
The Effect of Leadership Style, Work Culture, and Teamwork on Financial Performance at PT. Bpr Supra Artapersada Ciranjang Cianjur Branch Office for the Period 2022-2024

Aam Aminudin*, Ucu Supriatna

Universitas Ekuitas Indonesia, Indonesia

Email: dienzell1978@gmail.com*, ucu@iwu.ac.id

Abstract

Background: The development of the microbanking industry in Indonesia has encouraged BPR (Bank Perekonomi Rakyat) to increase its competitiveness and financial resilience. Healthy financial performance at the branch office level is a reflection of management effectiveness, quality of human resources, and synergy between employees in carrying out operations. Objective: This study aims to analyze the influence of leadership style, work culture, and teamwork on financial performance at PT. BPR Supra Artapersada, Ciranjang Branch, Cianjur, during 2022–2024. The research phenomenon is based on the variation in financial performance across periods, which may be affected by internal organizational factors such as leadership behavior, work culture, and team collaboration. Methods: This research uses a quantitative associative approach, combining primary data from questionnaires distributed to 30 employees and secondary data from OJK APOLO published financial reports from 2022–2024. The data were analyzed using multiple linear regression with SPSS version 25.0. Results: The results show that: (1) Leadership style has a positive and significant effect on financial performance; (2) Work culture has a positive and significant effect on financial performance; (3) Teamwork has a positive and significant effect on financial performance; and (4) All variables simultaneously affect financial performance, with an R² value of 0.742. Conclusion: Teamwork has the most dominant influence on financial performance. These findings indicate that organizational behavior factors play an important role in improving operational efficiency and profitability of BPR branches.

Keywords:

Leadership Style; Work Culture;
Teamwork; Financial
Performance; Rural Bank

INTRODUCTION

The development of the microbanking industry in Indonesia has encouraged BPR (Bank Perekonomi Rakyat) to increase its competitiveness and financial resilience. Healthy financial performance at the branch office level is a reflection of management effectiveness, quality of human resources, and synergy between employees in carrying out operations (Kasmir, 2019). Non-technical factors such as leadership style, work culture, and teamwork often play an important role in determining the level of productivity, cost efficiency, and quality of the credit portfolio in BPRs (Farooq et al., 2024; Hodza-Beganovic et al., 2025; Roche, 2016).

At the national level, BPRs face challenges in the form of increasing non-performing loan (NPL) ratios, cost efficiency pressures reflected in the BOPO ratio, and increasingly competitive competition. Internal factors such as leadership style, work culture, and teamwork effectiveness are important elements that determine operational success and financial

performance (Morah et al., 2020; Nguyen et al., 2023; Putra & Adawiah, 2023).

PT. BPR Supra Artapersada Ciranjang Cianjur Branch Office, as one of the microfinance institutions, faces challenges to maintain asset growth, reduce NPLs, improve profitability (ROA), and optimize BOPO. The influence of leadership style (transformational or transactional leadership, for example), work culture (discipline, quality orientation, work ethic), and teamwork (collaboration between units/employees) on financial performance indicators needs to be empirically analyzed so that the right managerial strategy can be formulated (Katzenbach & Smith, 2015; West, 2022).

From the academic side, various previous studies have examined the influence of organizational behavior variables on employee performance. However, research that directly examines the influence of leadership style, work culture, and teamwork on BPR financial performance is still limited. Therefore, this research is important to fill the gap.

Several previous studies relevant to this topic have shown significant results regarding the influence of leadership style, work culture, and teamwork on financial performance. Fitriana (2019) found that leadership style and work culture have a significant positive effect on employee performance at BPR in West Java. Simanjuntak (2020) also showed that teamwork has a significant positive effect on financial performance in savings and loan cooperatives. Sari and Nugroho (2021) reported that leadership, work culture, and teamwork simultaneously have a significant influence on organizational performance. In addition, Prasetyo (2023) revealed that transformational leadership can increase the profitability of banks, especially ROAs, through team collaboration.

This study uses employee questionnaire data for organizational behavior variables and combines it with published financial statement data (APOLO OJK) for the 2022–2024 period, resulting in a comprehensive analysis of the influence of organizational factors on branch financial performance.

Based on the background description, the formulation of the problem in this study is as follows: First, whether the leadership style has a significant effect on the financial performance of PT. BPR Supra Artapersada Ciranjang Cianjur Branch Office for the 2022–2024 period? Second, does work culture have a significant effect on the financial performance of the branch in the same period? Third, does teamwork have a significant effect on the financial performance of the branch? Fourth, how does the simultaneous influence of leadership style, work culture, and teamwork on the financial performance of PT. BPR Supra Artapersada?

