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# **The Effect of Transformational Leadership and Employee Engagement on Employee Performance Mediated by Organizational Citizenship Behavior**

**(A Study at the State Bank of Indonesia Tulungagung)**

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## **Abstract**

The objectives of this study are transformational leadership in employee performance, employee involvement in employee performance, transformational leadership in organizational citizenship behavior, and employee involvement in organizational citizenship behavior. It is about analyzing the impact of involvement, transformational leadership on the behavior of an organization's citizenship through employee performance, and employee involvement. Employee Performance Mediated Organizational Citizenship and Organizational Citizenship Behavior Regarding Employee Performance. The approach in this research is positivistic with quantitative methodology, with the population being employees of Bank Negara Indonesia (BNI) Tulungagung as many as 311 employees with a total sample of 76 respondents. The data analysis method used in this study is path analysis. The results of the analysis show that transformational leadership affects employee performance, employee involvement affects employee performance, and transformational leadership influences the organization's civic behavior. is showing. The results of the analysis show that organizational citizen behavior has an impact on employee involvement, employee performance mediated by organizational citizen behavior

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has an impact on transformational leadership, and employees mediated by organizational citizen behavior. Explaining the impact of employee involvement on performance Organizational citizen behavior affects the Employee performance of Bank Negara Indonesia (BNI) Tulungagung.

**Keywords:** Transformational Leadership; Employee Engagement; Employee Performance and Organizational Citizenship Behavior (OCB).

## **1. Introduction**

Leadership is needed by individual employees, because there are certain limitations and advantages in an employee who works for a company. Employees must follow company rules or regulations so that they require the presence of a leader, this condition makes the role of leader needed by employees [3]. Leaders will work with their successors to develop creative solutions to complex problems while evolving to address a wider range of leadership responsibilities [2]. Leadership can motivate employees to work in the best way in the company and ultimately improve their performance. Performance is work performance reveals that "work achievement is the result of a person completing the tasks assigned to him, and it is based on skills, experience, sincerity, and time" [1].

The form of leadership that is believed to be able to balance the thinking and reflection of new paradigms in the context of globalization is formulated as transformative leadership. Transformational leadership described as a leadership style that can inspire or motivate employees, they can develop and achieve performance at a level higher than previously thought [7]. In addition, transformational leadership styles are considered effective in all situations and cultures [4].

When employees feel a harmonious relationship with the company and the company meets their needs, they do their best for the company. This is supported by the opinion of Kampaso and Sridevi (2019), "a strong relationship between managers and employees is also important for increasing employee engagement and retaining employees in the company" [11]. Currently, there are many ideas that talk about the two-way relationship between an employee, the company, and employee, such as organizational commitment, job satisfaction, and organizational civic behavior (OCB), but the latest is employee. Sandy and his colleagues (2020) suggests "employee involvement as people involved in work and workplace, enthusiastic and committed" [5]. That is where he works to provide work involvement, enthusiasm, employee involvement as a commitment, and support to maximize his performance [10].

Employee performance can be influenced in several ways, including leadership style and employee involvement. Leadership styles in this case, according to Budiwati and his colleagues (2020) can encourage employees to value from organizational goals such as high performance, better service delivery, and solving social problems [2]. In addition, Ghafoor and his colleagues (2019) state that transformational leadership can inspire employees to perform at their best [4].

In addition to transformational leadership, one of the factors that influences employee performance is their sense of attachment to their work. According to Sari and his colleagues (2017), if an employee has a strong sense of attachment to their job, the company will experience positive outcomes such as productivity, productivity, safety, attendance and retention, customer satisfaction, customer loyalty, and profitability [6]. The commitment of employees to their work encourages employees to make every effort to ensure that their work results can achieve expected goals [16].

Organizational citizenship behavior (OCB) is a voluntary informal regulation. With OCB, I hope that employees in the organization can be more integrated into their work environment. Gadot, & Golembiewski (2018) said that OCB is often referred to as contextual performance and can take the form of arriving early, leaving late and helping colleagues complete tasks [14]. At the same time, Hilmi. (2018) pointed out that any social system that only relies on a standard design of a certain form of behavior will be very fragile, and indicated that additional behaviors are needed to ensure human survival and success social system [7].

