

# The Influence of Transformational Leadership and Workload towards Work Motivation and Their Impact on Employee Performance at Bank BRI Tangerang Branch

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## Abstract

*The high level of competition in the banking industry makes human resources must work in the best way. In order to improve the quality of human resources, Bank Rakyat Indonesia (BRI) Tangerang branch has a performance management system (SMK) designed to evaluate employee performance. The leadership factor plays an important role, because it plays a role in advancing and guiding to achieve company goals. The workload factor is an aspect that must be considered because it can affect employee work productivity, as well as employee motivation factors as a driver of employee behavior in doing work. The performance of employees at BRI Tangerang branch is currently experiencing a decline in performance compared to the previous year. The population in this study were permanent employees at the Tangerang branch of BRI bank with a total sample of 96 respondents. In this study using descriptive analysis to determine the characteristics of the respondents' responses with purposive sampling method which aims to determine several criteria for the sample of respondents to employees. In the analysis of data processing, the structural equation modeling-partial least square (SEM-PLS) program was used to predict the model relationship between the variables and indicators studied. The results of this study indicate that transformational leadership has a significant positive effect on work motivation; transformational leadership has a significant positive effect on employee performance; workload has a significant positive effect on work motivation; workload is not significant and has a negative effect on employee performance; and work motivation significantly positive effect on employee performance.*

## Keywords

transformational leadership;  
workload; work motivation;  
employee performance



## I. Introduction

The current economic development is increasingly dynamic, where more and more of the economic sector contribute to the establishment of a financial institution in the face of global competition. One of the financial institutions, namely the banking sector, is the place where most transactions are carried out.

One of the largest government-owned banking companies in Indonesia is PT. Bank Rakyat Indonesia (Persero) Tbk. In order to improve the quality of human resources, Bank Rakyat Indonesia has a performance management system (SMK) designed to evaluate

employee performance, such as financial prospects, customer service, internal business and learning. In an organization, the leadership factor plays an important role, because the leader plays a role in advancing and guiding the organization to achieve its goals. These leadership characteristics are generally in line with the characteristics of transformational leadership, namely a leadership that is not only able to motivate and mobilize, but also manifests the capacity to be agile in every situation.

Besides leadership, another factor is workload. Workload is one aspect that must be considered by every company, including BRI, because workload can affect employee productivity. The last factor is employee motivation, motivation is a factor that encourages someone to do a certain activity, therefore motivation is often interpreted as a factor driving a person's behavior. Therefore, the driving factor of a person to carry out a certain activity in general is the person's needs and desires (Gitosudarmo, 2001).

The basis of this research is that human resources occupy a fairly important role in a company. With a good leadership style from the leader and a proportional workload and high work motivation, it is expected to improve employee performance. The existence of good performance from employees, there will be an increase in service at the Tenggarong branch of Bank Rakyat Indonesia, so that it will improve the quality of the company. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to work standards, targets or targets or criteria that have been determined in advance together (Rivai & Fawzi in Saiful, 2018).

Based on the information and observations of researchers, the performance of employees at the Tenggarong branch of Bank Rakyat Indonesia is currently experiencing a decline in performance compared to the previous year. This makes the writer interested in conducting scientific research as outlined in the form of a thesis with the title: "The Influence of Transformational Leadership and Workload on Work Motivation and Its Impact on Employee Performance at Bank BRI Tenggarong Branch".

## **II. Review of Literatures**

### **2.1. Transformational Leadership**

Transformational leadership is a charismatic leader and has a central role and strategy in achieving company goals. Transformational leadership occurs when one or more people relate to others in such a way that leaders and followers elevate themselves to reach higher levels of motivation and morality (Burns, 1976:20).

In addition, transformational leaders are leaders who stimulate and inspire (mantransform) their followers for extraordinary results (Robbins & Judge, 2008). With transformational leadership, followers feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they expect (Yukl, 2009).

Bass (1985) revealed that transformational leaders are similar to charismatic leaders, but differ in their special ability to bring about innovation and change by recognizing the needs and interests of their followers.

