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Factors analysis of Bank Employee Performance with Human development skill-Special Reference to BRI

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Abstract

This study aims to examine the effect of transformational leadership, burnout, and emotional intelligence on work motivation, and the effect of work motivation on employee performance. Respondents in this study were 42 employees of BRI Syariah KC. Semarang City, where of the 42 employees are the entire population in the company. The approach used in this research is a quantitative approach. Data collection method used in this study is the distribution of questionnaires directly to respondents. Statistical analysis using structural Equation Model (SEM) with WarpPLS Version 6.0. The results showed that transformational leadership and burnout did not significantly influence the work motivation of BRI Syariah KC employees. The city of Semarang, while emotional intelligence had a positive and significant effect on the work motivation of BRI Syariah KC employees. Kota Semarang, and employee work motivation have a positive and significant effect on the performance of BRI Syariah KC employees. Semarang city. The results of this study provide implications for companies to make the right decisions to improve employee performance.

Keywords: 1. Transformational leadership, 2. Burnout, 3. Emotional intelligence, 4. Work motivation, 5. Employee performance.

I. Introduction

Effective leadership is a person who can lead with effective behavior both from his words, actions and attitudes, so as to be able to direct his subordinates to the goals to be achieved (Suryana, 2019). In addition to an effective leadership style, a leader must also have a transformational leadership style, in which to achieve company goals, a leader must be able to bring about fundamental changes, including; changes in employee values, goals and needs so that they can have an impact on high employee commitment (Masi and Cooke, 2000). In a company that needs transformational leaders, this is needed to encourage employee performance and be able to motivate in order to improve employee work quality (Bass, Avolio, Jung, and Berson, 2003).

Another factor that can affect employee performance is burnout. Burnout is a condition where a person experiences fatigue and hopelessness due to work pressure (King, 2010). Research conducted by the National Institute for Occupational Safety and Health (NIOSH), 2009, states that 40% of 100% of workers experience great stress due to work pressure. This is caused by company regulations that are too strict, so that employees experience heavy work pressure. Heavy work pressure makes employees experience fatigue, so with these fatigue employees will experience stress.

In running a company, it requires a rule, where the rules made have two possibilities, namely a positive impact on employees and a negative impact. The positive impact of the regulations made in the company is to increase employee motivation in achieving the expected targets, while the negative impact is that employees will feel pressured and stressed and can cause violations in work so that in the long run it will cause burnout.

Research conducted by Weiss and Cropanzano (in Supriyanto and Maharani, 2013) explains that in theory affective events describe job satisfaction and loyalty as a work attitude that will shape measurable behavior. The behavior is in the form of a desire to leave the company, an attitude of agreement and disagreement and work productively, where the work attitude is influenced by emotions experienced by employees both positive and negative. Emotional anxiety according to Cooper and Sawaf (in Wijaya and Zaroni, 2012), involves many things, including: self-control attitude, enthusiasm at work, perseverance and tenacity at work, the ability to motivate oneself, the ability to survive in the face of work pressure, the ability to resolve conflicts, the ability to see relationships properly, and control impulses and emotions.

Employee performance is strongly influenced by his motivation. If the motivation of employees to work to complete the targets set by the company is high, it will have a positive impact on the company, and vice versa. Motivation according to Robbins and Judge (in Wijaya and Zaroni, 2012) is a process towards the intensity, direction and perseverance of a person in achieving the goals he has set. Motivation theory proposed by Abraham Maslow (in Dharmesta, 2008), mentions five basic human needs, namely physiological needs (hunger, thirst and other physical needs), security needs (feeling of being protected from physical and emotional disturbances), social needs (taste affection and acceptance), the need for appreciation, and self-actualization. Employees will have high motivation in working when their basic needs are met.

Some previous studies have found variables that have a significant effect on work motivation. Angga Suprisma (2015) found a significant negative effect of burnout on work motivation, Wardhana (2014) found that emotional intelligence had a significantly positive effect on work motivation and Riana et al. (2014) found transformational leadership to have a significant positive effect on work motivation. Meanwhile, Kharis et al. (2015) conducted a study with motivation as a mediating variable and found that transformational leadership can improve employee performance through work motivation.

