

EFFECT OF LEADERSHIP AND WORKLOAD ON WORK MOTIVATION AND EMPLOYEES PERFORMANCE PT. BANK RIAU KEPRI PEKANBARU BRANCH

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ABSTRACT

This study aims to determine and analyze the influence of leadership and workload on work motivation and employee performance at Bank Riau Kepri Pekanbaru Branch. This research is a quantitative research by distributing questionnaires to respondents. The sample used is 71 people. The sampling technique used is simple random sampling from 190 populations. Data processing uses the Structural Equation Modeling (SEM) method with the SmartPLS application. The results of this study indicate that leadership, workload and motivation have a positive and insignificant effect on performance but leadership has a positive and significant effect on job satisfaction and workload has a significant effect on motivation. Meanwhile, the indirect effect of leadership and workload on employee performance through work motivation is not significant. Suggestions for this research is that employees should be challenged to be creative and think critically to be able to innovate in completing their work. Leaders need to ensure that the work carried out by employees is in accordance with the Standard Operating Procedures and job descriptions, and it is better not to allow employees to hold concurrent positions. Leaders must also always be open to new things, including technology and digital developments to be able to help ease the work of employees in providing the best service for customers. In addition, leaders and management need to maintain this condition so that employees feel that their place of work is their second home so that they feel safe and comfortable at work. And lastly, it is necessary to improve employee performance through continuous education and training so that their work results are in accordance with the standards set and can become a reference for their fellow colleagues.

Keywords: Leadership, Workload, Work Motivation, Employee Performance

INTRODUCTION

In the organizational approach and human resource management, it is important to pay attention to the quality of human resources in the organization's development strategy. An organization is required to compete, including improving aspects of work motivation in order to spur employee performance.

Performance is a function of work motivation and ability. To complete a task or job, a person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company.

Performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara, 2016). In addition, performance can also be interpreted as a result and effort of a person achieved with abilities and actions in certain situations. Lawyer and Porter in Sutrisno (2013: 170) state that performance is a person's success in carrying out tasks.

Thus, it can be concluded that performance is work performance which is the result of the implementation of plans made by an institution carried out by leaders and employees (HR) who work in that institution, both government and company (business) to achieve organizational goals. Bank Riau Kepri as one of the financial institutions in Pekanbaru City has experienced fairly rapid development, but is still facing problems related to employee performance that has not been in accordance with what was expected. From the performance assessment (SKI) covering all categories such as customer complaints, fundraising targets, lending, cost efficiency, and profit targets made to employees of PT. Bank Riau Kepri Pekanbaru Branch in 2017-2021, the dominant predicate was fair, and the good predicate is decreasing from year to year, and only a few employees are in the very good category. This is definitely a challenge for PT. Bank Riau Kepri Pekanbaru Branch to overcome, considering that the majority of the employees are still with the fair and good predicate.

This study used the Goal-Setting Theory proposed by Locke (1968) as the main theory (grand theory). This theory implies that an individual is committed to a goal, which means an individual decides not to demean or ignore his goal. Based on this, an individual can and wants to achieve his goals. Commitment (Ramadana, Putra, & Komardi, 2021) to achieving goals is most likely to emerge when goals are announced, when individuals have internal control, and when goals are self-determined (Robbin, 2008:237).

In using this theory, employee performance is the goal to be achieved, while the variables of leadership, workload and work motivation are the determining factors. The higher the determining factors, the higher the probability of achieving the goal.

From the results of interviews with employees of PT. Bank Riau Kepri Pekanbaru Branch, it is known that the individual performance (SKI) of PT. Bank Riau Kepri Pekanbaru Branch is still below the target due to low employee motivation. Lack of employee motivation is caused by lack of cooperation; excessive job demands or overly high targets. Work motivation of employees at PT. Bank Riau Kepri Pekanbaru Branch was still low, where the average savings target was 71.1% and the average lending was 65.2%. This is due to the high demands given by the company to employees with the tendency to increase. This can be seen from the failure to achieve the given target. This certainly presents challenges for companies; how the company can increase employee motivation so that the given target can be achieved and even exceeds the set target.

Leadership (Mairia, Komardi, & Panjaitan, 2021) has a significant positive impact on performance. Leadership as a pattern of behavior designed to integrate organizational goals with individual goals to achieve a particular goal. The leader is the main character who is considered most responsible for the success and downturn of a company. Successful leadership indicates the management of a successful company as well. Leaders must show a positive attitude, be enthusiastic about work and create a conducive atmosphere because this will affect employee performance.

Information (Chandra, Renaldo, & Putra, 2018) obtained that the leadership has not dared to take risks, it can be seen from the settlement of non-performing loans. Leaders lack the courage to take risks and rarely provide direction to employees in resolving non-performing loans, where each year non-performing loans are increasing while the realization of credit settlements is still far from the target set. Of course, it is a challenge for companies to encourage leaders to take risks and be more assertive in providing direction, so that employees can solve problem credit problems without having to involve the leadership. This is intended so that non-performing loans can be reduced and resolved according to the expected target.

Efforts that can be made by a leader in developing human resources in an agency they lead are to encourage and promote the enthusiasm and passion of employees in order to improve performance (Putra & Renaldo, 2020; Renaldo, Sudarno, & Hutahuruk, 2020). It can be done by giving appropriate wage/salary, paying attention to their spiritual needs, creating a harmonious work condition, placing employees in their right position, and giving opportunities to employees to grow and improve. It is a challenge for company leaders to manage existing human resources so that they are able to provide improved performance.

In addition, the workload given must correspond to the abilities of the employees. Quoting Munandar (2011), workload is tasks given to employees to be completed within a certain time using the skills and potential of the workforce. According to Setyawan and Kuswati (2008), if the workload continues to increase without being balanced by the proper distribution of workloads, employee performance will decline. According to Shan et al. (2011), workload pressure can be positive, and this leads to increased performance.