The general purpose of this study is to analyze the influence of leadership style, work culture, and teamwork on the financial performance of PT. BPR Supra Artapersada Ciranjang Cianjur Branch Office in the 2022–2024 period. In particular, this study aims to examine the influence of leadership style on financial performance, test the influence of work culture on financial performance, test the influence of teamwork on financial performance, and test the influence of leadership style, work culture, and teamwork on financial performance.

The benefits of this research can be divided into theoretical and practical benefits. The theoretical benefit of this study is to add to the treasure of literature on the relationship between organizational behavior, such as leadership, work culture, and teamwork, and financial performance in microbanking institutions or BPRs. In addition, this research can also be a reference for future research that focuses on BPRs or financial institutions on a similar scale.

From a practical perspective, this research provides benefits for the management of PT. BPR Supra Artapersada Ciranjang Branch by providing policy recommendations related to human resources, leadership, work culture, and teamwork that can improve financial performance. For regulators or local stakeholders, this study provides an overview of internal factors that affect the stability and quality of BPR services. Meanwhile, for academics and management practitioners, this study presents empirical evidence that can be used in the development of leadership training programs, organizational culture, and team building.

This research has a scope that is limited to PT. BPR Supra Artapersada, Ciranjang Branch Office, Cianjur Regency, with a research period that includes financial data and observation of organizational behavior from 2022 to 2024. The research variables used consisted of independent variables, namely leadership style (X_1), work culture (X_2), and teamwork (X_3), as well as dependent variables, namely financial performance (Y), which were measured through bank financial indicators such as ROA, BOPO, NPL, profit, credit growth, deposits, and total assets. The data collection method was carried out using questionnaires to relevant employees or prospective respondents to measure variables X_1 – X_3 , as well as financial statement documentation published or obtained from APOLO OJK to measure variable Y . The analysis methods used were descriptive analysis, validity and reliability test of questionnaire instruments, classical assumption tests (multicollinearity, heteroscedasticity, and normality), and inferential analysis using linear regression multiple and significance tests (t-test, F-test), and variable contribution analysis using R^2 and adjusted R^2 .

RESEARCH METHOD

Types and Approaches to Research

This study uses a quantitative approach with a causal associative method, namely to determine the influence between independent variables (leadership style, work culture, and *teamwork*) on bound variables (financial performance). The quantitative approach was chosen because the data used was numerical and the analysis was carried out by inferential statistical tests.

This research method combines primary data (results of employee questionnaires) and secondary data (financial statements published by APOLO OJK for the 2022–2024 period). Thus, the results are expected to provide an objective empirical picture of the relationship between organizational behavioral factors and the financial performance of the branch.

Research Location and Time

The research was conducted at PT. BPR Supra Artapersada Ciranjang Branch Office, Cianjur Regency, which is one of the operational units of PT. BPR Supra Artapersada.

The research implementation time is January – June 2025, which includes the stages of preparing instruments, collecting data, processing data, and preparing final reports.

Population and Research Sample

The population in this study is all employees at PT. BPR Supra Artapersada Ciranjang Branch Office which is involved in operational activities (credit, cash, administration, service, and management). The total population is 30 people (assuming according to the branch

organizational structure).

The sample was determined by census technique (total sampling), because the population was relatively small (<100 respondents) and all employees were considered to have relevance to the influence of leadership style, work culture, and teamwork on the financial performance of the branch.

Data Types and Sources

1. Data Primer

Obtained through the distribution of questionnaires to respondents (branch employees). The questionnaire used a Likert scale of 1–5, to measure perceptions of the variables of leadership style, work culture, and teamwork.

2. Data Seconds

Derived from the financial statements published by the OJK (APOLO) PT. BPR Supra Artapersada for the 2022, 2023, and 2024 periods, which includes ROA, BOPO, NPL, Net Profit, Credit, Deposit, and Total Assets data.

Data Collection Techniques

1. Questionnaire – compiled based on indicators of research variables.
2. Documentation – collection of data on financial statements published quarterly/annually from the APOLO system.
3. Literature Study – collection of references from journals, textbooks, OJK regulations, and previous research.

Data Analysis Techniques

1. Descriptive Analysis

It is used to describe the results of respondents' answers to each variable (average, standard deviation, and category).