The research findings of Suyono and his colleagues (2017) show that transformational leadership has a partial, significant, simultaneous, and significant effect on employee engagement [1]. The same findings can be demonstrated from the results of Ghafoor and his colleagues (2019) which shows that transformational leadership style has a positive and significant impact on employee engagement [4]. Different findings from the research conducted by Sari and his colleagues (2017) are presented from the results of the research conducted which shows that transformational leadership has no effect on employee engagement [6]. A bank is an institution that prioritizes services and has social engagement with people in need, particularly in the financial sector. The Bank provides services in the form of qualified and capable employees, as well as aids that can assist in providing services to clients. In this case, the workforce plays an important role and is associated with civic behavior in the organization. An employee is someone who does their job of serving the community in terms of banking and dealing with social behavior. The behavior that occurs may be voluntary or require the completion of tasks to be performed or assignments given by management. Based on the findings, we find that there is a research gap with previous research conducted by multiple researchers, which is different from the findings of Suyono and his colleagues (2017) and Ghafoor and his colleagues (2019) about transformative leadership has a significant impact on employee involvement. However, findings from Sari and his colleagues (2017) show that transformational leadership does not affect employee involvement and organizational citizenship behavior. This research gap is the basis for conducting this research. In addition to considering research gaps from previous studies, this study also develops previous studies by conducting the latest studies using other variables related to the organization's civic behavior.

## **2. Literature Review**

### ***2.1 Transformational Leadership***

According to Juniarta (2019), transformational leadership, as a leader that inspires followers to surpass their personal interests, can have a profound and extraordinary impact on followers [9]. By making subordinates more aware of the importance of work results, leaders encourage them to put the organization or team above their own

interests, and activate their needs at a higher level, thereby changing and inspiring subordinates [13].

According to Bass in Mujiasih & Ratnaningsih (2018), Transformational Leadership is a charismatic leader who provides personalized consideration and intellectual inspiration [12]. Meanwhile, according to Juniarta (2019), Transformational Leadership include honesty and impartiality, clear goal setting, high expectations, support and awareness, follower emotional arousal, and people [9]. There are certain behavioral elements, such as making people believe.

From the above opinions, we can conclude that transformational leadership is a charismatic leader and has a central role and strategy in achieving that goal for the organization. Transformational Leadership also need to be capable of aligning their vision for the future with their subordinates and unnecessarily increasing their needs. The interaction between leaders and their subordinates is characterized by the influence of leaders who change their behavior, increase their abilities and motivations, and strive to perform quality work.

## ***2.2 Employee Engagement***

Employee engagement is a state in which an employee is emotionally committed to the organization and its goals [18]. Employee engagement arises not only because they have to do, they need to be rewarded or promoted, but because they care. An avid employee is one who is truly enthusiastic and enthusiastic about the job or organization. That is, provided that employees work hard to complete their work with all their heart and energy [16].

## ***2.3 Organizational Citizenship Behavior***

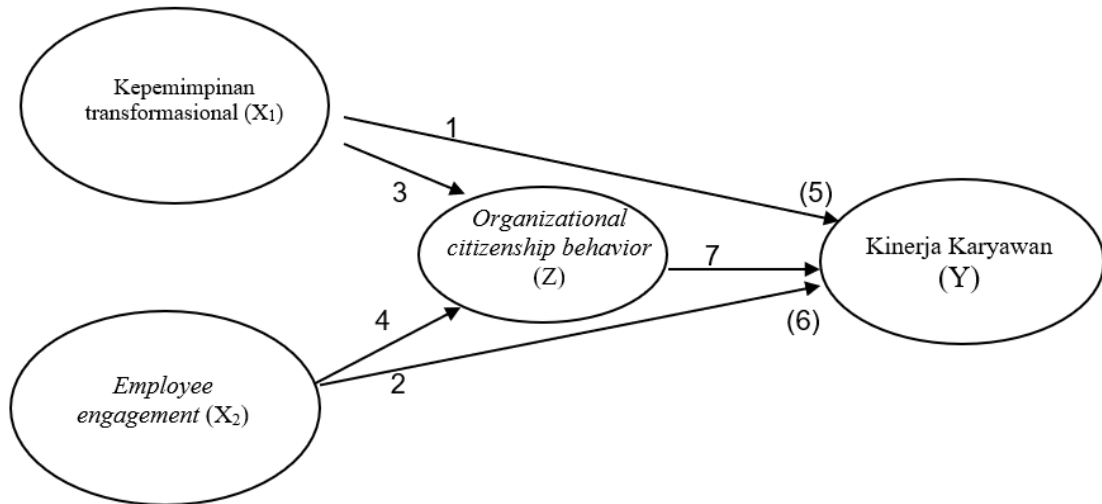
Organizational Citizenship Behavior (OCB) is an individual contribution to exceeding the requirements of the role in the business and is rewarded with achieving mission performance. This OCB includes many behaviors including helping others, volunteering to take on additional tasks, and obeying workplace rules and procedures. These behaviors describe "employee value-added", which is a pro-social behavior, that is, positive, constructive and meaningful social behavior to provide help [7]. OCB behavior does not appear in employee job descriptions, but it is highly anticipated because it supports improving the effectiveness and survival rate of an organization or company, especially in an increasingly competitive business environment [9]. That is to say, people with high OCB will not get paid in the form of money or a certain bonus, but OCB is more about social behaviors that each person exceeds expected work, such as tolerance in undesirable/fun work. Situation, provide advice suggestions that are constructive at work and do not waste time at work is an example [14].

