the group and the organization, and moving followers in a direction that exceeds the expected performance (Aga et all., 2016). The application of good leadership, spiritual example, and good morals has an important role in supporting the implementation of leadership

so that it can make a significant contribution to leadership and company performance. Organizational leaders create an atmosphere of psychological safety for all individuals to engage in new behaviors and test new management flows and organizational culture (Shibami et al., 2019). Employees need to be involved to verify the validity of new beliefs, examine the consequences for themselves as individuals, and explore how they can contribute to the change management effort (Ameen & Isaac, 2019). The power of transformational leadership will improve employee performance as evidenced by employee attitudes that respect and trust quality leaders with a clear vision which can increase employee morale.

Bank Syariah Indonesia management always tries to motivate employees to improve their performance which has an impact on customer satisfaction. However, there are problems in employee management who think that good performance is not necessarily directly influenced by increasing remuneration and promotion opportunities. Employees are not directly involved in overcoming obstacles working as a small group to achieve company goals. Employees lack collective beliefs, values, attitudes, beliefs, and openness and fear moral reward. Employees are seen as part of the production factors who are unable to adapt to environmental changes. Employees are unable to make changes to a shared culture in realizing changes that are rooted in the company's new culture and use small changes for total change.

The purpose of this study was to analyze the effect of change management, organizational culture, and transformational leadership on the performance of Bank Syariah Indonesia employees.

The benefits of this research are theoretical results of this research can be used as additional knowledge and reference in improving employee performance through change management, organizational culture, and transformational leadership. Meanwhile, the practical benefits of this research can be taken into consideration by company leaders in improving employee performance.

LITERATURE REVIEW

Employee Performance

According to (Baker & Sinkula, 2009), performance in English is called job performance actual performance, or level of performance, namely the level of employee success in completing their work. Performance is not an individual characteristic, such as talent or ability, but is a manifestation of ability in the form of real work or the results of work achieved by employees in carrying out tasks and work originating from the company. Likewise, according to Sutanto and Kurniawan (2016), performance is the achievement achieved by a

person in carrying out the tasks and work given to him.

Bello (2012). states that performance is the extent to which a person has implemented the company's strategy, both in achieving certain goals related to the individual's role and/or by demonstrating competencies that are stated to be relevant to the company. Performance is a multidimensional concept that includes three aspects, namely attitude, ability, and achievement (Dirisu et al.,2018).

Based on this description, performance is a manifestation of the work that has been produced or carried out by employees. These results are recorded properly so that the level of performance achievement that should be achieved and the things that occur can be evaluated properly. Meanwhile (Tannady et al., 2019). states that performance is basically what employees do or do not do.

Nimran Amirullah (2015) is of the view that employees who work in a company have different performance. Good or bad employee performance is always influenced by internal and external factors. According to Mangkunegara (2016), factors that influence employee performance are ability factors and motivation factors.

Change management

Change management is the process of continually updating an organization concerning direction, structure, and capabilities to serve the ever-changing needs of markets, customers, and workers (Geier, 2016). Change management activities must take place at a high level, considering that the rate of change faced will be greater than in the previous period. According to Gervais (2016), in general, change is often interpreted as a condition that is different from the previous condition. This means that change occurs because it arises from a process that occurs later. Change describes before and after the event occurs, whether related to physical changes or ideas, the results of which may be positive (growth), negative (stagnation), or collapse (decline) (Hurduzeu, 2015). The goal of change management is to provide the solutions a business (organization) needs to succeed, in an organized manner and through management methods that impact the individual organizations involved.

Organizational Culture

Organizational culture is the values and norms that regulate the behavior of group members which imply what is important or upheld by an organization or the organization's efforts to regulate the expected behavior of its members (Paais & Pattiruhu, 2020). With this view, organizational culture is relative from one organization to another, depending on the values and norms developed (Harwiki, 2016). Everyday community life, cannot be separated from the cultural ties created by the community concerned, whether in families, organizations,

businesses, or nations. Culture differentiates people from each other in the way they interact and act to complete a job.