Based on the background above, the factors forming work motivation other than leadership namely the variable burnout and emotional intelligence are added. The addition of this variable is done to determine the effect on employee performance through the formation of work motivation. The purpose of this study was to determine the effect of leadership, burnout, and emotional intelligence variables on employee performance where motivation as a mediating variable.

Theoretical basis

Transformational leadership

According to Faupel and Stefan (2018) transformational leadership is a leader who can motivate his subordinates to be able to do what he wants in order to achieve organizational goals and can provide satisfaction to subordinates at a higher level. Transformational leadership style will bring a fundamental impact that is, changing values, goals and meeting the needs of subordinates, so that subordinates will have a commitment to the organization (Masi and Cooke, 2000). Good leaders are able to understand the company's vision to employees. The ability to convey a good vision to employees so that it can be understood as a value that is embedded in the hearts of employees can be interpreted as a transformative leadership trait. Transformative leadership can provide motivation, comfort and security to employees so that it will make employees loyal to the company.

Transformational leadership can increase employee morale and increase awareness to provide the best for the company. With high enthusiasm and motivation, it will encourage maximum performance and the perceived burden on the work being carried out will feel light and comfortable, making it easier to achieve the goals of the company or organization. Such a condition needs to be created by the leader so that the company's activities can run conducive and in control without any party feeling disadvantaged by the tasks assigned by the company to each work unit. According to Bass and Ringgio (in Sukrajab, 2016), transformational leadership consists of several behavioral components, including the following: (1) Idealized Influence, where a leader must have a great self-motivation, always find a solution to problems, have a large self-morality, be a good example for subordinates, have a clear vision and have a clear purpose. (2) Individualized Consideration, where a leader must always innovate and understand his subordinates, and can provide opportunities for subordinates to be able to increase their capacity, so that subordinates always feel comfortable and have high learning motivation. (3) Inspirational Motivation, where a leader must be able to inspire his subordinates in order to achieve the stated goals of the company. (4) Intellectual Stimulation, a leader must be able to make his subordinates always think critically about everything that concerns the company, so that all company policies and actions always depend on the rational principle.

From the above explanation it can be concluded that each leader must have a transformational leadership that is able to describe the company's vision. Company vision that can be delivered by the right leader will produce a good output, where the value of a vision can be translated into an action in the form of performance carried out by employees of the tasks of the company. Good performance will lead to the maximum output results that are based on increasing margins or increased profitability received by the company. Companies that have good profits will prosper the employees underneath, so that in this case between employees and companies will feel equally benefited.

Burnout

According to Maslach & Jackson (in Supriyanto and Maharani, 2013) burnout can be interpreted as a psychological syndrome consisting of emotional exhaustion, depression, and low personal accomplishment. Maslach and Jackson (1981) explained that burnout is a combination of three psychological tendencies, namely emotional exhaustion, an attitude that does not care about his career, and decreased individual work. As a result of the pressure obtained from his job, a person can experience high depression which ultimately adversely affects the company due to decreased performance. The cause of burnout according to Maslach and Jackson (1981) is not only because of stress, but there are other factors which include the characteristics of the individual itself, the work environment that is not conducive and emotional involvement with service recipients.

Greenberg and Baron (2008) mention burnout indicators consisting of five factors, including: (1) Excessive attention to work. (2) Feelings of frustration. (3) Working too hard. (4) Effectiveness of work completion. (5) Personal body condition. The aforementioned indicators are factors that can influence burnout / work pressure. If someone has a heavy workload, it will have a negative impact on performance, so in giving tasks to employees the company should be able to adjust to the maximum capacity of one's performance. A person or employee who has a workload that exceeds his capacity can cause stress and feeling very depressed which results in decreased employee productivity, so that in the long run the company will suffer.