There are several indicators of transformational leadership style according to (Bass et al., 2003:56), namely: Charisma (Idealized Influence) namely leaders have behaviors that are able to generate strong enthusiasm and loyalty from subordinates, and encourage them to express opinions freely and anticipate future problems; Inspiration Motivation is a leader who is able to provide interesting motivation and inspire his subordinates by communicating high expectations and clear work challenges; Intellectual Stimulation, namely intellectual leaders

who invite members to try to create a conducive climate and increase subordinates' awareness of innovation and creativity.

## **2.2. Workload**

Workload is the average activity frequency of each job in a certain period of time. Workload can include physical and mental workload (Irwandy, 2007:61). Workload is one of the factors that can increase employee productivity.

Workload must be considered by a company because workload is one of the factors that can increase employee work productivity (Sudiharto, 2001:22).

According to (Koesomowidjojo, 2017:33) workload indicators include: Working conditions, namely how an employee understands the job well; The use of working time where working time is in accordance with the SOP will certainly minimize the workload of employees; The achievement of targets where the work targets that have been determined by the company can directly affect the workload received by employees.

## **2.3. Work Motivation**

Motivation is a way of encouraging the work spirit of subordinates so that they can work hard by giving all the abilities and skills to realize the company's goals (Hasibuan, 2009:95). This opinion is supported by Jones (in Sutrisno, 2019), saying motivation has to do with a process that builds and maintains behavior towards a goal.

There are 8 indicators of work motivation (Siagian in Tanuwibowo & Setiawan, 2015), namely: The driving force is a kind of instinct, in the form of a driving force to move a person to behave in order to achieve goals; Willingness is the urge to do something because it is stimulated/influenced from outside (other people or the environment); Willingness is a form of approval of another person's request so that he or she grants the request without feeling compelled (sincere); Forming expertise is the process of creation or formation, the process of changing one's skills in a particular field of knowledge; Skill is a person's ability to perform complex and neatly arranged patterns of behavior smoothly and in accordance with the circumstances to achieve certain results/achievements; Responsibility means a further consequence of the implementation of the role, either in the form of rights and obligations or power; An obligation is something that must be carried out on something that is imposed on him; Objectives refer to a statement about the desired state that the company intends to achieve and as a statement about the state in the future.

## **2.4. Employee Performance**

Performance is the result of a process that refers to and is measured over a certain period of time based on pre-determined terms or agreements. According to Armstrong in (Edison, 2016: 190) the notion of performance management is as a systematic process to improve organizational performance by developing individual and team performance.

Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned to him and the quantity, quality and time spent on the task. Each employee has different work abilities in doing the assigned tasks (Sutrisno in Wulandari, R. et al. 2021).

Performance is not just achieving results but broadly needs to pay attention to other aspects, as the definition of performance according to Prawirosentono (2008), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility each, in an effort to achieve the goals of the

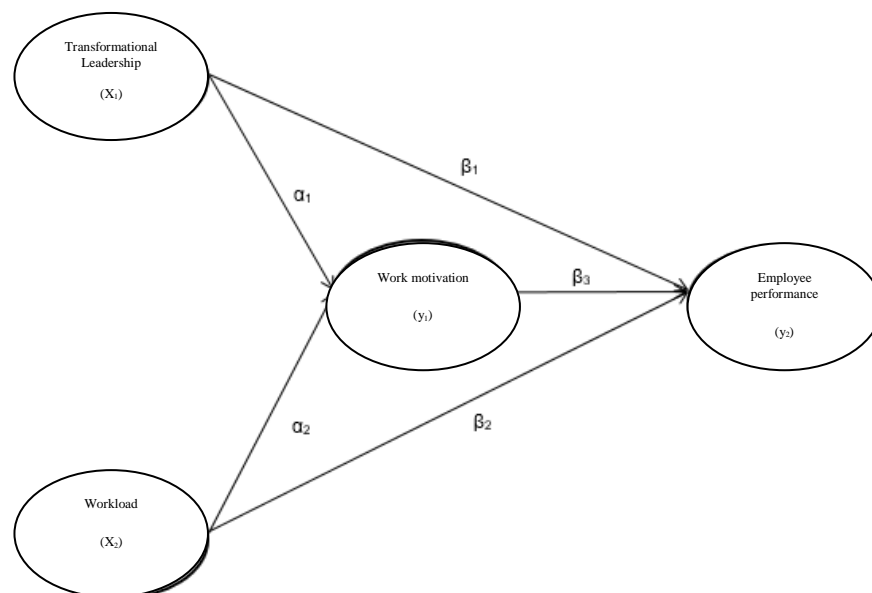
organization concerned legally, not violating the law and in accordance with morals and ethics. (Manalu, F. et al. 2021).

