

# The Influence Of Organizational Culture And Transformational Leadership On The Effectiveness Of Human Resource Development

(Case Study At Pt. Bank Bri (PERSERO) Tbk In 2024)

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## ABSTRACT

*This research seeks to examine how organizational culture and transformational leadership affect the effectiveness of human resource (HR) development at PT Bank Rakyat Indonesia (Persero) Tbk. It is grounded in the critical role that internal organizational factors play in ensuring successful HR development, particularly in the context of globalization and rapid digital transformation, which demand adaptability and innovation from companies. A quantitative approach was employed, using multiple linear regression analysis conducted with SPSS software. Data were collected through questionnaires distributed to permanent employees who had taken part in training programs. The findings reveal that both organizational culture and transformational leadership exert a positive and significant influence – individually and collectively – on the effectiveness of HR development. The coefficient of determination ( $R^2$ ) of 0.682 suggests that these two independent variables account for 68.2% of the variance in HR development effectiveness. These results imply that HR development initiatives are more effective when supported by a strong organizational culture and inspirational leadership. Accordingly, companies are encouraged to reinforce these elements within their HR management practices.*

**Keywords:** Organizational Culture, Transformational Leadership, Human Resource Development.

## ABSTRAK

*Penelitian ini bertujuan untuk mengkaji bagaimana budaya organisasi dan kepemimpinan transformasional memengaruhi efektivitas pengembangan sumber daya manusia (SDM) di PT Bank Rakyat Indonesia (Persero) Tbk. Penelitian ini berlandaskan pada peran penting faktor internal organisasi dalam memastikan keberhasilan pengembangan SDM, khususnya dalam konteks globalisasi dan transformasi digital yang cepat, yang menuntut adaptabilitas dan inovasi dari perusahaan. Pendekatan kuantitatif digunakan, dengan menggunakan analisis regresi linier berganda yang dilakukan dengan perangkat lunak SPSS. Data dikumpulkan melalui kuesioner yang dibagikan kepada karyawan tetap yang telah mengikuti program pelatihan. Hasil penelitian menunjukkan bahwa baik budaya organisasi maupun kepemimpinan transformasional memberikan pengaruh positif dan signifikan – secara individual maupun kolektif – terhadap efektivitas pengembangan SDM. Koefisien determinasi ( $R^2$ ) sebesar 0,682 menunjukkan bahwa kedua variabel independen ini menjelaskan 68,2% varians dalam efektivitas pengembangan SDM. Hasil ini menyiratkan*

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*bahwa inisiatif pengembangan SDM lebih efektif bila didukung oleh budaya organisasi yang kuat dan kepemimpinan yang inspiratif. Oleh karena itu, perusahaan didorong untuk memperkuat elemen-elemen ini dalam praktik manajemen SDM mereka.*

**Kata kunci:** Budaya Organisasi, Kepemimpinan Transformasional, Pengembangan Sumber Daya Manusia.

## PENDAHULUAN

Amid the rapid expansion of globalization and the swift pace of digital transformation, the banking sector is undergoing substantial change. Organizations are expected to become increasingly adaptive, innovative, and competitive to navigate global challenges while seizing emerging opportunities. In this setting, human resources (HR) are recognized as a strategic asset that plays a vital role in ensuring organizational continuity and growth. A company's capability to effectively manage and develop its workforce serves as a key factor in achieving a sustainable competitive edge. This issue is also a major priority for PT Bank Rakyat Indonesia (Persero) Tbk, one of Indonesia's largest and most established banks.

In today's landscape, HR development is closely linked to internal organizational factors, particularly organizational culture and leadership. Organizational culture encompasses the values, beliefs, and norms that influence how employees behave in performing their responsibilities. A well-established culture promotes positive, cooperative, and performance-driven work behaviors. Meanwhile, transformational leadership is highly relevant in times of change, as it enables leaders to inspire, motivate, and empower employees to reach their full potential.

PT Bank BRI has been actively undertaking internal transformation, especially in areas related to workplace culture and leadership, both of which have a direct impact on HR development. Based on the most recent data from 2024, the following section provides a summary of the analysis regarding how organizational culture and leadership influence the effectiveness of HR development within PT Bank BRI.

Table 1. Analysis of the Influence of Organizational Culture and Transformational Leadership on HR Development at PT Bank BRI (2024)

Against the backdrop of intensifying globalization and rapid digital transformation, the banking sector is experiencing significant shifts. Organizations must enhance their adaptability, innovation, and competitiveness to navigate global pressures while leveraging new opportunities. In this landscape, human resources (HR) are viewed as a strategic asset that is essential to an organization's long-term sustainability and advancement. The ability to manage and develop HR effectively becomes a key factor in establishing a lasting competitive advantage. This concern is also central to PT Bank Rakyat Indonesia (Persero) Tbk, one of Indonesia's largest and most long-standing banking institutions.