## ***2.4 Employee Performance***

Sedarmayanti. (2017: 67) states the concept of performance as follows: "Quality and quantity of work achieved when employees perform their duties according to their assigned responsibilities [17]." On the other hand, according to Sadeghi & Pihie (2019), "performance is something performed by an individual or a group of people, or a product or service" [15].

From the above two opinions, it can be understood that performance is the result of the work done by a person in performing an assigned task according to established criteria. Performance can be used as a measure of the quality and quantity of work that an employee or employee has accomplished in performing their duties according to their assigned responsibilities.

### Conceptual framework and hypotheses development



**Figure 1:** Conceptual Framework.

### Research Hypothesis:

- H<sub>1</sub> : There is an influence of transformational leadership on the performance of Bank Negara Indonesia (BNI) Tulungagung employees.
- H<sub>2</sub> : There is an effect of employee engagement on the performance of Bank Negara Indonesia (BNI) Tulungagung employees.
- H<sub>3</sub> : There is an effect of transformational leadership on organizational citizenship behavior in employees of Bank Negara Indonesia (BNI) Tulungagung.
- H<sub>4</sub> : There is an effect of employee engagement on organizational citizenship behavior in employees of Bank Negara Indonesia (BNI) Tulungagung
- H<sub>5</sub> : There is an effect of transformational leadership on employee performance mediated by organizational citizenship behavior in employees of Bank Negara Indonesia (BNI) Tulungagung
- H<sub>6</sub> : There is an effect of employee engagement on employee performance mediated by organizational citizenship behavior on employees of Bank Negara Indonesia (BNI) Tulungagung
- H<sub>7</sub> : There is an effect of organizational citizenship behavior on the performance of Bank Negara Indonesia (BNI) Tulungagung employees.

### 3. Research Methods

This study is a descriptive study. This survey was conducted in Tulungagung, Bank Negara Indonesia (BNI), at the address Jalan Panglima Sudirman, Jl. Raya Ngunut, Tulungagung Regency. The population of this survey was as many as 311 employees in Bank Negara Indonesia (BNI) Tulungagung. The sampling method in this study used the proportional random sampling method. The methods used to collect the data in this survey were surveys and interviews. The data measurement method used in this study used the Likert scale (scales 1 to 5).

### 4. Results

The demographic of respondent based on the survey result will explained in Table 1.

**Table 1:** Summary of Characteristics of Respondents.

Gender	Number of people)		Percentage
Man	46		60.53%
Woman	30		39.47%
<b>Amount</b>	<b>76</b>		<b>100%</b>
Length of work	Number of people)		Percentage
	Permanent	Not fixed	
< 3 years	15	3	23.68%
3-5 Years	31	8	51.31%
>5 years	15	4	25%
<b>Amount</b>	<b>61</b>	<b>15</b>	<b>100%</b>
Level of education	Number of people)		Percentage
senior High School	6		7.89%
Diploma	21		27.63%
Bachelor (S1 & S2)	49		64.47%
<b>Amount</b>	<b>76</b>		<b>100%</b>
Age	Number of people)		Percentage
< 25 years old	48		63.15%
25-40 years old	21		27.63%
> 40 years	7		9.21%
<b>Amount</b>	<b>76</b>		<b>100%</b>
Marital status	Number of people)		Percentage
Marry	27		35.52%
Not married yet	49		64.47%
<b>Amount</b>	<b>76</b>		<b>100%</b>

### Model Test

Goodness of fit Model used to determine the magnitude of the diversity of exogenous variables in explaining the diversity of endogenous variables, or in other words to determine the magnitude of the contribution of exogenous variables to endogenous variables. The Goodness of fit Model in the Path analysis is carried out using the Total Determination Coefficient ( $R_2$ ). The results of the Goodness of Fit Model are summarized in the following Table 2.

**Table 2:** Goodness of Fit Model.

Variable	R <sub>2</sub>
Transformational leadership	0.260
Employee Engagement	0.195
$R_m^2 = 1 - ((1 - R_{Y1}^2) * (1 - R_{Y2}^2))$ $R_m^2 = 1 - ((1 - 0,260) * (1 - 0,195)) = 0,5957$	

Source: Primary data processed, 2021

The calculation result of the model accuracy rate of 59.57% shows that the model's contribution rate to the explanation of the four variable structure relationships studied is 59.57%. The remaining 40.43% is explained by other variables not included in the model of this study.