According to Sinaga et al. (2018), organizational culture is a shared perception shared by members of other organizations. A rule or obligation that must be fulfilled by an employee if it has been transformed into a culture, will make it easier for management to manage existing employees with minimal warning actions to employees. Nitzsche et al. (2014) define organizational culture as "a pattern of basic assumptions created, discovered, or developed by a group in learning to overcome problems of external adaptation and internal integration, represented in a system that defines what shared values are important, and norms, define appropriate attitudes and behavior, which guide the attitudes and behavior of each individual." With four characteristics: (1) Mutual understanding between group members; (2) interaction of group members; (3) implicit or explicit; and (4) based on history and tradition.

Transformational leadership

Marbawi & Siahaan (2018) Transformational leadership is a leader who is charismatic and has a central role and strategy in bringing the organization to achieve its goals, can align the vision of the future with his subordinates, and raises the needs of subordinates to a higher level than they need, as according to Geier (2016) that leadership Transformational is a leadership style used by a manager if he or she wants a group to expand boundaries and perform beyond the organizational status quo to achieve a completely new set of organizational goals.

Transformational leadership according to Aga et al. (2016) is demonstrated through three behaviors, namely (1) influence of ideas (2) inspired motivation (3) individual consideration, and (4) intellectual stimulation. It is further stated implicitly that transformational leadership is: (1) inspirational motivation, (2) integrity, (3) innovation, (4) impression management, (5) individual consideration, and (6) intellectual stimulation.

RESEARCH METHOD

This research method is quantitative. This research uses empirical studies that look at events in the field and also uses descriptive data that can support research. This study is specifically about the Effect of Change Management, Organizational Culture and Transformational Leadership on Employee Performance of Bank Syariah Indonesia Solo Branch.

The population of this study were all employees of Bank Syariah Indonesia, with a total of 100 employees. The sample is part of the number and characteristics of the population (Sugiyono, 2018). According to Arikunto (2006), it is better to take a sample of less than 100

research subjects, so that the research is population research. Furthermore, if the number of subjects is more than 100 people, it can be taken between 10-15% or 20-25% or more.

The most important type of data in this study is primary data obtained based on the results of respondents' answers from employees. The types of primary data used include historical documents and questionnaire documents. Data is collected by researchers directly from the first source or where the object of research is carried out (Sugiyono, 2018). Data was collected using a research questionnaire. The questionnaire is designed and contains information on respondent data and statements that are expected to reveal the motivation and performance of respondents.

The data collection method uses the distribution of predetermined questionnaires. The questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer (Sugiyono, 2018). The questionnaire is an efficient data collection technique when the researcher knows exactly the variables to be measured and knows what can be expected from the respondent.

The data analysis technique used in this research is multiple linear regression analysis with the help of SPSS software.

RESULTS AND DISCUSSION

Respondent Description

The results of the survey were carried out to become the basis for the characteristics of respondents for research which were expressed in percentages regarding gender, age, length of service, and education. The results of the survey obtained are as follows.

Characteristics by Gender

The results of research on the 100 respondents studied can be shown in the following table:

Table 1. Characteristics of Respondents Based on Gender

No	Gender	Amount	Percentage
1	Man	49	49%
2	Woman	51	51%
Amount		100	100%

Source: Primary Data 2022, processed

From Table 1, the characteristics of respondents show that the sample of respondents with male characteristics is 45 people (45%), while there are 51 women (51%). The results of the gender of this research sample are dominated by women, namely 51% of the total number of respondents.

Characteristics Based on Age

The results of research on the 100 respondents studied can be shown in the following table:

Table 2. Characteristics of Respondents Based on Age

No	Age	Amount	Percentage
1	19-30 yrs	63	63%
2	31-40 yrs	25	25%
3	41-50 yrs	8	8%
4	>50 years old	5	5%
	Amount	100	100%

Source: Primary Data 2022, processed

From Table 2, the results of the survey on respondent characteristics show that the number of sample respondents with characteristics is in the range of 19-30 with 63% of the total respondents, aged 31-40 years is 25% of the total. Age 41-50 years is 8% of the total, and age >50 years is 5% of the total. The research results show that the age group is dominated by 19-30 years with a percentage of 63%.