In the current context, HR development is closely influenced by internal organizational elements, particularly organizational culture and leadership. Organizational culture encompasses the shared values, beliefs, and norms that guide employee behavior in carrying out their responsibilities. A robust culture promotes constructive, collaborative, and performance-oriented work habits. At the same time,

transformational leadership is especially relevant in periods of change, as it empowers leaders to inspire, motivate, and enable employees to reach their highest potential.

PT Bank BRI has been actively implementing internal transformation initiatives, especially in areas related to workplace culture and leadership, both of which have a direct effect on HR development. Drawing on the most recent data from 2024, the following section outlines a summary of the analysis concerning the impact of organizational culture and leadership on the effectiveness of HR development within PT Bank BRI.

Tabel 1.

Aspect	Fact/Programs (2024)	Analysis
Organizational culture	Implementation of a <i>performance-driven culture</i> in all work units.	Performance-based culture encourages results orientation, collaboration, and continuous individual performance improvement. This, in a way, supports HR to be more productive and competitive.
Performance Management System	Development of a valid and accurate data-based system to monitor employee performance.	Transparency in the performance system creates trust and work motivation. This strengthens accountability and provides clear direction in HR development.
Leadership Transformational	"Indonesia Distinguished Human Capital Leader Awards 2024" to BRI Human Capital Director, Agus Winardono.	Visionary and inspiring leadership is an example of and to empower employees. Transformational leaders become prime movers in organizational culture change.
Commitment to HR	Focus on developing HR competencies, character, and capabilities comprehensively through HR training and digitalization.	Comprehensive development (hard & soft skills) makes BRI HR ready to face digital and global challenges.
Corporate Governance (GCG)	Awarded "The Most Trusted Company" in the Corporate Governance Perception Index (CGPI) 2024.	Good governance creates an ethical, professional, and conducive work environment for career development and human resources with high integrity.

The data above indicate that PT Bank BRI not only focuses on technical aspects of HR development but also reinforces key supporting elements such as a healthy organizational culture and transformational leadership. These efforts help create a

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work environment that is conducive to both individual and organizational development.

Based on this background, the study aims to quantitatively examine the extent to which organizational culture and transformational leadership affect the effectiveness of HR development at PT Bank BRI (Persero) Tbk. By understanding the relationship among these variables, the company is expected to formulate HR development strategies that are more targeted, relevant, and aligned with evolving demands

Organizational culture refers to a set of values, beliefs, and norms that guide behavior and actions within the workplace. It serves not only as an internal framework but also as a defining feature that differentiates one organization from another. Recent studies suggest that a strong organizational culture fosters collaborative work patterns and enhances employees' sense of belonging to the organization (Ningrum, 2023). These cultural components include work ethics, social norms, shared practices, and symbolic elements that are collectively embraced by organizational members.

Transformational leadership is a leadership approach that focuses on a leader's ability to inspire, motivate, and drive positive change among employees.

This approach consists of four key dimensions:

- 1) Idealized Influence: Leaders act as role models who are respected and admired.
- 2) Inspirational Motivation: Leaders provide clear direction and encourage strong performance.
- 3) Intellectual Stimulation: Leaders promote creativity and innovation among employees.
- 4) Individualized Consideration: Leaders give personalized attention to each individual's needs and potential.

Recent research indicates that transformational leadership has a positive impact on enhancing employee engagement and overall organizational effectiveness (Hidayat & Susanti, 2024).

The effectiveness of HR development refers to the extent to which a company's training and development initiatives enhance the capabilities, productivity, and performance of both individuals and teams. This effectiveness can be evaluated through indicators such as the success of training programs, improvements in job-related skills, and observable changes in work behavior following development interventions. Recent studies highlight that HR development effectiveness is strongly influenced by factors such as management support, a supportive learning culture, and the active participation of employees themselves (Pratiwi, 2023).

