

THE INFLUENCE OF WORK MOTIVATION AND TRANSFORMATIONAL LEADERSHIP STYLE ON THE PERFORMANCE OF EMPLOYEES OF THE REGIONAL COMPANY OF THE PEOPLE'S CREDIT BANK BAHTERAMAS KONAWE

PENGARUH MOTIVASI KERJA DAN GAYA KEPEMIMPINAN TRANSFORMASI TERHADAP KINERJA KARYAWAN PERUSAHAAN DAERAH BANK KREDIT RAKYAT BAHTERAMAS KONAWE

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ABSTRACT

The purpose of this study is to find out and analyze (1) The influence of work motivation and transformational leadership style on the performance of employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe. (2) The effect of work motivation on the performance of employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe. (3) The influence of transformational leadership style on the performance of employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe. This study uses a quantitative approach. The population of this study is all PD employees. BPR Bahteramas Konawe has as many as 32 people, the sample of this study was determined by census (saturated sampling). Data collection uses a questionnaire. Data analysis uses *multiple linear regression* analysis with the SPSS program. The results of the study explained that: (1) Work Motivation and Transformational Leadership Style together (simultaneously) have an influence on the performance of the Company's employees (2) Work Motivation has a positive and significant effect on employee performance. (3) Transformational Leadership Style has a positive and significant effect on employee performance.

Keywords: Work motivation, transformational leadership style, performance

1. INTRODUCTION

Previous studies have investigated the relationship between work motivation and employee performance as well as transformational leadership styles and employee performance. Previous findings have consistently shown that work motivation has a significant positive influence on employee performance and that transformational leadership styles have significant positive influence on employee performance, including in the banking sector. Research conducted by Angwen Gynolla and Rohmat Saragih (2021) conducted by PT Bank Pembangunan Daerah Sumatra Barat Batusangkar Branch, the results of the study showed that transformational leadership style had a significant effect on employee performance. However, there are also several studies showing different results, such as a study conducted by Luhur (2014) conducting a study by PT Bank Panin Tbk, the results of the study show that work motivation does not have a significant effect on employee performance; Sumaiti and Purbasari (2019) conducted research at PT. Iron Bird Transport; and Hidayat (2021) conducted research at PT. Surya Yoda Indonesia, the results of the study show that work motivation does not have a significant effect on employee performance. Then the research conducted by Negoro and Rachmawati (2023) conducted a study on Bank BTN KC Solo Employees, The results of the study showed that transformational leadership style did not have a significant effect on employee performance.

Although many studies have shown a positive relationship between work motivation and employee performance as well as transformational leadership styles and employee performance, there are still some gaps in the literature that need to be explored further. One significant gap is the lack of research specifically exploring the relationship between transformational leadership styles and performance in the People's Credit Agency (BPR) or

other microfinance institutions. Although the concept of transformational leadership style has been researched in various organizational contexts, there have been no studies that specifically focus on how the role of work motivation and this leadership style affects employee performance in local-level financial institutions such as Bank Perkreditan Rakyat Bahteramas Konawe. This is because Bank Perkreditan Rakyat Bahteramas Konawe is in the financial industry which tends to have unique dynamics and challenges, such as strict regulations, technological changes, and very tight competition. In this context, transformational leadership styles have different implications and are important to understand in the face of increasingly fierce competition.

The related gap phenomenon is that, although Bank Perkreditan Rakyat Bahteramas Konawe is an important entity in the local economy and has a significant role in supporting the economic development of the community, research that studies the relationship between work motivation and transformational leadership style and employee performance at Bank Perkreditan Rakyat Bahteramas Konawe is still limited. This is important because the role of work motivation and transformational leadership style can have different implications in a smaller, community-oriented organization environment such as Bank Perkreditan Rakyat Bahteramas Konawe, compared to a larger, more complex organization. Thus, in-depth research on the relationship between transformational leadership style and employee performance at Bank Perkreditan Rakyat Bahteramas Konawe can provide valuable insights for practitioners and policymakers to improve managerial effectiveness and banking performance at the local level.