Respondent characteristics based on work period

The results of research on the 100 respondents studied can be shown in the following table:

Table 3. Characteristics of Respondents Based on Years of Work

No	Years of service	Amount	Percentage
1.	1-3 years	38	38%
2.	3-5 years	18	18%
3.	>5 years	44	44%
	Amount	100	100%

Source: Primary Data 2022, Processed

From Table 3, it can be seen that the majority of respondents were samples of respondents with the characteristics of a working period of 1-3 years, amounting to 38% of the total number of respondents. 3-5 years of work period amounted to 188% of respondents from the total number, work period >5 years amounted to 44% of respondents from the total number.

The results of the research show that work experience is dominated by >5 years with a percentage of 44%.

Characteristics of respondents based on education

From research on 100 respondents studied, it can be shown in the following table:

Table 4. Characteristics of Respondents Based on Education

No	Education	Amount	Percentage
1.	S2	5	5%
2.	S1	72	72%
3.	D3	15	15%
4.	high school	8	8%
Amount		100	100%

Source: Primary Data 2022, Processed

From Table 4. it can be seen that the majority of respondents were samples of respondents with the characteristics of Master's Degree Education, 5% of the total number of respondents, Bachelor's Degree Education of 72% of the total number of respondents, D3 Education of 15% of the total number of respondents, High School Education of 8 % of respondents from the total number. The research results show that education is dominated by S1 as much as 72% of the total data.

Test Research Instruments

The results of validity testing in this research are to determine whether the data obtained is valid or not. In this test, the number of n is 100 and the significance level is 0.01 so a rtable of 0.256 is used. The validity test results can be shown in the following table:

a. Validity of Question Items on Change Management Variables

The Change Management variable consists of 10 question items where the test is by comparing the rcount and rtable values with a level of significance of 1%. The results of this test can be seen as follows:

Table 5. Correlation of Question Items with Change Management Variables

Question Items	rcount	rtable	Information
MP1	0.889	0.256	Valid
MP 2	0.916	0.256	Valid
MP 3	0.923	0.256	Valid
MP 4	0.857	0.256	Valid
MP 5	0.892	0.256	Valid
MP 6	0.898	0.256	Valid
MP7	0.760	0.256	Valid
MP8	0.759	0.256	Valid
MP 9	0.745	0.256	Valid
MP 10	0.739	0.256	Valid

Source: Processed data, 2022

The correlation of question items with variables that have a calculated r value greater than r table is a valid question item in explaining the variable. Table 5, shows that all of the 10 Change Management questionnaire question items are valid.

b. Validity of Question Items on Organizational Culture Variables

The Organizational Culture variable consists of 7 question items where this test is done by comparing the rcount and rtable values with a level of significance of 1%. The results of this test can be seen as follows:

Table 6. Correlation of Question Items with Organizational Culture Variables

Question Items	rcount	rtable	Information
BO1	0.754	0.256	Valid
BO 2	0.740	0.256	Valid
BO 3	0.604	0.256	Valid
BO 4	0.634	0.256	Valid
BO 5	0.652	0.256	Valid
BO 6	0.703	0.256	Valid
BO 7	0.590	0.256	Valid

Source: Processed data, 2022

The correlation of question items with variables that have a calculated r value greater than r table is a valid question item in explaining the variable. Table 6, shows that all of the 7 Organizational Culture questionnaire question items are valid.

c. Validity of Question Items on Transformational Leadership Variables

The Transformational Leadership variable consists of 5 question items where the test is by comparing the rcount and rtable values with a level of significance of 1%. The results of this test can be seen as follows:

Table 7. Correlation of Question Items with Transformational Leadership Variables

Question Items	rcount	rtable	Information
KT1	0.789	0.256	Valid
KT2	0.870	0.256	Valid
KT3	0.841	0.256	Valid
KT4	0.842	0.256	Valid
KT5	0.805	0.256	Valid