Research on the effect of leadership and workload on work motivation has been done before, namely Marpaung (2013) which examined the effect of leadership on work motivation. The results of his study indicates that leadership had an effect on work motivation. The same results were obtained by the study from Reni (2015), where leadership had a significant positive effect on work motivation. The study conducted by Tumilar (2015) shows that leadership had a significant effect on employee performance. However, different results were obtained in Karsini's research (2016), where leadership had no effect on work motivation.

Azwar (2015) examined the effect of workload on work motivation, where the results showed that workload had an effect on work motivation of East Java MSME Bank employees in Surabaya. Setiawan (2016) said that workload had no effect on work motivation.

Furthermore, the study by Sari (2014) showed that leadership has an effect on employee performance at Bank Syariah Mandiri. Harahap (2016) in his research results said that Islamic leadership had a significant effect on employee performance at PT. Bank Syariah Mandiri, Tbk Sukaramai Branch Office. Utari (2015) said that leadership had no effect on performance.

According to Kusumawati (2015), work motivation had an effect on the performance of employees of Bank Mandiri Puger Jember Branch. The results of Tsani's research (2017) showed that work motivation had no effect on performance.

Based on the phenomenon and several previous research results, differences in research results (research gaps) were observed. So, the purpose of this study was to determine and analyze the effect of leadership and workload on work motivation and employee performance at Bank Riau Kepri Pekanbaru Branch.

LITERATURE REVIEW

Employee Performance

This study used the Goal-Setting Theory proposed by Locke (1968) as the grand theory. The Goal-Setting Theory is one form of motivational theories. It emphasizes on the importance of the relationship between the goals set and the resulting performance. The basic concept is that someone is able to understand the goals expected by the organization, and that understanding will affect their work behavior.

The theory signifies that an individual is committed to the goal (Robbins, 2008). If a person is committed to achieve their goals, this commitment (Renaldo, Putra, Suhardjo, Suyono, & Putri, 2022) will affect his actions and affect the consequences of his performance. The achievement of the goals that have been set can be viewed as goals/performance levels to be achieved by individuals. Overall, the intention in relation to the goals set is a strong motivation in realizing its performance.

According to Hasibuan (2019), performance is a result of work achieved by a person in carrying out the tasks assigned to him which are carried out with skill, experience and sincerity and time. In other words, performance is the result of work achieved by a person in carrying out the tasks assigned to him in accordance with established criteria.

Performance Indicators

Performance is about doing the job and the results achieved from that work. Employee performance indicators consist of (Bank Riau Kepri, 2017):

1. Financial Perspective
 - a. Profit targets
 - b. Savings targets
 - c. Credit targets
2. Process Perspective
 - a. Cost efficiency
3. Customer Perspective
 - a. Serve and provide solutions to customer complaints
4. Employee Perspective
 - a. Help and cooperation between co-workers
 - b. Coordinate and supervise work

Work Motivation

Motivation is the action of a group of factors that cause individuals to behave in certain ways (Mailisa, 2014). According to Hasibuan (2019), motivation is the driving force that creates enthusiasm for one's work so that they are willing to work together, work effectively and integrate with all their power and efforts to achieve satisfaction. Indicators of work motivation in Abraham Maslow's hierarchy of needs theory according to Sofyandi and Garnifa (2012) include: a) physiological needs (physiological-needs); b) the need for a sense of security (safety need); c) social needs (social needs); d) the need for esteem (esteem-need); and e) self-actualization need.

Motivation (Irawati, Sudarno, & Komardi, 2019) is everything that exists in a person that gives rise to, directs and determines the form of behavior. Motivation according to Robin (2010) is a willingness to expend a high level of effort towards organizational goals conditioned by the ability of that effort to meet individual needs. In terms of work motivation, it is anything that creates enthusiasm or work motivation because work is an activity that aims to get satisfaction. Work motivation (As'ad, 2012) is anything that gives rise to a spirit or drive to work. Therefore, work motivation is referred to as a driver of work enthusiasm. The degree of an employee's

work motivation will also determine the extent of the achievements achieved. Motivation is the desire contained in an individual that stimulates him to take actions.

Motivation Indicators

Motivation indicators can use McClelland's Achievement Motivation Theory in Mangkunegara (2016), including:

- a. Needs for achievements
 - 1) Having the opportunity to achieve something
 - 2) The opportunity to participate in education and training
 - 3) Proud because the work is used a reference for colleagues or peers
- b. Need for authority
 - 1) Having the authority and responsibility for the success of the company
 - 2) Having the authority to complete the work with own method
 - 3) Getting a better position by competing in a healthy way
- c. Need for affiliation
 - 1) Maintaining relationships with fellow employees and superiors
 - 2) Having the opportunity to help colleagues
 - 3) Getting recognition from the community for their work

Sofyandi and Garnifa (2012) put forward the opinion of the hierarchy of needs theory from Abraham Maslow about motivation indicators, namely:

- a) Physiological need
- b) Safety need
- c) Social need
- d) Esteem need
- e) Self-actualization need

Kreitner and Kinicki (2005) stated that motivation can be measured by indicators such as behavioral direction, level of effort and level of persistence.

Leadership

Leadership (Hosan, Komardi, & Panjaitan, 2019) is sometimes defined as the exercise of authority and decision making, while others are interpreted it as an initiative to act that produces a consistent pattern in order to find a solution to a common problem. Furthermore, George R. Terry formulated that leadership is an activity to influence people to be directed to achieve organizational goals (Thoha, 2007).

Leadership means vision, encouragement, enthusiasm, love, trust, passion, obsession, consistency, use of symbols, attention as illustrated by one's calendar, inner and outer drama (and management of it), creation of heroes at all levels, effective walking around guidance, and a host of other things. Leadership must exist at every level of the organization. Leadership depends on a million little things done with obsession, consistency and care, but a million little things mean nothing without belief, vision and basic beliefs.

Leadership Indicators

Leadership is the ability to influence a group towards the achievement of predetermined goals. In the opinion of Hamzah B. Uno, (2012) and Sutrisno (2014) leadership consists of several indicators, namely:

1. Leaders provide encouragement to subordinates
2. Supervision
3. Emphasizing results in company goals
4. Hospitality/communication
5. Risk-taking
6. Leadership innovation

Work Load

Workload is the amount of work that must be carried out by a position/organizational unit and is the product of the work volume and the time norm (Utomo, 2008).