2. METHOD

This study uses a quantitative research approach. Quantitative research is a research that basically uses a deductive-inductive approach. This approach departs from a theoretical framework, the ideas of experts, or the understanding of researchers based on their experience, then developed into problems that are proposed to obtain justification (verification) or rejection in the form of field empirical data documents (Tanzeh, 2011). According to Sugiyono (2018:23), the quantitative method can be understood as a research method based on the philosophy of positivism used to test the population and samples used, the collection of data is quantitative or statistical for the purpose of hypothesis testing. Meanwhile, survey research is research used to explain causal relationships and test hypotheses.

The object of this research is work motivation, leadership and employee performance at the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe. Based on the nature of the problem for the goal achieved, *explanatory* research generally aims to know and analyze the factors or influences on the variables that are measured. According to Sugiyono (2017), an *explanatory* study aims to explain the position of the variables to be studied as well as the relationship and influence between one variable and another.

In this study, the population that is the focus is all employees of PD BPR Bahteramas Konawe which totals 32 employees. Using census techniques, the study involved all employees as respondents, ensuring that every individual in that population had an equal opportunity to be represented in the study. This aims to get a complete and in-depth picture of the influence of work motivation and transformational leadership style on employee performance. The data used is divided into two types, namely quantitative data and qualitative data. Qualitative data is data expressed in the form of words, sentences and pictures. Qualitative data in this study was obtained through observation, interviews and document tracing through documentation methods. The qualitative data in this study is in the form of a report on the results of performance achievements at the end of the year, and articles on the results of previous research.

The data analysis technique used in this study is Multiple Linear Regression Analysis, which allows researchers to understand the relationship between independent variables (work motivation and transformational leadership style) to dependent variables (employee performance). Data collection is carried out through documentation and questionnaires. namely studying documents related to all the data needed in this study, the Questionnaire Method Questionnaire is a data collection technique that is carried out by giving statements or written questions to respondents to answer them (Sugiyono, 2017). The questionnaire uses the Likert scale to measure respondents' attitudes, opinions, and perceptions towards the variables studied. This scale provides a score from 1 (strongly disagree) to 5 (strongly agree), making it easier to analyze data and interpret results more accurately and systematically. This data collection and analysis method was chosen to ensure the validity and reliability of the research results, as well as to support data-based conclusions.

3. RESULTS AND DISCUSSION

Classical Assumption Test

The classical assumption test in the context of multiple regression equations is an important step in analyzing the fit of the regression model to the research data, so that the classical assumption test is used as a condition in using the regression model so that the regression results obtained are accurate estimates. In this study, the classical assumption tests used include:

a) Normality Test

The normality test is useful to test whether in the regression model, the dependent variable and the independent variable have a normal distribution or not. The normality test in this study uses the Kolmogorov-Smirnov test. The results of the Kolmogorov-Smirnov test can be seen in table 5.10

Table 1
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		32
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.39455150
Most Extreme Differences	Absolute	.130
	Positive	.090
	Negative	-.130
Test Statistic		.130
Asymp. Sig. (2-tailed)		.184c

Source: Primary data processed in 20240

The normality test of the data using the *Kolmogorov-Smirnov One Sample test* is the basis for decision-making, if the significance value is > 0.05, then the data is normally distributed and if the significance value is < 0.05, then the data is not normally distributed. Based on the results of the normality test of 0.184 more than 0.05, it is concluded that the residual value is normally distributed. means that in accordance with decision-making using the *Kolmogorov-Smirnov test*, the data has a normal distribution and has met the normality requirements in the regression model.

b) Multicollinearity Test

The multicollinearity test is used to test whether there is a relationship between independent (free) variables. A good regression model should be that independent variables

are not interrelated. In this study, to see whether or not there is multicollinearity using the tolerance method and VIF (*Variance Inflation Factor*). If the tolerance value ≥ 0.1 and the VIF value ≤ 10 , then there is no multicollinearity. The results of the multicollinearity test in this study are shown in the following table 5.11:

Table 2
Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	BRIGHT
1 (Constant)		
Work Motivation	.379	2.639
Transformational Leadership Style	.379	2.639

Source: Primary data processed in 2024

Based on table 5.11 above, the tolerance value for the work motivation variable (X1) was 0.379, the transformational leadership style (X2) was 0.79. Meanwhile, the VIF value for the work motivation variable (X1) is 2,639, the transformational leadership style (X2) is 2,639 which means that all independent variables are free from multicollinearity problems because the tolerance value ≥ 0.1 and VIF ≤ 10

c) **Heteroscedasticity Test**

The heteroscedasticity test is used to test whether the regression model has variance inequality from the residual of one observation to another. Heteroscedasticity testing uses scatterplot graphs. The following is a scatterplot graph of the regression model in this study presented in Figure 5.2.

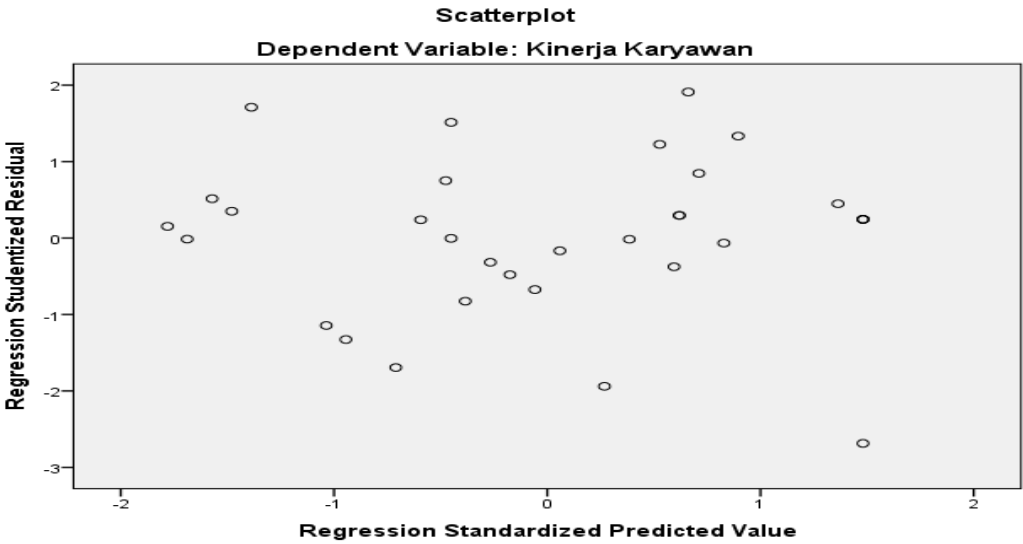


Figure 3. Scatterplot Charts

In a good regression model, there is usually no heteroscedasticity. Through the scatter plot graph, it can be seen whether a regression model has heteroscedasticity or not. If there is a certain pattern in the graph, it indicates that heteroscedasticity has occurred. From Figure 2, it can be seen that the dots are randomly spread and scattered both above and below the number 0 on the Y axis.

d) Uji Autokorelasi

The autocorrelation test aims to test in a linear regression model whether there is a correlation between the perturbation error in the t -period and the perturbation error in the $t-1$ period or the previous period. The autocorrelation test in this study uses the Durbin Watson test. A good regression model is a regression that is free from autocorrelation or no autocorrelation occurs. To find out by comparing the values of D-W with the values of d from the Durbin-Watson table:

1. If $D-W < dL$ or $D-W > 4 - dL$, the conclusion is that there is an autocorrelation in the data.
2. If $dU < D-W < 4 - dU$, the conclusion is that there is no autocorrelation in the data.
3. There is no conclusion if: $dL \leq D-W \leq dU$ or $4 - dU \leq D-W \leq 4 - dL$