Source: Processed data, 2022

The correlation of question items with variables that have a calculated r value greater than r table is a valid question item in explaining the variable. Table 7, shows that from the 5 items of the Transformational Leadership questionnaire questions.

d. Validity of Question Items on Employee Performance Variables

The employee performance variable consists of 11 question items where this test is done by comparing the rcount and rtable values with a level of significance of 1%. The results of this test can be seen as follows:

Table 8. Correlation of Question Items with Employee Performance Variables

Question Items	rcount	rtable	Information
KK1	0.580	0.256	Valid
KK 2	0.389	0.256	Valid
KK 3	0.538	0.256	Valid
KK 4	0.497	0.256	Valid
KK 5	0.453	0.256	Valid
KK 6	0.503	0.256	Valid
KK 7	0.454	0.256	Valid
KK 8	0.416	0.256	Valid
KK 9	0.343	0.256	Valid
CC 10	0.483	0.256	Valid
CC 11	0.417	0.256	Valid

Source: Processed data, 2022

The correlation of question items with variables that have a calculated r value greater than r table is a valid question item in explaining the variable. Table 8, shows that all of the 11 employee performance questionnaire question items are valid

Reliability Test

Reliability testing in this research is by using a formula called Cronbach Alpha. The results of reliability testing for each variable are summarized in Table 9:

Table 9. Summary of Reliability Test Results

Variable	Cronbach Alpha	Information
Change management	0.953	*Reliable*
Organizational culture	0.788	*Reliable*
Transformational leadership	0.885	*Reliable*
Employee performance	0.611	*Reliable*

Source: Processed Primary Data, 2022

From Table 9, it is known that the results of testing the reliability of change management, organizational culture, organizational leadership, and employee performance variables obtained a Cronbach Alpha value greater than the specified criteria, namely 0.600, which explains that all variables show strong reliability.

Classic assumption test

Normality test

Testing is carried out by looking at significant values, if the results obtained are > 0.05 then the data has a normal distribution. Based on the data that has been obtained, it can be presented in Table 4.10 as follows:

Table 10. Normality Test Results

Variable	Kolmogorov–Smirnov	*p-value*	Information
Equation 1	0.865	0.444	Normal data distribution
Equation 3	0.530	0.942	Normal data distribution

Source: Data analysis results, 2022

The normality test results in Table 10, show that the value from testing using the Kolmogorov-Smirnov method is a significance value for the regression model greater than 0.05. This explains that the regression equation in this model has a normal data distribution.

Multicollinearity Test

This test, using SPSS software, it can be done by looking at the VIF (Variant Inflation Factory) and Tolerance values. If the VIF value is less than 10 then the variable does not experience multicollinearity or the Tolerance value is close to 1. Data processing that has been carried out with SPSS software can be presented in Table 11 as follows:

Table 11. Multicollinearity Test Results

Independent Variable	Equation 3		
	Tolerance	VIF	Information
Change management	0.850	1,177	Multicollinearity Free
Organizational culture	0.845	1,184	Multicollinearity Free
Transformational leadership	0.868	1,152	Free Multicollinearity

Source: Data analysis results, 2022

Based on the results of the multicollinearity test in Table 11, shows that the independent variables already have a VIF value <10 and a Tolerance Value <1, so the main independent variable does not experience multicollinearity.

Heteroskedasticity Test

This test is used to find out how much the independent variable has a relationship with the variance and how big the error is. The results of this test can be presented in Table 12 as follows.

Table 12. Heteroskedasticity Test Results

Independent Variable	Equation 1		Equation 2		
	tcount	Sign.	tcount	Sign.	Information
Change management	-5,759	0.053	-1,411	0.162	Heteroskedasticity Free
Organizational culture	0.788	0.433	0.131	0.896	Heteroskedasticity Free
Transformational leadership			-1,234	0.220	Heteroskedasticity Free

Source: Data analysis results, 2022

Based on the results of the heteroscedasticity test in Table 12, show that the variables for equations one and three have a significant value of >0.05, which means that the variables tested do not experience heteroscedasticity.