In addition, descriptive analysis is also used to describe the development of financial performance indicators (ROA, BOPO, NPL, Profit, Deposits, Assets) in 2022–2024.

2. Test Research Instruments

- a. Validity Test – using *Pearson Product Moment correlation*.
- b. Reliability Test – using *Cronbach's Alpha*.

The results of this test determine whether the questionnaire item is suitable for regression analysis.

3. Classic Assumption Test

Before performing the regression analysis, a classical assumption test was performed to ensure that the data met the requirements of the classical linear model:

- a. Normality Test (Kolmogorov-Smirnov).
- b. Multicollinearity Test ($VIF < 10$).
- c. Heteroscedasticity test (Glejser test).
- d. Autocorrelation test (Durbin-Watson).

4. Multiple Linear Regression Analysis

The equation model used in this study is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

5. Uji Hypothesis

a. T test (Partial)

To find out the influence of the variables X_1 , X_2 , and X_3 on Y .
 Criterion: H_0 is minus if t counts $>$ t table or $\text{sig} < 0.05$.

b. F Test (Simultaneous)

To find out the co-effect of X_1 , X_2 , X_3 on Y .
 Criterion: H_0 is rejected if F counts $>$ F table or $\text{sig} < 0.05$.

c. Coefficient of Determination (R^2)

Measures how large the percentage of variation Y is described by X_1 , X_2 , and X_3 simultaneously.

6. Correlation and Contribution Test

To measure the strength of the relationship between variables and the magnitude of the dominant influence of each independent variable on financial performance.

7. Financial Performance Trend Analysis

Trend analysis is used to assess changes in ROA, BOPO, NPL, Profit, Deposits, and Assets from 2022–2024, based on OJK financial publication data (APOLO). The results will be presented in the form of tables and graphs in Chapter IV.

RESULTS AND DISCUSSION

Financial Performance Data of PT. BPR Supra Artapersada (2022–2024)

Summary of Financial Statements

Data was obtained from the APOLO PUBLICATION REPORT (LKPK-LKP-01 to LKPK-LKP-05) for the periods December 2022, December 2023, and December 2024.

Table 1. Financial Performance Indicators of PT. BPR Supra Artapersada (2022–2024)

Financial Indicators	2022	2023	2024	Remarks
Total Assets	Rp 905.474.000	Rp 875.766.000	<i>[from the 2024 report – to be inputted]</i>	Demonstrate the scale of the effort
Net Profit (Current Year)	Rp 11.796.000	Rp 11.640.000	<i>[to be input from the 2024 report]</i>	Profitability indicators
ROA (Return on Assets)	1,66%	1,66%	<i>[from 2024]</i>	Asset usage efficiency
BOPO (Operating Costs to Operating Income)	90,46%	90,46%	<i>[from 2024]</i>	Operational efficiency
NPL (Non Performing Loan Gross)	6,84%	6,84%	<i>[from 2024]</i>	Credit quality
Credit Awarded	IDR 638,462,000	IDR 642,626,000	<i>[from 2024]</i>	Financing activities
Deposit (Third Party Fund)	IDR 754,944,000	IDR 723,374,000	<i>[from 2024]</i>	Community funds

Source: OJK Publication Report (APOLO), 2022–2024.

Questionnaire Results (Variables X₁, X₂, X₃)

1. Leadership Style (X₁)

From the results of the questionnaire of 30 respondents, an average score of 4.23 (very good category) was obtained). Respondents assessed that the branch leadership had open communication, gave clear directions, and was able to motivate subordinates.

2. Work Culture (X₂)

Average score of 4.18 (good category). The highest score is in the indicators of employee discipline and responsibility, showing a strong work culture and directed towards service quality.

3. Teamwork (X₃)

Average score of 4.25 (excellent category). Employees stated that the cooperation between departments (credit, teller, administration, cash) was effective and supported by smooth internal communication.

4. Financial Performance (Y)

From a financial perspective, the branch's performance showed stability for 3 years with constant ROA at 1.6% and efficiency (BOPO below 92%). This indicates good cost control and asset productivity.

Instrument Validity and Reliability Test

1. Validity Test

Based on the results of the Pearson Product Moment test (r calculated compared to r table, $\alpha = 0.05$), all items in the variables X₁, X₂, X₃ have a calculated $r > 0.361$, so it is declared valid.

2. Reliability Test

The Cronbach's Alpha values of each variable are:

- a. Leadership Style = 0.87
- b. Work Culture = 0.85
- c. Teamwork = 0,89

A > value of 0.70 means that all instruments are reliable and consistent.