If the results of the Durbin-Watson test cannot be concluded whether there is an autocorrelation or not, then the run test is continued. The results of the autocorrelation test in this study are shown as shown in the following table:

Table 4
Autocorrelation Test Results

Model	Durbin-Watson
1	1.956

Source: Primary data processed in 2024

Based on table 5.12 above, the Durbin-Watson value can be known to be 1.956, this value will be compared with the value of the 5% significance table, with a sample number of 32 (n) and the number of independent variables 2 ($k = 2$), then a du value of 1.574 is obtained. From this value, it can be explained that the Durbin-Watson value of 1.956 is greater than the upper limit (du) of 1.574 and less than $(4-du)$ or $4 - 1.574 = 2.462$ ($1.574 < 1.956 < 2.462$). It can be concluded that there is no autocorrelation.

Model Testing

In this study, hypothesis testing uses multiple regression where it will be tested empirically to find a functional relationship of two or more independent variables with bound variables, or to predict two or more independent variables with bound variables. In this study, the dependent variables are employee performance and the independent variables are the variables of work motivation and transformational leadership style. Based on data management using SPSS, the output is as follows:

Table 5
Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.192	3.085		2.656	.013
Work Motivation	.282	.116	.366	2.425	.022
Transformational Leadership Style	.504	.139	.547	3.626	.001

Source: Primary data processed in 2024

Based on the results of the multiple linear regression statistical test, the equation can be written as follows:

$$Y = 8,192 + 0,282X_1 + 0,504X_2 + \varepsilon$$

The regression equation can be interpreted as follows:

1. The work motivation regression coefficient (β_1) of 0.282 has a positive value and a significance value of 0.022 which means significant. This shows that work motivation (X_1) has a positive and significant effect. If work motivation increases, then employee performance will also increase assuming other independent variables are constant. This means that when the work motivation variable (X_1) increases by 1 percent, employee performance increases by 0.282 (28.2%) or vice versa, for every 1% decrease in work motivation, employee performance decreases by 0.282 (28.2%).
2. The regression coefficient of Transformational Leadership Style (β_2) of 0.504 has a positive value and a significance value of 0.012 which means significant. This shows that the Transformational Leadership Style (X_2) has a positive and significant effect. If the Transformational Leadership Style increases, then employee performance will also increase assuming other independent variables are constant. This means that when the variable of Transformational Leadership Style (X_2) increases by 1 percent, employee performance increases by 0.504 (50.4%) or vice versa, every 1% decrease in work stress, employee performance decreases by 0.504 (50.4%).

To explain how large the Independent variable is and to explain the Dependent variable is shown by the coefficient value of determination obtained from *the value of R Square*. The R Square value can be seen in table 5.16.

Table 6
R Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866a	.750	.732	1.442

Source: Primary data processed in 2023

Table 5.14 shows that the determination coefficient (*R2 square*) is 0.750, which means that the independent variables of work motivation and transformational leadership style simultaneously contribute to the dependent variables of employee performance by 75.0%, the remaining 25.0% are contributions from other variables that are not included in the study. Other variables that were not included in this study were organizational culture, organizational commitment, work environment, work climate, job satisfaction, and HR training.

Simultaneous Hypothesis Testing (Test F)

The F test aims to determine the influence of independent variables simultaneously on dependent variables. The F test is carried out by looking at the significance value of F and comparing the value of F_{cal} with the F_{table} . If the significance value < 0.05 and the $F_{cal} > F_{table}$, it shows that there is simultaneously the influence of the independent variable on the dependent variable. The value of F_{table} is based on $df_1 = k - 1 = 3 - 1 = 2$, $df = n - k = 32 - 3 = 29$, which is 3.328. The test results can be seen in table 5.15.

Table 7
Test Result F

Model	Sum of Squares	Df	Mean Square	F	Mr.
1 Regression	180.431	2	90.215	43.396	.000b
Residual	60.288	29	2.079		
Total	240.719	31			

Source: Primary data processed in 2024

Hypothesis 1. Work Motivation and Transformational Leadership Style simultaneously have a positive and significant effect on Employee Performance.