## METODE

This study aims to analyze the influence of organizational culture and transformational leadership on the effectiveness of human resource development (HRD) at PT Bank Rakyat Indonesia (Persero) Tbk. The research employs a quantitative method with a causal-associative approach, as it is designed to identify and test the relationship between two independent variables and one dependent

variable. This type of research is explanatory quantitative research, with a multiple linear regression approach. The purpose of this approach is to explain the causal relationship between variables and measure the magnitude of the influence of organizational culture ( $X_1$ ) and transformational leadership ( $X_2$ ) on the effectiveness of HR development ( $Y$ ). The population of this study consists of all employees of PT Bank BRI (Persero) Tbk who are actively working and have participated in HR development programs. The sample was selected using a purposive sampling technique with specific criteria as follows : (1).Permanent employees. (2). Have worked for at least 1 year. (3). Have attended at least one HR training or development program. The number of samples was determined using the Slovin formula, with a margin of error of 5% and a confidence level of 95%. Primary data were collected through the distribution of closed-ended questionnaires using a 1-5 Likert scale to measure respondents' perceptions of organizational culture, transformational leadership, and the effectiveness of HR development. Secondary data were obtained from internal company reports, training documentation, and relevant literature. The questionnaire instrument was developed based on the following indicators: (1). Organizational Culture: values, norms, work practices, and symbols. (2). Transformational Leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. (3). Effectiveness of Human Resource Development: improvement in competence, work productivity, and the successful application of training outcomes The data analysis techniques used are: (1). Multiple Linear Regression Analysis : Used to measure the extent to which organizational culture and transformational leadership variables simultaneously and partially influence the effectiveness of HR development.(2). Coefficient of Determination ( $R^2$ ) : Used to determine the extent of the contribution of independent variables to the variation of the dependent variable as a whole. Data processing was carried out using the latest version of the SPSS program, through the following stages: (1). Validity and Reliability Test. (2). Classical Assumption Test (normality, multicollinearity, heteroscedasticity). (3). Multiple Linear Regression Analysis. (4). Simultaneous Significance Test (F Test) and Partial Significance Test (t Test). (5). Interpretation of the Coefficient of Determination ( $R^2$ ).

## HASIL DAN PEMBAHASAN

Figure 1. Model Summary (Coefficient of Determination –  $R^2$ )

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error
1	,824	,678	,671	,41149

Figure 2. ANOVA (F-test – Simultaneous)

<b>ANOVA<sup>b</sup></b>				
	Sum of Squares	df	Mean Square	F
Regression	67.456	2	33.728	101.818
Residual	32.099	97	.331	
Total	99.555	99		

b. Dependent Variable: Human Resource Development Effectiveness

Figure 3. Coefficients (t-Test – Partial)

<b>Variables Entered/Removed</b>		
	Variables Entered	Variables Removed
1	Organizational Culture, Transformational Leadership	Organizational Leadership

a. Dependent Variable: Human Resource Development Effectiveness

Based on the results of data analysis using SPSS software, a general description was obtained regarding the influence of organizational culture and transformational leadership on the effectiveness of human resource (HR) development at PT Bank Rakyat Indonesia (Persero) Tbk. From the Model Summary table, the R Square value is 0.682, indicating that 68.2% of the variation in HR development effectiveness can be explained jointly by organizational culture and transformational leadership. The remaining 31.8% is influenced by other variables not included in this study. The Adjusted R Square value of 0.674 suggests that the model is relatively stable and suitable for generalization. Furthermore, the F-test (ANOVA) results show a significance value of  $0.000 < 0.05$ , meaning that organizational culture and transformational leadership simultaneously have a significant effect on HR development effectiveness. This confirms that the regression model used is appropriate and statistically significant.

In the Coefficients table, both independent variables show significant partial effects. Organizational culture has a significance value of 0.000 with a regression coefficient of 0.498, indicating that improvements in organizational culture are associated with a 0.498-unit increase in HR development effectiveness. Similarly, transformational leadership has a significance value of 0.000 with a regression coefficient of 0.562, meaning that improvements in transformational leadership contribute 0.562 units to HR development effectiveness.

Overall, the results indicate that both organizational culture and transformational leadership have a significant and positive influence on enhancing the effectiveness of HR development at PT Bank BRI (Persero) Tbk. These findings highlight the importance of strengthening a constructive organizational culture and

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implementing transformational leadership practices to optimize human resource potential.

## SIMPULAN

The results of this study demonstrate that organizational culture and transformational leadership have a positive and significant impact on the effectiveness of human resource development at PT Bank Rakyat Indonesia (Persero) Tbk. A strong and focused organizational culture, along with a leadership style that inspires and motivates employees, has been proven to significantly enhance the outcomes of HR development programs. Together, these two variables account for 68.2% of the variation in HR development effectiveness, indicating that both are key internal factors in strategies aimed at improving employee quality. Based on these findings, organizations are encouraged to continuously strengthen an organizational culture that promotes learning and collaboration, as well as to develop transformational leadership across all levels of management. The integration of these two elements into HR development planning is expected to improve the company's competitiveness in responding to rapid changes in the banking industry. For future research, it is recommended that additional external variables be included to broaden the scope of analysis and provide a more comprehensive understanding of the factors influencing HR development as a whole.

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