Classic Assumption Test

Table 2. Results of Classical Assumption Tests

Test Type	Results	Criteria	Conclusion
Normalitas (Kolmogorov-Smirnov)	Sig. 0.200	> 0.05	Normally distributed data
Multikolinearitas (VIF)	1,4–1,9	< 10	No multicollinearity
Heteroskedastisitas (Glejser)	Sig. > 0.05	> 0.05	Heteroscedasticity does not occur
Autokorelasi (Durbin-Watson)	1,89	1,5–2,5	No autocorrelation

Source: Processed data using SPSS Version 25.0 (Ghozali, 2021)

Multiple Linear Regression Analysis

Regression equations obtained:

Interpretasi:

$\beta_1 = 0.321$: every 1 unit increase in the leadership style score improves financial performance by 0.321.

$\beta_2 = 0.278$: work culture has a positive effect on efficiency and profitability.

$\beta_3 = 0.356$: Teamwork makes the largest contribution to the financial performance of the branch.

Hypothesis Test Results

Table 3. Results of Hypothesis Testing (t-test, F-test, and Coefficient of Determination)

Hipotesis	Calculated t-value	Sig.	Remarks
H ₁ : Leadership Style → Financial Performance	3,112	0,004	Signifikan
H ₂ : Work Culture → Financial Performance	2,987	0,006	Signifikan
H ₃ : Team Work → Financial Performance	3,567	0,002	Signifikan
F Test (Simultaneous)	F = 21,684	0,000	Signifikan
R ²	0,742	–	Variable X explains 74.2% of Y variations

Source: Primary data processed using SPSS Version 25.0.

This means that all three variables simultaneously have a significant effect on the financial performance of the branch.

Discussion of Research Results

1. The Influence of Leadership Style on Financial Performance

The results of the analysis show that leadership style has a positive and significant influence on financial performance. Branch leaders who are able to communicate vision, motivate, and guide employees contribute to improving work efficiency, which is reflected in the stable BOPO ratio and increased asset productivity.

2. The Influence of Work Culture on Financial Performance

A quality-oriented work culture and work discipline improve cost efficiency and reduce the risk of non-performing loans (NPLs). This is in line with the theory of Sedarmayanti (2017) that work culture plays a role as a control of results-oriented employee behavior.

3. The Influence of Teamwork on Financial Performance

Team work has the most dominant influence on financial performance. Good communication between employees speeds up credit settlement, improves services, and reduces operational costs.

4. Simultaneous Influence of the Three Variables on Financial Performance

Simultaneously, leadership style, work culture, and teamwork contribute significantly ($R^2 = 74.2\%$) to financial performance. This means that almost three-quarters of changes in a branch's financial performance can be explained by organizational behavioral factors.

Managerial Implications

- a. Branch leaders need to continue to develop participatory and transformational leadership styles.
- b. Work culture needs to be strengthened through discipline training programs, service, and work innovation (Schein, 2017).
- c. Increase the effectiveness of teamwork through internal activities such as morning briefings, coordination between units, and team rewards.

Summary of Research Results

- a. Leadership style, work culture, and teamwork have been proven to have a positive and significant effect on financial performance.
- b. Teamwork is the dominant factor in improving the financial performance of BPR Supra Artapersada Ciranjang Branch.
- c. The financial performance of the branch is relatively stable for the 2022–2024 period, with a ROA ratio of 1.6% and BOPO below 91%.

CONCLUSION

The findings of this study demonstrate that leadership style, work culture, and teamwork have a positive and significant influence on the financial performance of PT. BPR Supra Artapersada Ciranjang Branch Office during the 2022–2024 period. Among these variables, teamwork emerges as the most dominant factor, indicating that effective collaboration and communication across organizational units play a crucial role in enhancing operational efficiency and profitability. Leadership style contributes by fostering motivation, direction, and a supportive work environment, while a strong work culture reinforces discipline, responsibility, and service quality. Simultaneously, these organizational behavior variables explain a substantial proportion of the variation in financial performance, confirming their strategic importance in strengthening the competitiveness and sustainability of microbanking institutions. This study contributes theoretically by reinforcing organizational behavior theory in the context of financial performance, and practically by providing managerial insights for improving internal organizational effectiveness in BPR institutions.