Multiple Linear Regression Analysis Hypothesis

Multiple linear regression analysis is used to determine the influence of the independent variable on the dependent variable. In this research, the independent variables used are Change Management and Organizational Culture, while the dependent variable tested is Organizational Leadership. The complete results of data processing with the SPSS program are in the attachment and are further explained in Table 13 as follows:

Table 13. Multiple Linear Regression Test Results (Equation 1)

Variable	β	Std. Error	t count	Sign.
Constant	8,823	2,894	3,049	0.003
Change Management (X1)	0.101	0.047	2,156	0.034
Organizational culture(X2)	0.246	0.108	2,291	0.024
R 0.364	F count 7,395			
R Square 0.132	Probability F 0.001			
Adjusted R² 0.114				

Source: Processed Primary Data, 2022

The results of data processing for multiple linear regression can be seen in Table 13. Based on this table, a multiple linear regression equation can be prepared as follows

$$X3 = 8.823 + 0.101 X1 + 0.246 X2 + e$$

Based on the multiple linear regression equation above, it can be described as follows:

a. The constant has a positive value of 8.823, indicating that if there are no change management and organizational culture variables, the value of transformational leadership remains.

b. The regression coefficient X1 is positive, this shows that the better the change management, the better the transformational leadership.

c. The regression coefficient X2 is positive, this shows that the better the organizational culture offered by the company, the better the transformational leadership.

Hypothesis Test (t)

To partially test the significance of the regression model for each variable, it can be obtained using the t test. Regression testing uses two-way testing using a confidence level of 95%, which means that $\alpha = 5\%$. The calculation of the t-table size is = 1.985

The following will explain the partial testing of each variable, including:

1) Testing of Change Management Variables

Based on the test results, the tcount value was obtained2,156. Because the statistical t test result (tcount) is greater than the ttable value (2,156> 1.985) or the probability of t is smaller than 0.05 (0.034 < 0.05) then Ho is rejected at the 0.05 significance level. This means that the change management variable has a significant influence on transformational leadership.

2) Testing of Organizational Culture Variables

Based on the test results, the tcount value was obtained2,291. Because the statistical t test result (tcount) is greater than the ttable value (2,291> 1.985) or the probability of t is smaller than 0.05 (0.024 < 0.05) then Ho is rejected at the 0.05 significance level. This means that the Organizational Culture variable has a significant positive influence on Transformational Leadership.

Equation 3 Multiple Linear Regression Test

The complete results of data processing with the SPSS program are in the attachment and are further explained in Table 14 as follows:

Table 14. Multiple Linear Regression Test Results (Equation 3)

Variable	β	Std. Error	t count	Sign.
Constant	25,021	2,966	8,435	0,000
Change Management (X1)	0.020	0.047	0.415	0.679
Organizational Culture (X2)	0.349	0.108	3,230	0.002
Transformational Leadership (X3)	0.243	0.099	2,441	0.016
R 0.467	F count 8.903			
R Square 0.218	Probability F 0.000			
Adjusted R² 0.193				

Source: Processed Primary Data, 2022

The results of data processing for multiple linear regression can be seen in Table 14. Based on this table, a multiple linear regression equation can be prepared as follows

$$X3 = 25.021 + 0.020 \, X1 + 0.349 \, X2 + 0.243 \, X3 + e$$

Based on the multiple linear regression equation above, it can be described as follows:

a) The constant has a positive value of 25.021, indicating that if there are no change management variables, transformational leadership, and organizational culture, the employee performance value remains the same.

b) The regression coefficient X1 is positive, this shows that the better the change management, the better the employee performance.

c) The regression coefficient X2 is positive, this shows that the better the organizational culture offered by the company, the better the employee performance will be with an increase of 0.349.

d) The regression coefficient X3 is positive, this shows that the better the transformational leadership offered by the company, the better the employee performance will be with an increase of 0.243

Model Accuracy Test

Coefficient of Determination Test

The coefficient of determination is used to measure how much the independent variable can explain the dependent variable. If the R2 value is close to one, it means that the independent variable can provide almost all the information needed to predict the dependent variable.