The definition of workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Workload measurement is defined as a technique to obtain information about the efficiency and effectiveness of the work of an organizational unit or

position holder which is carried out systematically using job analysis techniques, workload analysis techniques or other management techniques. Furthermore, it is also stated that the measurement of workload is one of the management techniques to obtain job information, through a process of research and analysis carried out by analysis. The position information is intended so that it can be used as a basis for improving the apparatus both in the fields of institutions, management, and human resources (Menpan, 1997, in Utomo, 2008).

Work Load Indicators

Workload is something that arises from the interaction between the demands of the work environment where it is used as a workplace, the skills and perceptions of the workers. The workload indicators proposed by Utomo (2008) in Maharisa, (2017) and Siswanto (2012) are:

1. The amount of work
2. Work targets
3. Saturation or boredom
4. Overload
5. Work pressure

Relationships between Variables

The Effect of Leadership on Work Motivation

Leadership is sometimes defined as the exercise of authority and decision making, while others are interpreted it as an initiative to act that produces a consistent pattern in order to find a solution to a common problem. Furthermore, George R. Terry formulated that leadership is an activity to influence people to be directed to achieve organizational goals (Thoha, 2007).

Work motivation will stimulate someone to work and be creative in their work. Employees who have high work motivation must be able to complete their work effectively and efficiently. The definition of work motivation according to Hasibuan (2019) is “the desire and sincerity of a person to do his job well and strive to achieve maximum work performance”. According to Tohardi (2009), one of the factors that can affect work motivation is leadership.

This is in line with Putra's study (2010) which shows that leadership has a positive influence on employee motivation.

With good employee performance (Andi, Sudarno, & Nyoto, 2019), the company will achieve the targets it wants to achieve. The leader is the main character who is considered most responsible for the success and downturn of a company. Successful leadership indicates the management of a successful company as well. Leaders must show a positive attitude, be enthusiastic about work and create a conducive atmosphere because this will affect employee performance.

From several theories and the results of previous research, it can be concluded that leadership has an effect on work motivation. So, Hypothesis 3 of this study is:

H3: Leadership has a positive effect on work motivation of the employees of PT. Bank Riau Kepri Pekanbaru Branch

The Effect of Workload on Work Motivation

The definition of workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Workload measurement is defined as a technique to obtain information about the efficiency and effectiveness of the work of an organizational unit or position holder which is carried out systematically using job analysis techniques, workload analysis techniques or other management techniques. Furthermore, it is also stated that the measurement of workload is one of the management techniques to obtain job information, through a process of research and analysis carried out by analysis. The position information is intended so that it can be used as a basis for improving the apparatus both in the fields of institutions, management, and human resources (Menpan, 1997, in Utomo, 2008).

According to NitiseMITO (2010), one of the factors that can affect a person's work motivation is workload. According to Kasmir (2016), workload is the basis for determining policies in increasing employee motivation. Koesomowidjojo (2017) states that workload can affect work motivation.

The results of the study by Azar (2014) showed that workload has an effect on work motivation. According to Setiawan (2016), workload has no effect on work motivation.

The condition of a person who is faced with job demands that exceed individual abilities. Excessive workload can threaten a person's ability to deal with his work environment. Workload is an individual extrinsic factor which is one source of the emergence of performance problems.

This burdens employees and interferes with their work, inhibiting the achievement of the highest work performance. This is an indication that employees perceive excessive workload.

Work motivation is formed from working conditions and the fulfillment of needs that encourage and direct one's activities which will ultimately result in optimal performance. From several theories and the results of previous research, it can be concluded that workload affects work motivation. Thus, Hypothesis 4 of this study is:

H4: Workload has a positive effect on work motivation of the employees of PT. Bank Riau Kepri Pekanbaru Branch

The Effect of Leadership on Employee Performance

Performance is work performance which is the result of the implementation of plans made by an institution carried out by leaders and employees (HR) who work in that institution, both government institutions and companies (businesses), to achieve organizational goals. One of the factors that influence employee performance is leadership. (Riduan, 2012). According to Sutrisno (2014), factors that can affect performance include leadership. According to Wibowo (2012), one of the factors that affect performance is leadership. Kasmir (2016) states that the factors that affect performance include leadership.

Factors that affect performance are the ability factor which consists of potential ability (IQ) and reality ability (Knowledge and Skill) supported by adequate education and training for their position and being skilled in daily work, so that maximum performance is easier to achieve (Mangkunegara, 2016).

Research on leadership and workload on morale and performance has been done before, one of them by Vlandari (2016), where individual burden, organizational burden, and leadership as a whole have a significant influence on the variable of decreasing employee performance. According to Rahmawati (2013), leadership style has a significant effect on employee performance, work motivation has no effect on employee performance. According to Sari (2014), leadership, motivation and work stress together affect employee performance at Bank Syariah Mandiri. According to Harahap (2016), Islamic leadership and work motivation have a significant effect on employee performance at PT. Bank Syariah Mandiri, Tbk Sukaramai Branch Office. According to Sappe (2014), leadership has no effect on performance.

Leadership has a significant positive impact on performance. Leadership is a pattern of behavior designed to integrate organizational goals with individual goals to achieve a particular goal. The leader is the main character who is considered most responsible for the success and downturn of a company. Successful leadership indicates the management of a successful company as well. Leaders must show a positive attitude, be enthusiastic about work and create a conducive atmosphere because this will affect employee performance. Efforts that can be made by a leader in developing human resources in an agency they lead are to encourage and promote the enthusiasm and passion of employees in order to improve performance.

One of the main goals of human resources is to ensure the organization has a workforce that produces excellent performance. Performance is the result of an employee's work process that can be seen in terms of quantity and quality according to their respective responsibilities. With good employee performance, the company will achieve a target goal to be achieved.

From several theories and the results of previous research, it can be concluded that leadership affects employee performance. Thus, Hypothesis 1 of this study is:

H1: Leadership has a positive effect on employee performance at PT. Bank Riau Kepri Pekanbaru Branch

The Effect of Workload on Employee Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara, 2016).