Robbins (in Syaifuddin, 2018) stated that performance is a function of the interaction of ability, motivation and opportunity.

Bono & Judge (2003) measure performance from many aspects where there are seven criteria, including: Quality, namely the results of the work carried out near perfect or meeting the expected goals of the work; Productivity is the amount produced or the number of activities that can be completed; Punctuality, namely being able to complete at a predetermined time and maximize the time available for other activities; Effectiveness is the maximum utilization of existing resources in the organization to increase profits and reduce losses; Work commitment, namely work commitment between employees and their organization; and Responsibilities of employees to the organization.

## 2.5. Research Concept Framework

In explaining the flow of this research, a research concept framework is presented which can be seen in Figure 1.



**Figure 1.** Research Conceptual Framework

Based on the conceptual framework of the research above, the influence of each variable, both direct and indirect, can be explained as follows:

### 1. Direct influence

- The direct effect of transformational leadership (X1) on work motivation (Y1),
- The direct effect of workload (X2) on work motivation (Y1),
- The direct effect of transformational leadership (X1) on employee performance (Y2),
- The direct effect of workload (X2) on employee performance (Y2).

### 2. Indirect influence

- The indirect effect of transformational leadership (X1) on employee performance (Y2),
- Indirect effect of workload (X2) on employee performance (Y2).

## 2.6. Hypothesis

The formulation of this research hypothesis is as follows:

- H1 : Transformational leadership has a significant effect on work motivation  
 H2 : Transformational leadership has a significant effect on employee performance  
 H3 : Workload has a significant effect on work motivation  
 H4 : Workload has a significant effect on employee performance  
 H5 : Work motivation has a significant effect on employee performance  
 H6 : Transformational leadership has an indirect effect on employee performance  
 H7 : Workload has an indirect effect on employee performance

### III. Research Method

#### 3.1. Population and Sample

The criteria in selecting the sample in this study were made in various categories which were considered to be able to represent the entire population/total of all existing employees, namely based on the criteria of a minimum working period of 4 years, having job grade 5 and permanent employee status with a total of 96 employees. This is in accordance with the minimum requirement, which is 100 employees (Sugiyono, 2012).

The standard of the minimum number of respondents who fill out the questionnaire is based on the equation (Slovin in Riduwan, 2005:65).

$$n = \frac{N}{1 + (N e^2)}$$

Where n = number of respondents and the value of the margin of error (e) = 5%

#### 3.2. Data Source

The data used in this study is primary data, namely data obtained directly through interviews with employees. The data collection technique used in this study was to distribute a list of questions in the form of statements or written questionnaires with closed answers. The scale used in the preparation of the questionnaire is a Likert scale containing five levels of answers which is an ordinal type scale with the following levels of answers:

1. Strongly Agree will be given a score of 5,
2. Agree will be given a score of 4,
3. Simply Agree will be given a score of 3,
4. Disagree will be given a score of 2,
5. Strongly Disagree will be given a score of 1.

#### 3.3. Path Analysis

In this study, the data analysis used the Partial Least Square (PLS) approach. PLS is a component-based or variant-based Structural Equation Modeling (SEM) equation model. Covariance-based SEM generally tests causality/theory, while PLS is more of a predictive model. According to Ghazali (2008) the purpose of PLS is to help researchers for prediction purposes in a model of the relationship between variables.