Emotional Intelligence

According to Rosita and Yanuar (2019) emotional intelligence can be defined as the ability to control emotional life with intelligence, keep emotions stable, and express them with motivation, awareness, control, empathy and good social skills. Emotional intelligence includes several things including self-control, enthusiasm, perseverance and the strength to push yourself to be able to face the challenges being faced (Cooper and Sawaf in Supriyanto and Maharani, 2013). Someone who has good emotional intelligence will

be able to control himself against the situation that is being faced either in the form of work pressure or other situations, so that with good emotional intelligence, someone tends to be able to control the atmosphere to be more conducive. An employee needs to have good emotional intelligence to be able to deal with various kinds of stresses to be simpler and lighter. Employees who have good emotional intelligence tend to be able to carry out the tasks of the company well, perseverance in working, and focus on the task that is being done. Besides emotional intelligence can affect the motivation of an employee to perform work tasks in full responsibility and carried out thoroughly. Research conducted by Brown et al (in Supriyanto and Maharani, 2013) about the relationship between emotional intelligence and the goals expected by the company resulted in the conclusion that emotional intelligence influences one's performance.

According to Goleman (2015) there are five indicators of emotional intelligence, including: (1) Self-awareness, namely the ability to look at feelings that arise every time. (2) Self-regulation is the ability to regulate emotions arising from various events. (3) Motivation, namely the ability to self-regulate to achieve the expected goals. (4) Recognizing the emotions of others, namely the ability to understand the attitudes and behavior of others towards their needs. (5) Social skills, namely the ability to maintain relationships with others. A company in order to achieve the expected goals requires employees who have good emotional intelligence, where emotional intelligence is an ability or capacity of an employee to be able to work optimally. The intelligence possessed by employees in each work unit will provide benefits to the company. Emotional intelligence possessed by employees will provide direction and purpose in working to achieve the goals set by the company. Employees who have good emotional intelligence tend to be able to control themselves in certain situations, where in the world of work people are needed by good emotional intelligence.

Work motivation

Motivation according to Robbins and Judge (2015) is a process that explains the direction, perseverance and strength possessed by individuals to achieve their life goals. The attitude held is something that is not seen directly, but with this attitude someone can be motivated to act in order to achieve his goals (Zainal, Hadad, and Ramly, 2014). The important role of employees in a company is to realize the goals set. Employees will be able to work well when they have high work motivation. High work motivation will increase employee work productivity, because with high work motivation, an employee will be encouraged to work harder. High employee work motivation can be influenced by many aspects, including because they feel they have visionary leaders who are able to foster employee morale, or because they have other motivations, for example because of a conducive work environment, decent incentives, and so forth.

Another understanding conveyed by Andriani, Kusumawati, and Kristiawan, (2018), states that work motivation is a positive impetus that comes from inside and outside to improve performance. To achieve the expected work targets, it requires strengthening skills, self-control, and a higher standard of living. This is required to be done seriously in the long run and repeated until the desired goals are achieved. Based on the theory that has been revealed by Mc Clelland (in Robbin and Judge, 2015), explaining about several indicators of work motivation, including the following: (1) Oriented towards achieving goals. (2) Likes challenging work. (3) Has responsibilities. (4) Dare to take risks. and (5) Having a creative and innovative spirit. In a company, of course the character and motivation of employees in working is very diverse. This is determined by diverse backgrounds and motivations. From various motivations and backgrounds that are owned by employees, a company must be able to translate it or accommodate the interests of each employee in accordance with the company's capabilities. With the accommodations needed by employees and the fulfillment made by the company, it is likely that this will be able to foster employee motivation. In addition, a company must be able to create a conducive work climate so that employees feel comfortable and at ease in it.

Employee performance

According to Gomes (2003) employee performance is a result of work activities produced by work units in a company in accordance with the duties of each work unit / employee. Mathis and Jackson (2006) argue that performance is an activity carried out by employees. Performance in a broad sense is a series of employee activities to produce output from the results of production. Employee performance can be measured through the outputs done in the form of goods or services. In the banking world, the output can be in the form of additional funding or lending customers. Employees who have good performance are able to produce and achieve the targets set by the company. Another understanding of employee performance can be interpreted as contributions made by employees to the company, including the quality produced, the amount produced, the amount of time given to a company and the level of attendance. Meanwhile, according to Mangkunegara (2005) performance is something given to companies by employees both in the form of quantity and quality of work produced.