According to Siswanto (2014), performance is influenced by several factors, including workload. Robbins (2008) states that the positive and negative of workload is a matter of perception. Perception is defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. According to Dan Everly and Girdano (1990) in Utomo (2008), the rise and fall of a person's performance is determined by the size of the workload they assume.

The results of Sitepu's study (2013) show that workload has no significant effect on performance, while motivation has a significant effect on performance. Meanwhile, Adityawarman (2015) shows that the workload variable has an effect on performance.

The workload is generally a person's response to the conditions that occur, usually in the form of excess demands or the ability to meet demands, especially the work activities carried out. The condition of a person who is faced with job demands that exceed individual abilities. Excessive workload can threaten a person's ability to deal with his work environment.

With a high workload at Bank Riau Kepri, employees will be burdened and this will hamper employee performance. Workload is an individual extrinsic factor which is one source of the emergence of performance problems, because the workload it faces is too high.

These conditions require employees to exert greater energy than usual in completing their work and not all employees have the same level of resistance to pressure from the workload, depending on each individual. That is, whether the task will be completed properly or not depends on how a person lives the workload he feels. This burdens employees and interferes with their work, inhibiting the achievement of the highest work performance. This is an indication that employees perceive excessive workload.

From several theories and the results of previous research, it can be concluded that workload affects employee performance. Thus, Hypothesis 2 of this study is:

H2: Workload has a positive effect on employee performance at PT. Bank Riau Kepri Pekanbaru Branch

The Effect of Work Motivation on Employee Performance

Work motivation will stimulate someone to work and be creative in their work. Employees who have high work motivation must be able to complete their work effectively and efficiently. The definition of work motivation according to Hasibuan (2019) is "the desire and sincerity of a person to do his job well and strive to achieve maximum work performance".

Performance is about doing the job and the results achieved from that work. Performance is also what is expected and how to do it (Wibowo, 2012). Kasmir (2016) states that the factors that affect performance include work motivation. According to Wibowo (2012), of the seven factors that affect performance, one of which is work motivation.

This is in line with the study by Kusumawati (2015), where work motivation has an effect on the performance of employees of Bank Mandiri Puger Jember Branch.

From several theories and the results of previous research, it can be concluded that workload affects employee performance. Thus, Hypothesis 5 of this study is:

H5: Work motivation has a positive effect on employee performance at PT. Bank Riau Kepri Pekanbaru Branch

The Effect of Leadership on Employee Performance through Work Motivation

Furthermore, George R. Terry formulated that leadership is an activity to influence people to be directed to achieve organizational goals (Thoha, 2007).

One of the factors that affect the weakening of work motivation is poor leadership. The factors that can affect the decline in work motivation are interrelated with each other, therefore, the company must be able to handle these factors well so that it does not become a problem that causes employee motivation to decrease (Riduwan, 2014). Then, according to Mangkunegara (2016), one of the factors that can affect performance is leadership and work motivation.

According to Shan et al. (2011), workload pressure can be positive, and this leads to increased performance. With a workload, employees are required to bring out their full potential. The high workload makes the performance appraisal carried out by the supervisor very important, because it is related to the performance and the amount of the bonus that the employee will receive. According to Sedarmayanti (2011), one of the factors that can affect performance is leadership.

The results of Pratama's research (2017) show that leadership has a negative effect on performance through employee work motivation. Putra (2012) in the results of his research stated that leadership affects performance through work motivation.

The leader is the main character who is considered most responsible for the success and downturn of a company. Successful leadership indicates the management of a successful company as well. Leaders must show

a positive attitude, be enthusiastic about work and create a conducive atmosphere because this will affect employee performance. Efforts that can be made by a leader in developing human resources in an agency they lead are to encourage and promote the enthusiasm and passion of employees in order to improve performance.

Leadership is sometimes defined as the exercise of authority and decision making, while others are interpreted it as an initiative to act that produces a consistent pattern in order to find a solution to a common problem. From several theories and the results of previous research, it can be concluded that workload affects employee performance. Thus, Hypothesis 6 of this study is:

H6: Leadership has a positive effect on employee performance at PT. Bank Riau Kepri Pekanbaru Branch through work motivation

The Effect of Workload on Employee Performance through Work Motivation

Siswanto (2014) stated that increasing workload is directly proportional to decreasing employee performance. According to Robins (2008), excessive workload makes employees work under pressure and the increasing pressure will reduce employee performance. According to Shan et al. (2011), workload pressure can be positive, and this leads to increased performance. According to Setyawan and Kuswati (2008), if the workload continues to increase without being balanced by the proper distribution of workloads, employee performance will decline.

The results of Astianto's research (2014) show that workload affects performance through the work motivation of PDAM Surabaya employees. According to Narotama (2016), workload has no significant effect on employee work motivation and workload does not significantly affect employee performance through work motivation of PT. PLN (Persero).

Both excessive workload and inadequate workload are triggers for stress. Workload can be further divided into quantitatively excessive/inadequate workload which arises as a result of too much/little tasks being assigned to the workforce to be completed within a certain time, and qualitatively excessive/inadequate workload, which is when a person feels incapable of doing a task or when a task does not make use of skills and/or potential of the workforce.