### IV. Results and Discussion

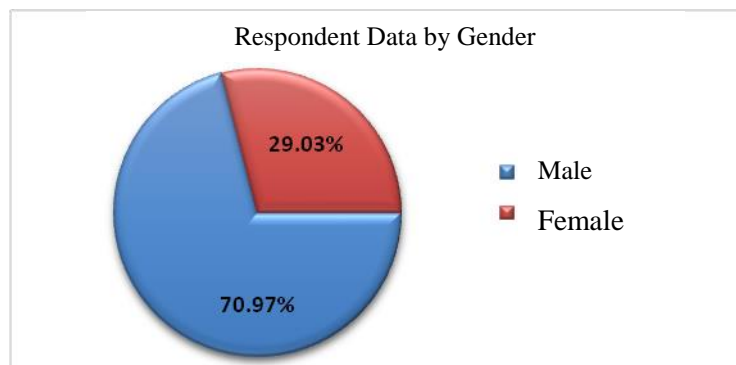
#### 4.1 Results

##### a. Descriptive Analysis

Descriptive analysis is intended to determine the characteristics of respondents' responses to the question items in the questionnaire.

One form of respondent characteristics assessed is the gender characteristics of permanent employees where the results can be seen in Figure 2.

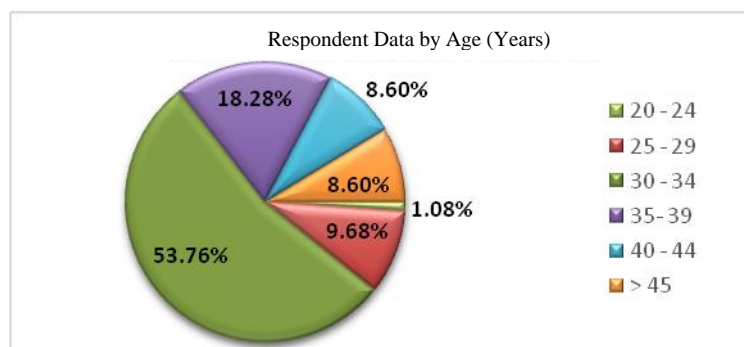




**Figure 2. Percentage Comparison of Respondents by Gender**

Based on the above analysis, it is known that the number of respondents with male sex has a greater percentage of 70.97% of respondents with female sex with a percentage of 29.03%.

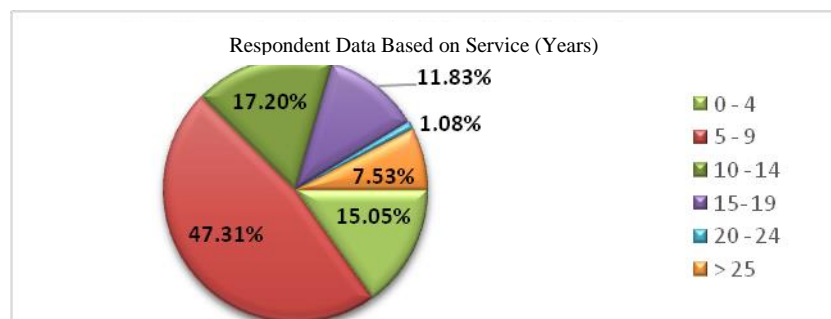
The results of the number of permanent employee respondents who filled out surveys based on age levels are presented in Figure 3.



**Figure 3. Percentage Comparison of Respondents by Age Level**

Based on the above analysis, it is known that the number of respondents aged 30-34 years has the largest number, namely 53.76% or 50 people.

The level of tenure of permanent employees is also included in the employee characteristics test where the results are shown in Figure 4.



**Figure 4. Percentage of Respondent Comparison Based on Years of Service**

Based on the above analysis, it is known that the number of respondents with the longest working period is in the 5–9-year period of 47.31% or 44 people.

In analyzing the data quantitatively and drawing conclusions in the study, below will be presented respondents' answers to a number of questions that have been asked.

**Table 1.** Respondents' Responses to the Transformational Leadership Style at the Tenggara Branch of BRI Bank

Indicator	Statement	Answer Scale					Average
		1	2	3	4	5	
<b>Charisma</b>	Leaders have strong self-confidence	2	0	2	47	42	4.37
	Leaders take full responsibility for their actions	1	0	4	38	50	4.46
<b>Inspirational Motivation</b>	Leaders provide input regarding new ways of getting work done	1	0	4	42	46	4.42
	Leaders pay attention when employees face a problem	1	1	4	46	41	4.34
<b>Intellectual Stimulation / Stimulation</b>	The leader explains the mission very interesting about the future of the company	1	1	1	44	46	4.43
	Leaders establish direct communication with employees	1	1	2	46	43	4.39
<b>Individual Attention</b>	Leaders give praise to employees when they have done well	1	1	4	46	41	4.34
	Leaders provide special training for employee career development	1	0	4	48	40	4.35
<b>Average</b>							4.39

Based on the category and the average value of the transformational leadership influence variable at Bank BRI Tenggara branch, it shows an average value of 4.39 respondents' answers and is included in the good category.