According to Mathis and Jackson (2006) there are several indicators to measure a person's performance, including: (1) Quantity, can be measured using how much the number of activities carried out as well as something that results from these activities. (2) Quality, can be measured by the results that have been done which can be near perfect or not. (3) Timeliness can be measured from an activity up to the output that has been produced, which can be completed by employees from a predetermined time period. (4) Effectiveness is a maximum utilization of time to increase company profits. (5) The presence of employees is an important thing that can be used as an indication of the level of employee performance. From some of these indicators the company provides an assessment of an employee in accordance with the desired weight by the company in determining employee performance, whether it is in accordance with the performance expected by the company or not.

Research Hypothesis

Based on the literature review formulated above, the research framework can be described as follows:

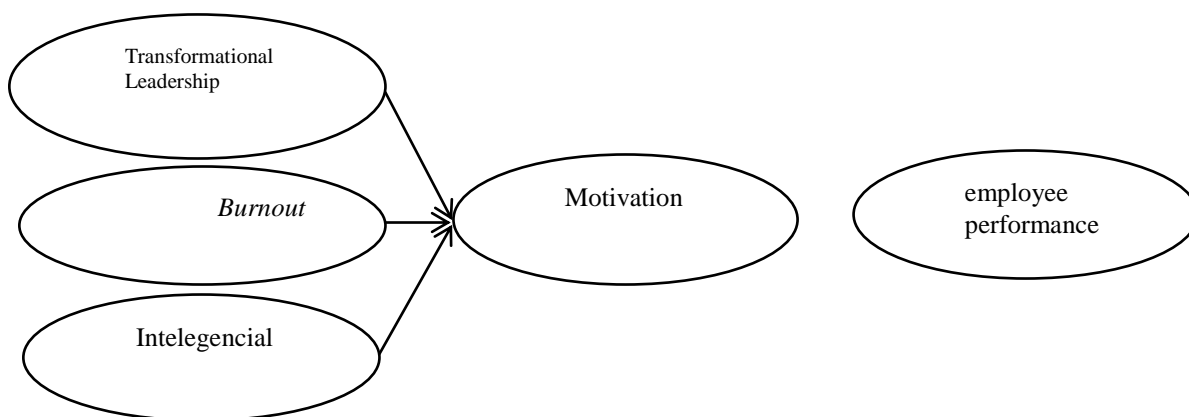


Figure 1. Framework

Hypothesis

1. Transformational leadership has a positive effect on work motivation.
2. Burnout has a positive effect on work motivation.

- 3. Emotional intelligence has a positive effect on work motivation.
- 4. Motivation has a positive effect on employee performance.

II. Method

Research Design

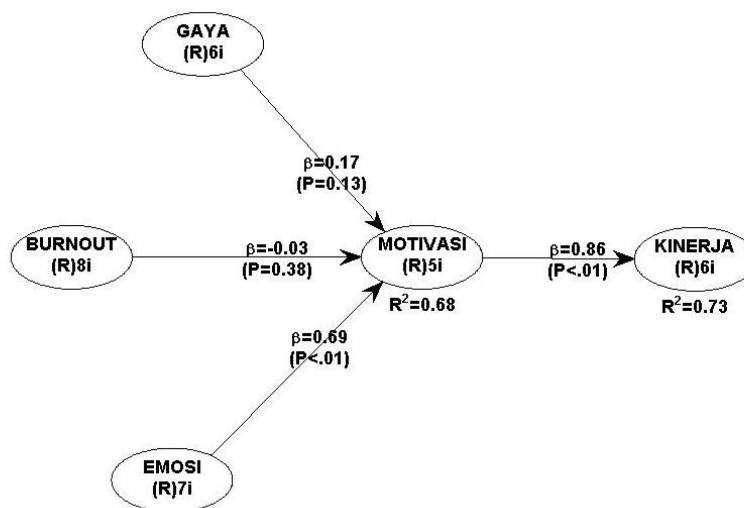
The approach used in this research is a quantitative approach. The research data were obtained from survey results using a questionnaire that was distributed to respondents. Each measure is assessed on an interval scale of one (1) to ten (10), where the value of one to express strongly disagree until the value of ten which states strongly agree (Bawono, 2006).