From several theories and the results of previous research, it can be concluded that workload affects employee performance. Thus, Hypothesis 7 of this study is:

H7: Workload has a positive effect on employee performance at PT. Bank Riau Kepri Pekanbaru Branch through work motivation

Frame of Reference

Based on theory and literature review, the frame of reference of this study is as follows:

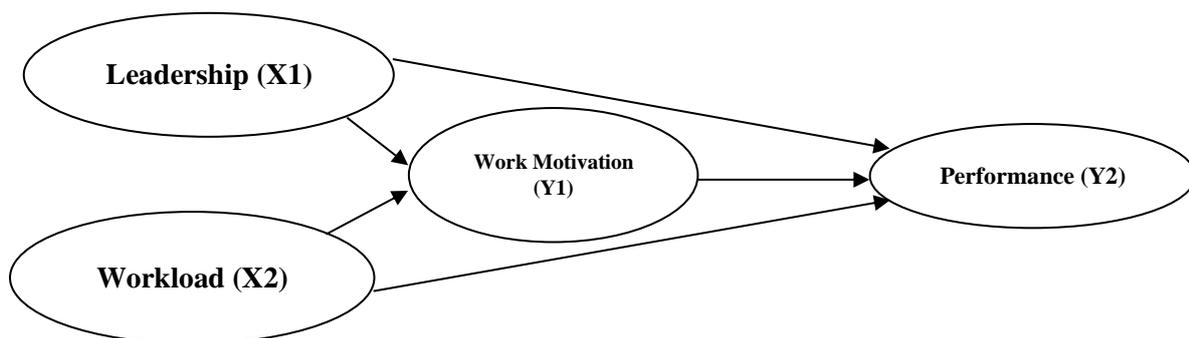


Figure 1. Research Framework

RESEARCH METHODS

Population and Sample

The target population in this study were employees of PT. Bank Riau Kepri Pekanbaru Branch as many as 190 people. The total number of sample members is determined through the Taro Yaname and Slovin formula,

referring to the opinion of Riduwan and Engkos (2015: 49) that “the sampling technique uses the formula from Taro Yaname and Slovin if the population is known”. The formula was as follows:

$$n = \frac{N}{1 + Ne^2}$$

where

- n : sample size
- N : population size
- e : error tolerance

from the formula above, the following calculation can be used:

$$n = \frac{190}{1+(190 \times (0.1)^2)} = 190 = \frac{65.5}{2.9} = 66$$

To obtain good results and to make the study easier, 71 employees were taken as a sample. Considering that there were more than one bank employee, the writer used the Proportional Stratified Random Sampling technique. This method was used because the population was heterogeneous, that is, the characteristics of the population vary and the number of employees in each section was not the same, so the steps used for sampling using a proportional allocation formula were: (Prasetyo and Jannah 2005)

$$n_i = \frac{N_i \cdot n}{N}$$

Where:

- n_i = number of sample members by stratum
- n = total number of sample members
- N_i = number of population members by stratum
- N = the total number of members of the population

From a total population of 190 people, 71 people were taken as a sample by:

Table 1. Research Sample

No.	Division	Populasi	Ni	Sampel
1	Funding	30	30/190x100= 15.8	16
2	Lending	30	30/190x100= 15.8	16
3	Operational	40	40/190x100= 21	21
4	Customer Service	35	35/190x100= 18.4	18
	Total	190		71

Source: Processed Data, 2022

Thus, the sampling technique used was simple random sampling.

Data Analysis Technique

SEM-PLS Analysis Tests

The verification analysis model used to test the hypothesis in this study was the statistical method of structural equation modeling (SEM), specifically Structural Equation Modeling Partial Least Square (SEM-PLS). The use of SEM-PLS was due to the small number of respondents, namely 120 respondents. SEM-PLS is a statistical technique that is highly cross-sectional, linear and general. Included in this SEM-PLS were factor analysis, path analysis and regression.

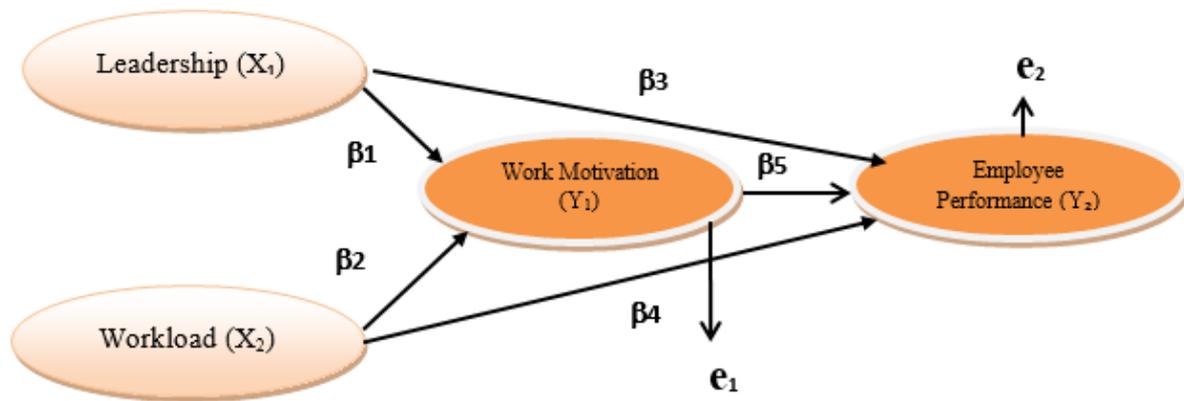


Figure 2. Path Diagram of Structural Equation

With the following equation:

$$Y_1 \text{ Trust} = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Y_2 \text{ Customer Loyalty} = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$$

Where :

Y₁ : Work Motivation

Y₂ : Employee Performance

X₁ : Leadership

X₂ : Workload

β₁... β₅ : Standardized coefficient

e₁..e₂ : error term

RESEARCH RESULTS AND DISCUSSION

Descriptive Analysis

The demographic profile of the respondents is shown in table 2

Table 2. Demographic Profile of Respondents by Gender

	Respondent Profile	Frequency	Percent	Cumulative Percent
Gender	Men	33	46.5	46.5
	Women	38	53.5	100.0
Age	21 – 30	17	23.9	23.9
	31 – 40	39	54.9	78.9
	41 – 50	15	21.1	100.0
Education	Diploma	5	7.0	7.0
	Post/graduate (S2/S3)	2	2.8	9.9
	Undergraduate (S1)	62	87.3	97.2
	High School	2	2.8	100.0
Income	2 - 3 Million	4	5.6	5.6
	3 - 5 Million	49	69.0	74.6

Respondent Profile	Frequency	Percent	Cumulative Percent
5 - 7 Million	5	7.0	81.7
7 - 10 Million	13	18.3	100.0

Sources: Processed data, 2022

From table 2, it is known that there were more female employees (53.3%) than male employees (46.5%). This is because working in a bank requires patience and thoroughness, which are more often associated with women's personalities. In addition, the frontliner position is also dominated by women because of their more attractive appearance. It was known that the age of the employees was in the range of 31-40 years. This age range is Generation X who has a tendency to be independent and willing to adapt in their work environment. Generation X likes to work smart, which is efficient in terms of method and time to get maximum results. They also like a clear structure, but with a work atmosphere that is not rigid or informal and requires information related to organizational management. This is needed because Generation X tends to want clarity in their career path and believes they need to be rewarded based on their productivity, not just the number of hours they work (Nextleader.id 2022).