Based on table 5.15, the significance value of F is 0.000 and the value of Fcal is 43.396 with an Ftable value of 3.328. Because the significance of $F < 0.05$ or $0.000 < 0.05$ and the value of $F_{cal} > F_{table}$ or $43.396 > 3.328$ which means that **Work Motivation and Transformational Leadership Style simultaneously have a positive and significant effect on Employee Performance**. From these results, it can be concluded that hypothesis 1 is accepted.

Partial Model Results (t-Test)

The t-test was used to determine the partial influence of the independent variable on the bound variable. The test was carried out to compare the value of the calculated t with the table t, that is, if the calculated t is greater than the table t, it can be concluded that the independent variable tested has an effect on the dependent variable. On the other hand, if the calculated t is smaller than the table t, it can be concluded that the independent variable tested has no effect on the dependent variable. The t-value of the table in this study is 1.697. The results of the t-test can be seen in table 5.16

Table 8
Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.
	B	Std. Error	Beta		
1 (Constant)	8.192	3.085		2.656	.013
Work Motivation	.282	.116	.366	2.425	.022
Transformational Leadership Style	.504	.139	.547	3.626	.001

Source: Primary data processed in 2024

Based on the results of the t-test, it can be concluded that:

Hypothesis 2. Work Motivation has a positive and significant effect on the performance of BPR Bahteramas Konawe employees

From the results of the workload variable estimation, the calculated t-value of 2.425 is greater than the t-value of table 1.697 and the significance value of 0.022 is smaller than 0.05. Therefore, it can be concluded from these results that Work Motivation has a positive and significant effect on employee performance. From these results, it can be concluded that hypothesis 2 is accepted.

Hypothesis 3. Transformational Leadership Style has a positive and significant effect on the performance of BPR Bahteramas Konawe employees

From the results of the estimation of the work stress variable, a calculated t-value of 3.626 was greater than the t-value of table 1.697 and a significance value of 0.001 was less than 0.05. Therefore, it can be concluded from these results that Transformational

Leadership Style has a positive and significant effect on employee performance. From these results, it can be concluded that hypothesis **3 is accepted**.

4. DISCUSSION OF RESEARCH RESULTS

The Effect of Work Motivation and Transformational Leadership Style on the Performance of Employees of the Regional Company of the People's Credit Bank Bahteramas Konawe.

The results of the study show that work motivation and transformational leadership style have a positive and significant effect on the performance of employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe. It is shown based on the results of testing the influence of work motivation variables and transformational leadership style on employee performance which has an F-calculation value of 43.396 with an F value of 3.328 in the table, then significantly 0.000 less than the α value of 0.05 so that H_1 is accepted.

Based on this description, it can be concluded that work motivation and transformational leadership style simultaneously have an influence on the performance of employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe. This is because work motivation and transformational leadership styles not only have an individual effect on employee performance, but can also reinforce each other. Employees who are already intrinsically motivated tend to respond better to transformational leadership styles, while transformational leadership styles can increase employee motivation by providing inspiration, vision, and support.

The results of this study are in line with the results of research conducted by Amalia, et al. (2016) that work motivation and transformational leadership style have a positive and significant effect on employee performance.

The Effect of Work Motivation on the Performance of Employees of the Regional Company of the People's Credit Bank Bahteramas Konawe

The results of the study show that work motivation on employee performance has proven to have a significant effect. It is shown based on the results of testing the influence of work motivation variables on employee performance which has a significant value of 0.022 smaller than the α value of 0.05 so that H_0 is accepted.

Based on this description, it can be concluded that work motivation affects the performance of employees of Bank Perkreditan Rakyat Bahteramas Konawe, this is due to the condition of the work environment at Bank BPR which is good enough to motivate employees to work well, then the support of colleagues so that employees can work well, based on this causes employees to be motivated to work well. As explained by Yuniarsih (2018) motivation is a goal-oriented behavior where this influences workers or employees to participate in completing the tasks and responsibilities that have been handed over, then according to Sedarmayati (2017) work motivation is something that causes motivation or work spirit or work drivers.