In this study the population was all employees of BRI Syariah Semarang Branch, totaling 42 people. Because the total population is less than 100, according to Arikunto (2012), states that if the population in a study has a population of less than 100 people, the total sample is the entire population, because in this study the population is only 42, the sample used was 42 people.

The test was carried out using Structural Equation Modeling (SEM) with Warp PLS Software Version 6.0. Hair, Hair, Black, Babin, and Anderson, (2010) state that SEM is a multivariate analysis technique that combines aspects of multiple regression and factor analysis to estimate a series of relationships between variables. Warp Partial Least Square (Warp PLS) version 6.0 is used because it is more flexible. Regression in PLS can be used for theory development, because it tests and validates exploratory models and does not require large sample sizes. In addition PLS can also estimate complex models with several independent variables and dependent variables. Another advantage of PLS is that it does not require normality, which is very suitable with predictive research, besides that this tool can also handle reflective and informative indicators (Henseler, Ringle, and Sinkovics, 2009).

PLS Warp SEM Test

The WarpPLS SEM Test Analysis in this study was used to determine the relationship of transformational leadership variables, burnout, emotional intelligence on work motivation. After that, test the relationship between work motivation on employee performance. The results of the SEM WarpPLS model analysis are as follows:



III. Results and Discussion

Student Discipline Attitudes in Mathematics Learning

Punctuality

Tabel 1. Result Test Reliabilitas

Konstruk	Composite reliability	Cronbach's Alpha	AVE
Style	0,987	0,984	0,924
Burnout	0,942	0,929	0,674
Emotion	0,966	0,959	0,803
Motivation	0,959	0,946	0,824
Work	0,972	0,965	0,852

From the table above it can be seen that a good model is if the constructor has a loading value above 0.7. The results of data processing showed that the composite reliability value of transformational leadership variables, burnout, emotional intelligence, work motivation and employee performance sequentially had values above 0.7, namely 0.987, 0.942, 0.966, 0.959 and 0.972. While the values of Cronbach’s alpha, all values indicate above 0.6. It can be concluded that this model has good reliability.

Table 2. Validity Test Results

Konstruk	Style	Burnout	Emotion	Motivation	Work
Style	0,961	-0,421	0,672	0,647	0,645
Burnout	-0,421	0,821	0,345	-0,337	0,219
Emotion	0,672	-0,345	0,896	0,812	0,761
Motivation	0,647	-0,337	0,812	0,908	0,857
Work	0,645	-0,219	0,761	0,857	0,923

Source: WarpPLS Output 6.0

Discriminant validity can be measured based on the Fornell-Lacker criteria, where this criterion can be seen from a comparison between the correlation of latent variables and the correlation coefficient using the AVE roots. The results of the analysis in this study indicate the root value of AVE on each latent variable of transformational leadership, burnout, emotional intelligence, work motivation and employee performance is greater than the correlation coefficient. It can be concluded that the Fornell-Lacker

discriminant validity criteria in this study are fulfilled, so the results of the criteria assessment above illustrate the relative outer models in this study are valid.

Table 3. Part Coefficients & P values

Path	Path Coefficient	P value	Keterangan
Style → Motivation	0,175	0,126	Not significant
Burnout → Motivation	-0,027	0,383	Not significant
Emotion → Motivation	0,685	0,001	Significant
Motivation → Work	0,857	0,001	Significant

Source: WarpPLS Output 6.0

Based on the above table, the results of hypothesis testing can be concluded as follows:

a. Transformational leadership style is formed from four indicators or statements. The results of the analysis show different results from the hypotheses that have been proposed, where the transformational leadership style does not significantly influence work motivation. This can be seen in the value of P values = $0.126 > 0.05$. Thus H1 was rejected. This is because employees feel every responsibility given will get help from the leadership, so the employee's work motivation is not too large (Sumardianti, 2016). The ease given by leaders in carrying out their duties in the form of direct assistance can make employees become lazy to work, so that work motivation decreases. This can result in a leader having a workload that is too large because they have to bear the workload of other employees. In the long run the decreasing employee productivity will have an impact on losses. In addition, in this case what happened at BRI Syariah KC Bank. The city of Semarang, transformational leadership style has an impact on decreasing employee motivation, this is due to the fact that every policy taken by the leader does not pay attention to the situation and conditions of the work environment, but every policy depends on the people who give the mandate to the leader. The results of this study are in accordance with the theory conveyed by Davis (2011) where leadership and motivation are different things. From the results of these studies illustrate that policy making in the company must be able to see certain situations and conditions, for example the situation of employees and other factors.