**Table 2.** Respondents' Responses to the Workload at the Tenggara Branch of BRI Bank

Indicator	Statement	Answer Scale					Average
		1	2	3	4	5	
<b>Working Conditions</b>	My daily workload is in accordance with work standards	1	3	13	62	14	3.91
	I can help co-workers while I'm still doing the work myself	0	1	8	72	12	4.02
<b>Working Time Usage</b>	I use break time to do office work	2	12	19	50	10	3.58
	I can use the time to relax when I have finished work	0	8	14	63	8	3.76
<b>Targets to be achieved</b>	I have to work very fast to finish my work	0	1	16	61	15	3.97
	I feel satisfied when I finish work on time and on target	0	0	6	65	22	4.17
<b>Average</b>							3.90

Based on the category and the average value of the workload influence variable at Bank BRI Tenggara branch, it shows an average value of 3.90 respondents' answers and is included in the good category.

**Table 3.** Respondents' Responses to Work Motivation at the Tenggara Branch of BRI Bank

Indicator	Statement	Answer Scale					Average
		1	2	3	4	5	
<b>Driving Force</b>	I care and are interested in the tasks assigned to me	0	1	6	70	16	4.09
<b>Will</b>	I will work extra hard if my boss evaluates my work	0	4	7	61	21	4.06
<b>Willingness</b>	I can understand a heavier workload than other coworkers	0	2	7	73	11	4.00
<b>Building Skills</b>	I have developed skills since I worked for the company	0	0	6	61	26	4.22
<b>Forming Skills</b>	I gain new skills while doing work	0	0	6	65	22	4.17
<b>Responsibility</b>	I have to make work that can be accounted for	0	0	5	63	25	4.22
<b>Obligation</b>	I have to complete the task according to the expectations set by the company	0	0	6	63	24	4.19
<b>Aim</b>	I do work for personal gain	9	21	12	42	9	3.23
<b>Average</b>							4.02

Based on the category and the average value of the variable influence on the work motivation of permanent employees at Bank BRI Tenggara branch, it shows an average value of 4.02 respondents' answers and is included in the good category.

**Table 4.** Respondents' Responses to Employee Performance at the Tenggara Branch of BRI Bank

Indicator	Statement	Answer Scale					Average
		1	2	3	4	5	
<b>Quality</b>	I must have the ability to complete work according to the expected standard	0	0	6	62	25	4.20
<b>Productivity</b>	I can use my own method to solve the problem at hand	0	1	11	60	21	4.09
<b>Punctuality</b>	I can finish the work before/within the set time	0	0	6	64	23	4.18
<b>Effectiveness</b>	I am able to think creatively in finding solutions to work problems	0	0	7	59	27	4.22
<b>Work Commitment</b>	I am able to work well with co-workers	0	0	5	58	30	4.27
<b>Responsibility</b>	I must maintain the confidentiality of company data properly	0	0	4	42	47	4.46
<b>Average</b>							4.24

Based on the category and the average value of the variable influence on employee performance at Bank BRI Tenggara branch, it shows an average value of 4.24 respondents' answers and is included in the good category.

## b. Outer Model Evaluation

### 1. Validity Test

Convergent validity is used to prove that the statements on each latent variable in the study can be understood by the respondents. The several forms of validity include:

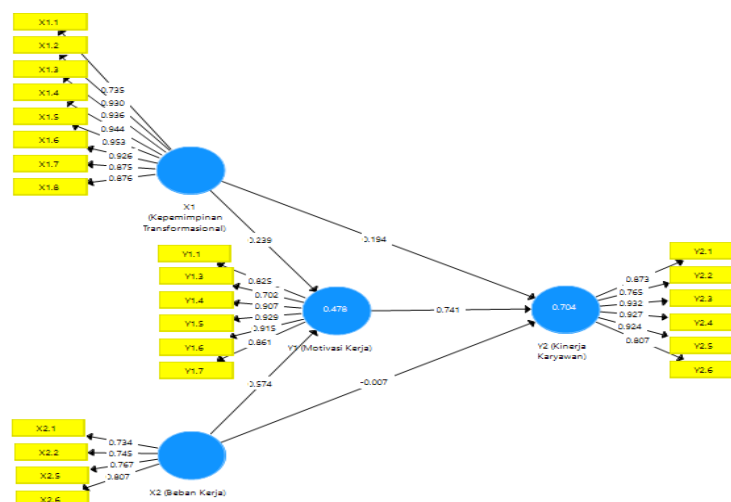


*Loading factor* is the value that each indicator has on a variable, as shown in Table 5. Convergent validity can be accepted with a loading factor value of 0.70.

**Table 5.** Modified Loading Factor Test Results

Indicator	Transformational leadership (X1)	Workload (X2)	Work motivation (Y1)	Employee performance (Y2)
X1.1	0.735			
X1.2	0.930			
X1.3	0.936			
X1.4	0.944			
X1.5	0.953			
X1.6	0.926			
X1.7	0.875			
X1.8	0.876			
X2.1		0.734		
X2.2		0.745		
X2.5		0.767		
X2.6		0.807		
Y1.1			0.825	
Y1.3			0.702	
Y1.4			0.907	
Y1.5			0.929	
Y1.6			0.915	
Y1.7			0.861	
Y2.1				0.873
Y2.2				0.765
Y2.3				0.932
Y2.4				0.927
Y2.5				0.924
Y2.6				0.807

The form of the modified loading factor value can also be seen in the relationship between variables and indicators as shown in Figure 5.



**Figure 5.** Path Diagram of Modified PLS Algorithm Structural Model

Based on the results of the analysis output above, it can be seen that most of the constructs with reflexive indicators produce a loading factor value  $> 0.70$ . This means that the construct indicators are valid.

*Average Variance Extracted (AVE)* is the value of each variable. An AVE value of 0.50 and higher indicates an adequate level of convergent validity. The results of the AVE test can be seen in Table 6.

**Table 6.** AVE Test Results

No	Construct Variable	Average Variance Extracted (AVE)
1	Transformational Leadership (X1)	0.809
2	Workload (X2)	0.583
3	Work Motivation (Y1)	0.740
4	Employee Performance (Y2)	0.763

From the AVE value shown by the above analysis, it can be seen that the AVE value for all construct indicators is greater than 0.50. This means that all construct indicators are valid or meet the requirements of convergent validity.

Discriminant validity is used to prove that the statements on each latent variable are not confounded by the respondent. The forms of analysis on discriminant variables include:

*Discriminant validity* of the measurement model assessed based on the measurement of cross loading with the construct (Table 7).

**Table 7.** Cross Loading Test Results

Indicator	Transformational leadership (X1)	Workload (X2)	Work motivation (Y1)	Employee performance (Y2)
X1.1	0.735	0.282	0.311	0.370
X1.2	0.930	0.359	0.455	0.477
X1.3	0.936	0.342	0.403	0.477
X1.4	0.944	0.290	0.384	0.479
X1.5	0.953	0.322	0.461	0.524
X1.6	0.926	0.255	0.360	0.483
X1.7	0.875	0.289	0.360	0.454
X1.8	0.876	0.272	0.343	0.393
X2.1	0.252	0.734	0.416	0.379
X2.2	0.391	0.745	0.526	0.520
X2.5	0.096	0.767	0.502	0.333
X2.6	0.258	0.807	0.538	0.403
Y1.1	0.359	0.554	0.825	0.679
Y1.3	0.248	0.508	0.702	0.534
Y1.4	0.390	0.576	0.907	0.791
Y1.5	0.364	0.568	0.929	0.783
Y1.6	0.402	0.566	0.915	0.730
Y1.7	0.443	0.603	0.861	0.688
Y2.1	0.479	0.554	0.824	0.873
Y2.2	0.371	0.387	0.561	0.765
Y2.3	0.471	0.432	0.742	0.932
Y2.4	0.459	0.455	0.740	0.927

Indicator	Transformational leadership (X1)	Workload (X2)	Work motivation (Y1)	Employee performance (Y2)
Y2.5	0.492	0.531	0.747	0.924
Y2.6	0.393	0.470	0.648	0.807

From the table above, it can be seen that the results of the cross-loading correlation on the performance construct with its indicators are higher than the other constructs. Thus, it can be concluded that the correlation of each latent construct with its respective block indicators is valid.