The calculation results obtained a coefficient of determination (R2) of 0.218. Shows that employee performance variables can be explained by Change Management variables and Transformational Leadership organizational culture of 21.8%.

F test

The F test shows whether all the independent variables included in the model have a simultaneous influence on the dependent variable. The calculation results show that the independent variables together influence the dependent variable. This can be proven from the calculated F value of 8.903 with a probability value of 0.000. The calculated F probability value is much smaller than 0.05, so the regression model can be used to predict employee performance. or it can be said that the variables Change Management, organizational culture, and Transforeamsional Leadership can explain the variance in employee performance.

Hypothesis Test (t)

To partially test the significance of the regression model for each variable, it can be obtained using the t test. Regression testing uses two-way testing using a confidence level of 95%, which means that $\alpha = 5\%$. The calculation of the t-table size is = 1.985

The following will explain the partial testing of each variable, including:

1) Testing of Variables Change management

Based on the test results, the tcount value was obtained at0.415. Because the statistical t test result (tcount) is smaller than the ttable value (0.415< 1.985) or the probability of t is greater than 0.05 (0.679 > 0.05) then Ho is accepted at the 0.05 significance level. This means that the change management variable does not have a significant influence on employee performance.

2) Testing of Organizational Culture Variables

Based on the test results, the tcount value was obtained3,230. Because the statistical t-test result (tcount) is greater than the ttable value (3,230> 1.985) or the probability of t is smaller than 0.05 (0.002 < 0.05) then Ho is rejected at the 0.05 significance level. This means that the Organizational Culture variable has a significant positive influence on Employee Performance.

3) Testing of Transformational Leadership Variables

Because the statistical t-test result (tcount) is greater than the ttable value (2,441> 1.985) or the probability of t is smaller than 0.05 (0.016 < 0.05) then Ho is rejected at the 0.05 significance level. This means that the transformational leadership variable has a significant positive influence on employee performance

Intervening Testing

Path analysis is used to confirm and determine whether a variable is an independent variable or can be grouped into a mediating variable, apart from that, it is also used to determine the magnitude of the direct influence and indirect influence of each variable used in the research. The results of the analysis, in measuring it, determine the path value, which can be summarized as follows:

Table 15. Path Value Determination Analysis Results

Model	Variable	coefficient	Path value code
Equation 1	Change management	0.101	P1
	Organizational culture	0.246	P2
	Change management	0.020	P3
Equation 3	Organizational culture	0.349	P4
	Transformational leadership	0.243	P5

Source: processed data, 2022

Change management Employee Performance with Transformational Leadership Intervening

Figure 1. Direct and Indirect Influence *Change Management* to Employee Performance Intervened by Transformational Leadership

Because the calculated t value = 1.537 is smaller than the t table value with a significance level of 5%, namely 1.985, it can be concluded that the mediation coefficient is 0.0158 (significant) which means there is no mediation effect.

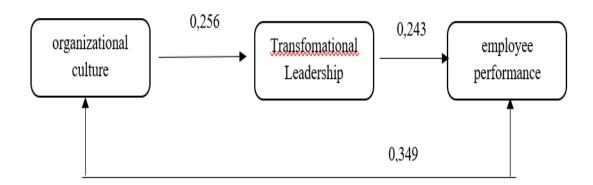**Organizational culture Employee Performance with Transformational Leadership Intervening**

Figure 2. Direct and Indirect Influence*Organizational culture*ToEmployee Performance Intervened by Transformational Leadership

Because the calculated t value = 5.111 is greater than the t table value with a significance level of 5%, namely 1.985, it can be concluded that the mediation coefficient is 0.0117 (significant) which means there is a mediation effect.