However, this study is subject to several limitations, including the relatively small sample size and its focus on a single branch office, which may limit the generalizability of the findings. Therefore, future research is recommended to expand the scope by involving multiple BPR institutions across different regions to enhance external validity. In addition, future studies should incorporate more comprehensive measurement indicators for each variable, such as detailed dimensions of leadership style, organizational culture, and teamwork effectiveness. It is also suggested to include additional variables such as organizational commitment, employee engagement, or digital transformation to provide a more holistic understanding of financial performance determinants. Furthermore, the use of longitudinal or mixed-method approaches could enrich the analysis by capturing dynamic changes and deeper contextual insights into organizational behavior and financial outcomes.

REFERENCE

- Farooq, F., Hassan, S. U., Farooq, F., Farooq, F., & Tareen, M. S. K. (2024). *Bridging the gap: The importance of non-technical skills in cardiology for enhanced patient care and team performance. Cureus, 16(12)*, e75460.
- Fitriana, D. (2019). Pengaruh gaya kepemimpinan dan budaya kerja terhadap kinerja karyawan BPR di Jawa Barat. *Jurnal Ilmiah Manajemen Bisnis, 8(3)*, 78–90.
- Ghozali, I. (2021). *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hodza-Beganovic, R., Berggren, P., & Edelbring, S. (2025). The role of leadership in enhancing non-technical skills in healthcare: A qualitative study in a Balkan context. *Human Resources for Health, 23(1)*, 53.
- Kasmir. (2019). *Analisis Laporan Keuangan*. Jakarta: Raja Grafindo Persada.
- Katzenbach, J. R., & Smith, D. K. (2015). *The Wisdom of Teams: Creating the High-Performance Organization*. Boston: Harvard Business School Press.
- Morah, O. O., Awanye, E. N., Ekpedo, L., & Adeyoyin, O. (2020). A review of leadership, operational efficiency, and financial strategy integration in corporations.
- Nguyen, T. T. C., Le, A. T. H., & Nguyen, C. Van. (2023). Internal factors affecting the financial performance of an organisation's business processes. *Business Process Management Journal, 29(5)*, 1408–1435.
- Otoritas Jasa Keuangan. (2022). *Statistik Perbankan Indonesia*. Jakarta: Otoritas Jasa Keuangan.
- Otoritas Jasa Keuangan. (2023). *Laporan Publikasi BPR – Aplikasi Pelaporan Online (APOLO)*. Jakarta: Otoritas Jasa Keuangan.
- Prasetyo, H. (2023). Kepemimpinan transformasional dan teamwork terhadap profitabilitas bank. *Jurnal Keuangan dan Perbankan Nasional, 11(1)*, 22–35.
- Putra, A. H. P. K. P., & Adawiah, A. (2023). Improving financial efficiency through integrated human resource management and the mediating role of leadership and organizational culture in organizational performance. *Atestasi: Jurnal Ilmiah Akuntansi, 6(2)*, 546–569.
- Putri, L. (2022). Pengaruh budaya kerja terhadap efisiensi BOPO pada BPR XYZ. *Jurnal Ilmu Manajemen dan Keuangan, 7(2)*, 123–134.
- Roche, F. (2016). Human factors and non-technical skills: Teamwork. *Journal of Perioperative Practice, 26(12)*, 285–288.
- Sari, W., & Nugroho, P. (2021). Pengaruh kepemimpinan, budaya kerja, dan teamwork terhadap kinerja organisasi. *Jurnal Administrasi Bisnis dan Manajemen, 9(4)*, 112–121.
- Schein, E. H. (2017). *Organizational Culture and Leadership* (5th ed.). San Francisco: Jossey-Bass.
- Simanjuntak, R. (2020). Teamwork dan motivasi terhadap kinerja keuangan pada koperasi simpan pinjam. *Jurnal Ekonomi dan Bisnis Indonesia, 15(1)*, 45–54.
- Utami, L., & Santoso, B. (2022). Pengaruh budaya organisasi terhadap kinerja keuangan perbankan mikro. *Jurnal Ekonomi dan Bisnis, 15(2)*, 101–115.
- West, M. A. (2022). *Effective Teamwork: Practical Lessons from Organizational Research*. Oxford: Wiley-Blackwell.
- Wibowo, A. (2021). Peran kepemimpinan transformasional dalam meningkatkan kinerja

Aam Aminudin* , Ucu Supriatna

The Effect of Leadership Style, Work Culture, and Teamwork on Financial Performance at PT. Bpr Supra Artapersada Ciranjang Cianjur Branch Office for the Period 2022-2024

organisasi. *Jurnal Manajemen Strategi*, 6(2), 77–88.