How to test discriminant validity by comparing the value of each construct with the correlation value between other constructs in the modeling. The Fornell Larcker Criterion value for each construct must be greater than the correlation between other constructs with a value greater than ( $> 0.07$ ). The results of the modeling test can be seen in Table 8.

**Table 8.** Fornell Larcker Criterion Test Results

Variable	Transformational leadership (X1)	Workload (X2)	Work motivation (Y1)	Employee performance (Y2)
X1	0.899			
X2	0.336	0.764		
Y1	0.432	0.654	0.860	
Y2	0.512	0.543	0.820	0.874

Based on the table above, it can be concluded that all constructs in the estimated model meet the discriminant validity criteria.

## 2. Reliability Test

The results of the Cronbach Alpha test can describe convergent validity. The results of the Cronbach Alpha test value can be seen in Table 9.

**Table 9.** Cronbach Alpha Reliability Test Results

No	Construct Variable	Cronbach Alfa
1	X1	0.965
2	X2	0.763
3	Y1	0.928
4	Y2	0.937

Based on the table above, there is no value below 0.70, it can be concluded that all construct indicators meet the Cronbach Alpha reliability test with an acceptable or good scale.

*Composite reliability* used to test the value of reliability or reliability between the indicators of the constructs that make it up. The results of the composite reliability test can be seen in Table 10.

**Table 10.** Composite Reliability Test Results

No	Construct Variable	Composite Reliability
1	X1	0.971

No	Construct Variable	Composite Reliability
2	X2	0.848
3	Y1	0.944
4	Y2	0.951

The composite reliability value generated by all constructs is very good because it is above  $> 0.70$ . This means that all construct indicators are reliable or meet the reliability test.

### c. Inner Model Evaluation

The main evaluation criteria for the structural model in the SEM-PLS is based on the  $R^2$  value (see Table 11).

**Table 11.** R2 Value Test Results

Variable	R2
Work Motivation (Y1)	0.478
Employee Performance (Y2)	0.704

Structural model 1 places Work Motivation (Y1) as an endogenous variable, 47.80% and the remaining 52.20% is influenced by other factors outside the model. Structure model 2 which places Employee Performance (Y2) as an endogenous variable, amounting to 70.40%, and the remaining 29.60% is influenced by other factors outside the model.

The calculation results show that the predictive relevance value is 0.845 or the model relevant prediction value is 84.50%. The predictive relevance value of 84.50% is a predictive value in the high category or very good for explaining the structure of the research model.

### d. Hypothesis Test

The results of the path coefficient and direct effect hypothesis testing can be seen in Table 12.

**Table 12.** The Results of the Direct Influence Value Test between Variables

Influence Variables	Original Sample	Sample Average	Standard Deviation	T Statistics	P Values	Information
X1 $\rightarrow$ Y1	0.239	0.245	0.092	2,597	0.010	Significant
X1 $\rightarrow$ Y2	0.194	0.203	0.072	2,713	0.007	Significant
X2 $\rightarrow$ Y1	0.574	0.570	0.096	5,961	0.000	Significant
X2 $\rightarrow$ Y2	-0.007	-0.015	0.074	0.089	0.929	Not significant
Y1 $\rightarrow$ Y2	0.741	0.739	0.087	8,523	0.000	Significant

Based on the results of the analysis of the path coefficient parameters and t-statistical testing and p-value shows that there are four path coefficients that have a significant influence and there is one path coefficient that has an insignificant effect between research variables.

The results of testing the indirect effect between research variables other than those indicated by path coefficients and t-statistics and p-values, can be seen in Table 13.

**Table 13.** The Test Results of the Indirect Influence between Variables

Influence Variables	Original Sample	Sample Average	Standard Deviation	t Statistics	p Values	Information
X1 → Y2	0.177	0.179	0.064	2,751	0.006	Significant
X2 → Y2	0.425	0.423	0.095	4.479	0.000	Significant

Testing the path coefficient of indirect influence (mediation) and research hypotheses aims to answer the proposed hypothesis can be accepted or rejected.