Based on education level, most of the respondents who had the highest performance had a bachelor's degree (87.3%). The type of work a person has is closely related to the level of education obtained. The highest percentage for S1 education level was because at this level they can be trusted to complete work as company marketing and have good knowledge. Most employees with master's and doctoral degrees are in auditing and company operations, although the level of education is higher than bachelor's. Bachelor's degree graduates have a high performance and makes a big contribution to the company because they work as a marketing company. Only a few people graduated from high school/vocational school. However, this is not a significant obstacle, because they have been placed in work positions that match their skills and abilities. 49% of employees have income in the range of 3-5 million. This means that most employees have earned above the Regional Minimum Wage. Some employees already have a decent life and more than 13% of employees have income above 10 million/month.

Respondent Response Analysis

Respondents' responses to the employee performance variable were in the good category with an average score of 3.98. The highest score was given by respondents for the statement 'the savings target provided by the company corresponds with the abilities of each employee' (4.06), meaning that employees at Bank Riau Kepri have achieved the work targets set because the savings work targets are set according to the abilities of each employee. Meanwhile, the lowest respondent's response was for the statement 'cooperation between co-workers is very helpful to meet the targets given by the company' (3.90). That is, there were still some employees at Bank Riau Kepri who did not understand that cooperation between co-workers could help to meet the targets given by the company.

Respondents' responses to the work motivation variable were in the high category, with an average score of 3.99. The highest respondent's response was for the statement 'having the opportunity to help colleagues' (4.07). That is, employees of Bank Riau Kepri were motivated because of the help from colleagues and also because they can help their colleagues. Meanwhile, the lowest respondent's response was for the statement 'work results become a peer reference' (3.93). This means that there are still Bank Riau Kepri employees who think that they feel that not all of their work has become a reference for their colleagues.

Respondents' responses to the leadership variable were in the good category, with an average score of 3.54. The highest respondent's response was to the statement 'innovations provided by the leadership to meet the goals of the company improve my ability to complete work' (4.14). This means that employees really need and feel helped by the innovations provided by the leadership in completing their work. Meanwhile, the lowest respondent's response was for the statement 'innovation by the leader increases my creativity at work' (1.45). This means that although employees really need and feel helped by the innovations provided by the leadership in completing their work, their creativity at work does not necessarily increase.

Respondents' responses to the workload variable were in the high category, with an average score of 3.54. The highest score was given by respondents to the statement 'I don't feel bored quickly because the company provides a comfortable workplace' (3.97). While the lowest respondent's response was for the statement 'the workload given to me always gets attention from the company so that it does not exceed the work I have received' (3.83). This means that some respondents think that the workload given exceeds the work they have received.

Questionnaire Feasibility Test Results

Validity and Reliability Test

From the results of the validity test, it was known that there were two invalid statements, namely the statement items Y117 and Y118, because the Corrected Item-Total Correlation value was smaller than 0.30. So, the statement was issued for further analysis. The other statements all had a Corrected Item-Total Correlation value greater than 0.30 (the statement is valid); thus, they can be included for further analysis. Meanwhile, the results of the validity test in this study are shown in table 3 below.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha (>0.70)	Reliability
Employee Performance (Y2)	.771	Reliable
Work Motivation (Y1)	.838	Reliable
Leadership (X1)	.841	Reliable
Workload (X2)	.874	Reliable

Sources: Processed data, 2022

It can be seen that the reliability as measured by Cronbach's Alpha value for all variables in this study was greater than 0.70. That is, all variables in this study were reliable.

SEM-PLS Model Evaluation Results

SEM-PLS model evaluation results in reflective measurement are shown in table 4 below:

Table 4. Loading Factor, VIF, CR and AVE Test Results

Variable	Indicator	Loading factor (>0.60)	VIF (< 10)	Composite Reliability (CR) (>0.60)	Average Variance Extracted (AVE) (>0.50)
Employee Performance (Y2)	Y2.1	0.804	1.825	0.887	0.613
	Y2.2	0.796	3.053		
	Y2.3	0.762	1.749		
	Y2.6	0.697	1.204		
	Y2.9	0.627	2.188		
Work Motivation (Y1)	Y1.1	0.903	4.468	0.836	0.506
	Y1.2	0.868	3.159		
	Y1.5	0.875	2.281		
	Y1.6	0.930	4.389		
Leadership (X1)	x1.1.1	0.709	1.387	0.941	0.800
	x1.1.2	0.743	1.439		
	x1.1.4	0.731	1.595		
	x1.1.5	0.638	2.124		
	x1.1.6	0.729	2.245		
Workload (X2)	x2.1.1	0.660	1.666	0.857	0.548
	x2.1.2	0.860	2.729		
	x2.1.3	0.783	1.940		
	x2.1.4	0.895	3.138		
	x2.1.5	0.690	1.431		

Sources: Processed data, 2022

a. Loading factor

The loading factor measures the validity of the indicator as a measure of the variable, which can be observed from the outer loading of each variable indicator. An indicator is said to have good reliability if the outer loading value for each indicator is > 0.60. Each indicator in this study had a value greater than 0.60, thus, all indicators can be said to be valid.

b. VIF

- The VIF value of each indicator in this study was less than 10. This means that there was no multicollinearity in this study.
- c. Composite Reliability
 Composite Reliability is measuring the reliability of the latent variable construct. The value that is considered reliable must be above 0.60. The Composite Reliability value for each variable in this study was greater than 0.60, meaning that all variables in this study were reliable.
 - d. AVE
 Average Variance Extracted (AVE) was used to determine the achievement of the validity requirements. The minimum value to declare that reliability has been achieved is 0.50. The AVE value for each variable in this study was greater than 0.50, meaning that all variables in this study were valid.
 - e. Discriminant Validity
 Discriminant validity aims to test to what extent the latent construct is really different from other constructs. A high discriminant validity value gives an indication that a construct is unique and able to explain the phenomenon being measured. A construct is said to be valid by comparing the root value of the AVE with the correlation value between latent variables. The AVE root value must be greater than the correlation between latent variables. The results of this study indicate that the overall AVE root value was greater than the correlation between latent variables. This means that the construct in this study was valid.