b. Burnout is formed from five indicators or statements. The results show that burnout does not significantly influence work motivation. This can be seen in the value of P values = $0.383 > 0.05$. Thus H2 is rejected. This research is in line with research conducted by Ningsih, Alwie, & Fitri (2017), that burnout has no effect on work motivation. This is because work is not just a routine, but an attitude of responsibility that must be possessed by every employee. An important role of a company is to instill the values of awareness about the meaning of a devotion, so that someone who is in a company has high loyalty to the company. Loyalty will make employees feel light to carry out tasks according to the mandate given by the company to him. Bank BRI Syariah KC. The city of Semarang in this case has succeeded in making every work unit in the company have a high level of awareness and loyalty to the work that it provides, so that large or small workloads will not affect the work ethic of employees.

c. Emotional intelligence is formed from seven indicators or statements. The analysis shows that emotional intelligence has a positive and significant effect on work motivation. This we can see in the value of P values = $0.01 < 0.05$. These results are consistent with research conducted by Suryasa, Prayoga, and Werdistira (2017) which states that a person's emotional intelligence will affect his motivation in doing things. Someone who has emotional intelligence is able to control himself in carrying out a task, so it is not easy to stress and feel depressed. The theory put forward by Hidayati, Purwanto, and Yuwono (2008) explains the

same thing that if a person is able to maintain self stability properly then all the difficulties and challenges being faced can be managed objectively. The problem faced will be enjoyed as a process in life, where the output of the person will be calmer, have motivation to work, more stable in facing challenges, and has a passion for achievement. So they will tend to be resistant to criticism, and in managing pleasure and sadness is not excessive. Emotional intelligence is a skill and ability possessed by someone to be able to motivate themselves to do something positive, and oriented towards achieving goals.

d. Work motivation is formed from five indicators or statements. The analysis shows that work motivation has a positive and significant effect on employee performance. This we can see in the value of P values = $0.01 < 0.05$. Thus H4 is accepted. This is in line with research conducted by Kahpi, Khurosani, and Suhendra (2017) which states that motivation has a positive and significant effect on employee performance. This shows that the higher a person's motivation to work, the resulting output will be maximal or it can be called its performance will increase. Other research conducted by Martini and Sarmawa (2019) states that in companies need to create a work culture to increase work motivation, so that with good work motivation will improve employee performance. Work motivation needs to be instilled in every employee in each work unit, because it is proven to be able to encourage employee productivity, so that it will benefit the company. In order to foster employee morale, the company must be able to appreciate every achievement given by employees to the company. Appropriate appreciation to employees for the achievements they have given to the company is a mutually beneficial relationship between the two parties concerned, namely the company and employees.

IV. Conclusion

The results of this study indicate that transformational leadership and burnout do not significantly influence employee motivation. The emotional intelligence factor has a positive and significant effect on employee work motivation and employee work motivation has an effect on performance. This research

Implications of this study for BRI Syariah KC Bank. The city of Semarang is that companies must pay attention to various factors that cause employees to work optimally as well as factors that cause a lack of employee contributions to the company. This research is able to give an idea to the company going forward in taking a policy to determine the company's future. In the midst of a very dynamic competition for financial institutions, banks must be able to create comfortable and conducive working conditions so that employees who are inside will feel well facilitated, so that they will be loyal to the company.

This study provides recommendations for mathematics teachers. Mathematics teachers should practice developing ideas and fresh insights, and formulating a form of disciplinary program planning in mathematics learning can be more varied and interesting, through improving the quality of the teacher's personal competence in setting an example for students about the importance of discipline.

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