## 4.2 Discussion

### 1. The Effect of Transformational Leadership on Work Motivation

The results of the analysis of the influence of Transformational Leadership on Work Motivation obtained the results of tcount  $2.597 > t$  table 1.96 and p value (significance) of  $0.010 < 0.05$ . This means that Transformational Leadership has a significant positive effect on Work Motivation. In this case, the better the behavior of a leader, the more motivation of employees to do their job duties

### 2. The Effect of Transformational Leadership on Employee Performance

The results of the analysis The results of the analysis of the influence of Transformational Leadership on Employee Performance obtained the results of tcount  $2.713 > t$  table 1.96 and p value (significance) of  $0.007 < 0.05$ . This shows that Transformational Leadership has a significant positive effect on Employee Performance. That is, the better the characteristics of a leader, the higher the performance of employees in carrying out their duties and responsibilities.

### 3. The Effect of Workload on Work Motivation

The results of the analysis The results of the analysis of the influence of workload on work motivation obtained the results of tcount  $5.961 > t$  table 1.96 and p value (significance) of  $0.000 < 0.05$ . This shows that the workload has a significant positive effect on work motivation. This means that the increasing workload given will increase the work motivation of employees.

### 4. Effect of Workload on Employee Performance

The results of the analysis of the effect of workload on employee performance obtained the results of tcount  $0.929 < t$  table 1.96 and p value (significance) of  $-0.007 < 0.05$ . Based on the results of the analysis showed that the workload proved insignificant and had a negative effect on employee performance. This indicates that the increasing workload given to employees will have implications for decreasing employee performance at Bank BRI Tenggara branch.

### 5. The Effect of Work Motivation on Employee Performance

The results of the analysis of the influence of work motivation on employee performance obtained the results of tcount  $8.523 > t$  table 1.96 and p value (significance) of  $0.000 < 0.05$ . This shows that work motivation has a significant positive effect on employee performance. This means that the increasing work motivation of employees will also increase employee performance in carrying out their duties and responsibilities.

### 6. Indirect Effect of Transformational Leadership through Work Motivation on Employee Performance

The results of the analysis show the effect of Transformational Leadership on Employee Performance Through Work Motivation, the results obtained are tcount  $2.751 > t$  table 1.96 and p value (significance) of  $0.006 < 0.05$ . Based on the results of research analysis shows that Transformational Leadership through Work Motivation on Employee Performance

significantly positive effect. That is, the variable of Work Motivation can mediate Transformational Leadership on Employee Performance.

#### 7. Indirect Effect of Workload through Work Motivation on Employee Performance

The results of the analysis show the effect of workload on employee performance through work motivation, the results obtained are  $t_{count} 4.479 > t_{table} 1.96$  and  $p$  value (significance) of  $0.000 < 0.05$ . Based on the results of research analysis shows that workload through work motivation on employee performance significantly has a positive effect. That is, the variable of work motivation can mediate workload on employee performance.

## V. Conclusion

The influence of Transformational Leadership has a significant positive effect on Work Motivation, where if the Transformational Leadership of Bank BRI Tenggarong branch can be managed properly, the Work Motivation of its employees will also increase; The influence of Transformational Leadership has a significant positive effect on Employee Performance, where if the formation of the influence of Transformational Leadership is managed properly then the Employee Performance at the Tenggarong branch of BRI bank will also increase; The influence of workload has a significant positive effect on work motivation, where if the workload increases, the employee's work motivation will also increase. This is accompanied by clarity on the workload assigned and the rewards that employees can receive; The effect of workload is not significant and has a negative effect on employee performance. This indicates that the increasing workload given to employees will have implications for decreasing employee performance at Bank BRI Tenggarong branch; The influence of work motivation has a significant positive effect on employee performance, where if the work motivation of employees at the Tenggarong branch of BRI bank increases, the resulting performance will also increase; The indirect effect of transformational leadership through work motivation on employee performance has a significant positive effect. The better the influence of transformational leadership, it will improve employee performance; The indirect effect of workload through work motivation on employee performance has a significant positive effect. Workloads that are managed properly can increase the work motivation of an employee to perform better.

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