Thus, the results of the study show that work motivation has an influence on the performance of employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe. This is in line with research conducted by Herawati (2022); Putri and Muttaqin (2023) have proven that work motivation has a significant effect on employee performance. The results of the study show that the variable of work motivation has a positive and significant influence on the performance of the wealthy.

The Influence of Transformational Leadership Style on the Performance of Employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe

The results of the study show that transformational leadership style on employee performance is proven to have a significant effect. It is shown based on the results of testing the influence of transformational leadership style variables on employee performance which has a significant value of 0.001 smaller than the α value of 0.05 so that H_0 is accepted.

Based on this description, it can be concluded that the transformational leadership style has a significant effect on the performance of employees of the Regional Company of the People's Credit Bank Bahteramas Konawe. This is due to the transformational leadership style shown by the leadership of Bank Perkreditan Rakyat Bahteramas Konawe is able to inspire employees to work in an effort to achieve the company's vision and mission, this is shown where the leadership of BPR Bahteramas Konawe becomes a *role model* for employees at work, then the leadership of BPR Bahteramas can encourage employees to use creativity in completing work so that employees can complete the work well. And more importantly, the leadership of BPR Bahteramas is able to create a strong relationship with employees, based on trust, openness, and cooperation. With this strong connection, BPR Bahteramas employees tend to feel more connected to the organization's goals to work together to achieve mutual success. This is in line with what Rorimpandey (2013) expressed, transformational leadership, which is leadership where the leader provides individual attention, intellectual stimulation and the leader has charisma. Then according to Munawaroh (2011) it is stated that Transformational Leadership Style is described as a leadership style that can awaken or motivate employees, so that they can develop and achieve performance at a high level, exceeding what they previously estimated. Followers of a transformational leader feel trust, admiration, loyalty, and respect for that leader, and they are motivated to do more than they originally expected. Transformational leaders must be able to invite their subordinates to make changes where the changes affect the performance of the employees themselves.

Thus, the results of the study show that transformational leadership style has an influence on the performance of employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe. This is in line with research conducted by Amalia, et al. (2016); Gynolla and Saragih (2021);. It has been proven that transformational leadership styles have a significant effect on employee performance. The results of the study show that the variable of transformational leadership style has a positive and significant influence on the performance of the wealthy.

5. RESEARCH LIMITATIONS

The results of the above study show that work motivation and transformational leadership style have an influence on the performance of employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe, but there are some limitations of the results of this study, namely:

- 1) The variables studied are only limited to work motivation variables and transformational leadership styles, while those that affect employee performance are not only these two variables, there are other variables that are not studied in this study.
- 2) The number of respondents is very small, only 32, so data collection cannot be carried out in a straightforward manner, especially in determining the research sample, so this study is a population study.
- 3) In this study, the results of the determination coefficient (R^2 square) show that the independent variable simultaneously contributes to the dependent variable only 75.0%, so the remaining 25.0% are other variables that are not included in this study such as organizational culture, organizational commitment, work environment, work climate, job satisfaction, and HR training.

6. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the research that has been conducted, there are several conclusions as follows:

1. Simultaneously, the work motivation and transformational leadership style studied have a positive and significant effect on the performance of employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe.
2. Work motivation has a positive and significant effect on the performance of employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe.
3. The transformational leadership style has a positive and significant effect on the performance of employees of the Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe.

Suggestion

Based on the results of the research that has been carried out, the researcher can provide the following suggestions:

1. The Regional Company of Bank Perkreditan Rakyat Bahteramas Konawe can always maintain and increase the work motivation of employees in an effort to achieve organizational goals, by providing compensation, training and career development of employees.
2. For the next researcher, it is recommended to conduct research using a qualitative approach to analyze more deeply related to the transformational leadership style used by the leadership of BPR Bahteramas Konawe Regency.

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