Structural Model Evaluation Results

The results of the evaluation of the PLS-SEM structural model in this study are shown in table 5

Table 5. R² and Q² Test Results

Endogen Variable	Coefficient of Determination (R ²)	
	R Square	R Square Adjusted
Employee Performance (Y2)	0.308	0.277
Motivation (Y1)	0.429	0.412

Sources: Processed data, 2022

Table 5 shows that the R-Square value for the Motivation variable (Y1) is 0.429. This means that the percentage of the influence of the leadership system and workload on job satisfaction is 42.9% while the remaining 57.1% is influenced by other factors.

Furthermore, the R-Square value for the Performance variable (Y2) is 0.308, meaning that 30.4% of the performance variable is influenced by job satisfaction as an intervening variable of work leadership and workload, while the rest is caused by other factors.

In addition to R-Square, the goodness of fit of the model can also be measured using the Q-Square predictive relevance (Q²) for the structural model, measuring how well the observed values are generated by the model and also the estimated parameters. Q² value has the same meaning as the coefficient of determination (R-Square). Q-Square value (Q²) > 0 indicates the model has predictive relevance; conversely, if the value (Q²) < 0, the model lacks predictive relevance; or in other words, the higher the Q² value, the more fit the model can be with the data. Calculation of the value of Q² can be performed as follows:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_n^2)$$

$$Q^2 = 1 - (1 - 0.429^2)(1 - 0.308^2)$$

$$Q^2 = 1 - (1 - 0.184)(1 - 0.616)$$

$$Q^2 = 1 - (0.816)(0.384)$$

$$Q^2 = 1 - 0.313$$

$$Q^2 = 0.687$$

The Q² value of 0.687 means that the diversity of the research data can be explained by the structural model developed in the study of 68.7%. Based on these results, the structural model in this study has a good goodness of fit.

Hypothesis Testing Results

The SEM-PLS model for hypothesis testing is shown in Figure 3 below:

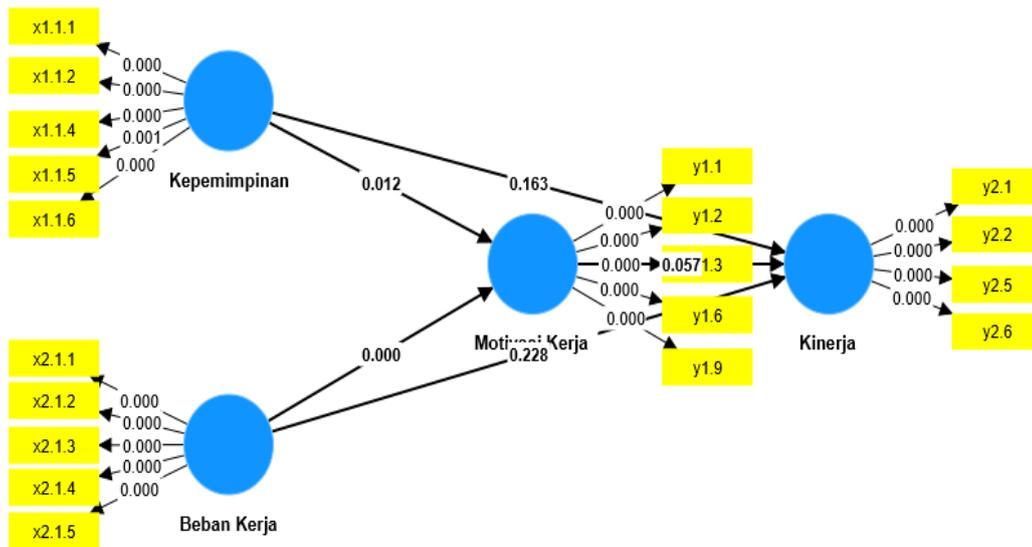


Figure 3. SEM-PLS Model

The results of hypothesis testing in this study are shown in table 6 below:

Table 6. Hypothesis Testing Results

Hypothesis	Variable Relationship	Original sample (O)	T statistics (O/STDEV)	P values	Conclusion
H1	Leadership -> Performance	0.226	1.397	0.163	Insignificant
H2	Workload -> Performance	0.187	1.206	0.228	Insignificant
H3	Leadership -> Work Motivation	0.283	2.522	0.012	Positive Significant
H4	Workload -> Work Motivation	0.437	3.944	0.000	Positive Significant
H5	Work Motivation -> Performance	0.235	1.902	0.057	Insignificant
H6	Leadership -> Work Motivation -> Performance	0.235	1.902	0.066	Insignificant
H7	Workload -> Work Motivation -> Performance	0.235	1.902	0.103	Insignificant

Sources: Processed data, 2022

Structural Equation

From the results of hypothesis testing, a diagram of the relationship can be made as shown in Figure 4 below:

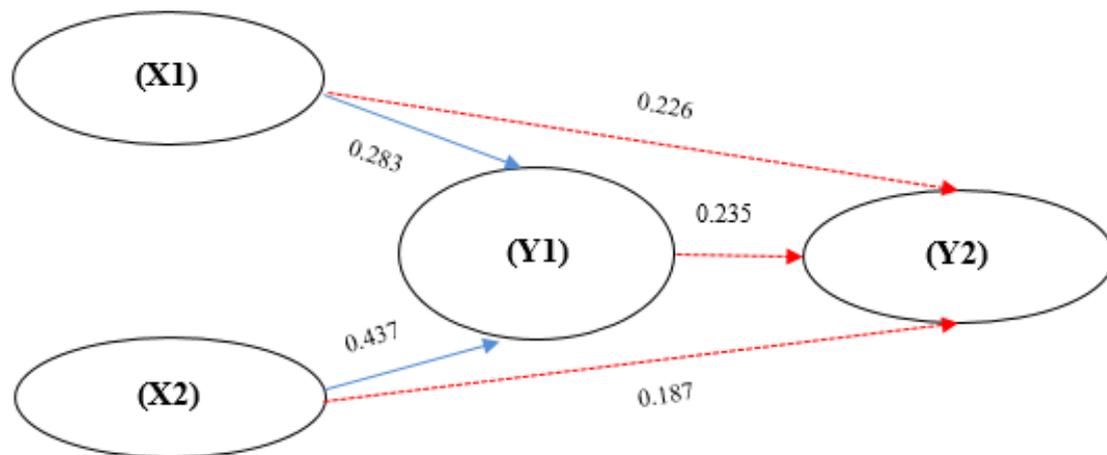


Figure 4. Hypothesis Test Results

From figure 4, the following structural equation can be made:

$$Y1 = 0,283X1 + 0,437X2 + \rho y\epsilon_1$$

$$Y2 = 0,283X1 + 0,437X2 + 0,235Y1 + \rho y\epsilon_2$$

Discussion

The Effect of Leadership on Performance

Leadership has a positive and insignificant effect on performance. This can be seen from the respondents' responses to the leadership variables that are in the good category. However, there are still some respondents who state that the innovations carried out by the leadership have not been able to increase their creativity at work. This means that although employees really need and feel helped by the innovations provided by the leadership in completing their work, their creativity at work does not necessarily increase. For this reason, employees need to be challenged to be creative and think critically in order to be able to innovate in completing their work.

The results of this study do not support the research of Vlandari (2016); Rahmawati (2013) and Sari (2014) which state that leadership has an effect on employee performance. However, the results of this study support the results of research by Harahap (2016) and Sappe (2014) which show that leadership has no effect on performance.

The Effect of Workload on Performance

Workload has no significant effect on performance. Although the respondents' responses to the workload variable are in the high category, there are still some respondents who state that the workload given to them exceeds the work they have received. This means that some respondents think that the workload given is excessive. For this reason, the leadership needs to ensure that the work carried out by employees is in accordance with the Standard Operating Procedures and job descriptions, and it is wise not to allow employees to hold concurrent positions.

The results of this study support the results of Sitepu's (2013) study which states that workload has no significant effect on performance, while motivation has a significant effect on performance. On the other hand, the results of this study do not support Adityawarman's (2015) research, where the results of his research show that the workload variable has an effect on performance.

The Effect of Leadership on Work Motivation

Leadership has a positive and significant effect on job satisfaction. This is in accordance with the respondents' responses to the leadership variable that is in the good category. Employees believe that the innovations provided by the leadership to meet the goals of the company can improve the ability of employees to complete their work. This means that employees really need and feel helped by the innovations provided by the leadership in completing their work. For this reason, leaders must always be open to new things, including technology and digital developments to be able to help ease the work of employees in providing the best service for customers.

The results of this study are in line with the research of Putra (2010) which shows that leadership has a positive influence on employee motivation.

The Effect of Workload on Work Motivation

Workload has a significant effect on motivation. This is in accordance with the respondents' responses to the workload variable that is in the high category. Most of the respondents do not feel bored quickly because the company provides a comfortable workplace. For this reason, leaders and management need to maintain this condition so that employees feel that their place of work is their second home and they feel safe and comfortable at work.

This study supports the results of research by Azar (2014) which shows that workload affects work motivation. However, it does not support the results of Setiawan's (2016) research that workload has no effect on work motivation.

The Effect of Work Motivation on Performance

Work motivation has a positive and insignificant effect on employee performance even though the respondents' responses to the work motivation variable are already in the high category, with an average score of 3.99. There are still some employees of Bank Riau Kepri who think that they feel that not all of their work has become a reference for their colleagues. For this reason, employee performance needs to be improved through continuous education and training so that their work results are in accordance with the standards set and can become a reference for their fellow colleagues.

The results of this study are in line with Kusumawati's research (2015) which states that work motivation has an influence on the performance of employees of Bank Mandiri Puger Jember Branch.

The Effect of Leadership on Performance through Work Motivation

Leadership has no significant effect on employee performance through motivation. It is not proven that leadership has a significant effect on employee performance through motivation, although it is proven that leadership has a direct effect on motivation. In accordance with respondents' responses, the leader's courage to take risks needs to be increased in making decisions so that employees feel confident and comfortable at work.

The Effect of Workload on Performance through Work Motivation

Workload has no significant effect on employee performance through work motivation. It is not proven that workload has a significant effect on employee performance through motivation, although it is proven that workload has a direct effect on motivation. Based on respondents' responses, it is important to determine employee work targets according to their abilities, qualifications and education level so that the workload and challenges provided can motivate them to work more enthusiastically.

CONCLUSIONS

Based on the results and discussion, the conclusion of this study is that leadership, workload and motivation have a positive and insignificant effect on performance, however, leadership has a positive and significant effect on job satisfaction and workload has a significant effect on motivation. Meanwhile, the indirect effect of leadership and workload on employee performance through work motivation is not significant.

This study is limited to employees of Bank Riau Kepri with a limited number of respondents. Further research should use a larger number of respondents so that the resulting model is more fit with conclusions that can be more generalized. A study involving all employees of Bank Riau Kepri in all branch offices and sub-branches in Pekanbaru city is ideal to carry out. This study suggests the leadership needs to ensure that the work carried out by employees is in accordance with the Standard Operating Procedures and job descriptions, and it is wise not to allow employees to hold concurrent positions. The leadership must stay open to new things, including technology and digital developments to be able to help ease the work of employees in providing the best service for customers. In addition, leaders and management need to maintain this condition so that employees feel that their place of work is their second home and they feel safe and comfortable at work. Lastly, employee performance needs to be improved through continuous education and training so that their work results are in accordance with the standards set and can become a reference for their fellow colleagues.

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