Discussion

The Influence of Change Management on Transformational Leadership

The Change Management variable has a value of tcount (2.156) which is greater than ttable (1.985) or can be seen from the significance value of 0.034 < α= 0.05, therefore, H1 is supported statistically, so that change management has a significant influence on transformational leadership. The results of this research are consistent with research conducted by Sinaga et., al. (2018) shows that change management influences transformational leadership*r*.

The Influence of Organizational Culture *transformational Leadership*

The Organizational Culture variable has a tcount value (3.526) greater than ttable (1.985) or can be seen from the significance value of 0.001 < α= 0.05, therefore, H2 is supported statistically, so Organizational Culture has an effect on *Transformational leadership*. The research results statedThere is a positive and significant relationship between organizational culture and transformational leadership (Sinaga et., al. (2018) Organizational culture has a positive and significant effect on transformational leadership. By maintaining and improving organizational culture, employees feel close to and receive attention from management. It can also be achieved. maintaining existing cultural values, which can have an impact on improving performance (Marbawi et al., 2018).

Influence Change management to employee performance

Variable Change management has a tcount value (0.415) smaller than ttable (1.985) or can be seen from the significance value of 0.679 > α= 0.05, therefore, H3 is not supported statistically, so change Management does not have a significant influence on employee performance. The results of this study do not support the research conducted by Sinaga et., al. (2018) shows that change management influences employee performance.

The Influence of Organizational Culture on employee performance

Organizational Culture variables have a significant effect on Employee Performance. However, the organizational culture is positive. The results of this research are consistent with research conducted by (Welly et. al. 2019) which concluded that organizational culture has a positive and significant effect on work performance, so that a good organizational culture can improve employee performance.

The Role of mediation transformational leadership change management and employee performance

The results of this research indicate that transformational leadership does not have a mediating effect on change management and employee performance. To improve employee

performance, leadership at Bank Syariah Indonesia needs to have the ability to promote creativity and innovation, stimulate subordinates to challenge their value systems, and improve their performance. Scholars and researchers also agree that the role of leadership/leaders is very important in managing organizations or dealing with organizational change issues (Asghar, 2010). Real management changes can improve employee performance. The research results of Sinaga et., al. (2018) show that transformational leadership cannot mediate between change management and employee performance.

The Role of mediation transformational leadership towards Organizational Culture, and Employee Performance

The results of this research indicate that Transformational Leadership has a mediating influence on Organizational Culture and employee performance. Inconsistent research results conducted by Sinaga et., al. (2018) show that organizational culture can mediate between negative and employee performance.

CONCLUSIONS

Based on the results and discussion, it is found that Change Management and Organizational Culture have a significant influence on transformational leadership. Change Management has no significant effect on employee performance. Organizational culture has a significant influence on employee performance. Transformational leadership has a significant influence on employee performance. Transformational leadership has no mediating influence on change management and employee performance. Transformational leadership has a mediating influence on organizational culture and employee performance.

SUGGESTIONS

Based on the results of research showing that the effect of change management, organizational culture, and transformational leadership on employee performance varies as described in the previous chapter, some suggestions that can be given are Changes will always occur in an organization, by environmental developments and organizational needs. The organization, in this case, the decision-makers, must communicate, prepare, and implement these changes to employees effectively so that employees can adapt to changes better. Leaders must anticipate effective processes in managing change and organizational drivers such as culture, people structure, and infrastructure, need to be considered to improve employee performance.

The organizational culture that is built is expected to be strong and flexible, especially in developing human resources, reducing policies that hinder progress, and supporting the formation of an aggressive and innovative work environment to improve performance and service to customers, without neglecting rewards commensurate with employee performance, to create healthy and advanced company conditions.

In applying the transformational leadership style, a leader is needed who can stimulate creativity and can stimulate subordinates. Giving positive appreciation and constructive criticism of ideas will result in healthy communication between leaders and subordinates. Subordinates will feel cared for and will automatically continue to explore and improve their abilities

For other parties who use this research as a reference in conducting research, it is advisable to make comparisons with similar companies, and study further with the same variables, to find out whether it is consistent or not so that it can perfect the variables used. Or study it with other different variables, using more relevant supporting theories and journals, as well as better analysis methods.

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