### Hypothesis Test

- **Direct Influence**

#### a. Hypothesis Testing 1

Testing the first hypothesis shows that there is an impact of transformational leadership on employee productivity at Bank Negara Indonesia (BNI) Tulungagung, showing a travel ratio of 0.519 at a t-value of 5.227. This value is greater than table t (1.992), and the significance value is less than 0.05. These results imply that transformational leadership has a significant impact on employee productivity at Bank Negara Indonesia (BNI) Tulungagung, which means that this is consistent with the first hypothesis that transformational leadership has a significant impact on employee productivity, meaning that Hypothesis 1 is accepted.

#### b. Hypothesis Testing 2

Testing the second hypothesis shows that employee engagement affects employee productivity at Bank Negara Indonesia (BNI) Tulungagung, which has a travel ratio of 0.453 at a t-value of 4.372. This value is greater than table t (1.992), and the significance value is less than 0.05. These results indicate that employee engagement influences their productivity, which means that hypothesis 2 is accepted.

#### c. Hypothesis Testing 3

The results of testing the third hypothesis show that there is an influence of transformational leadership on the civic behavior of employees of the Bank Negara Indonesia (BNI) Tulungagung, showing the value of the travel coefficient of 0.434 with the value of 4.148. This value is greater than table t (1.992), and the significance value is less than 0.05. These results imply that transformational leadership has a positive and significant direct impact on employee performance, which means that it is consistent with the third hypothesis, according to which transformational leadership has a significant impact on the civic behavior of the organization, which means that hypothesis 3 is accepted.

**d. Hypothesis Testing 4**

The results of the test of the fourth hypothesis show that employees of Bank Negara Indonesia (BNI) Tulungagung with a path coefficient value of 0.317 and a value of 2.872 have an influence of employee engagement on the organizational citizenship behavior of employees. This value is greater than t table (1.992) and the significance value is less than 0.05. These results mean that employee engagement has a significant influence on the organizational civic behavior of the employees of Bank Negara Indonesia (BNI) Tulungagung, which means that it corresponds to the fourth hypothesis that employee engagement has a significant influence on organizational civic behavior. This means that Hypothesis 4 is accepted.

**e. Hypothesis Testing 5**

The results of testing the seventh hypothesis show that the civic behavior of the organization affects the productivity of the employees of Tulungagung Bank Negara Indonesia (BNI), showing an indirect path coefficient of 0.707 versus 8.597. This value is greater than table t (1.96) and the significance value is less than <0.05. These results indicate that corporate civic behavior has a significant impact on employee productivity, which means that hypothesis 5 is accepted.

**• Indirect Influence**

**f. Hypothesis Testing 6**

The results of testing the fifth hypothesis show that transformational leadership has an impact on employee performance mediated by organizational citizen behavior of Bank Negara Indonesia (BNI) Tulungagung employees, as shown in Table 3.

**Table 3:** Recapitulation of Direct, indirect and Total Effects.

Variable	Endogenous Variables	Direct Effect	Indirect Effect	Total Effect	t	Sig.	Keputusan
Transformational leadership	Employee Performance	0.519	0	0.519	5,227	0.000	Significant
Organizational citizenship behavior	Performance	0.707	0	0.707	8,597	0.000	Significant
Transformational leadership	Employee performance	0.519	(0.519x0.707) =0.367	0.886	5,227	0.000	Significant
N= 76							

Direct Effect (direct influence) transformational leadership on employee performance that is equal to 0.367.

Indirect Effect (IE) = PY1X x PY2Y1

= 0.519x0.707

Total Effect = PY2X + (PY1X x PY2Y1)

= 0.519 + 0.367



$$= 0.367$$

$$= 0.886$$

Calculations show that organizational citizenship behavior is proven to be an intervention variable for transformational leadership's impact on employee performance. The calculation results show that the total effect is greater than the direct effect. The calculation result of indirect effect (IE) proves this point, its value is 0.367, and the impact of transformational leadership on organizational citizenship behavior-mediated employee performance is 0.886, which means that Hypothesis 5 is accepted.

**g. Hypothesis Testing 7**

The result of testing the sixth hypothesis shows that the organizational citizenship behavior of Tulungagung employees of the National Bank of Indonesia (BNI) mediates the impact of employee engagement on employee performance.

**Table 4:** Recapitulation of Direct, indirect and Total Effects.

Variable	Endogenous Variables	Direct Effect	Indirect Effect	Total Effect	t	Sig.	Kep.
Employee engagement	Employee Performance	0.453	0	0.453	4,372	0.000	Significant
Organizational citizenship behavior	Performance	0.707	0	0.707	8,597	0.000	Significant
Employee engagement	Employee performance	0.453	(0.453x0.707) =0.320	0.773	4,372	0.000	Significant
N= 76							

Direct Effect (direct influence) employee engagement on employee performance that is equal to 0.320.

$$\text{Indirect Effect (IE)} = \text{PY1X} \times \text{PY2Y1}$$

$$= 0.453 \times 0.707$$

$$= 0.320$$

$$\text{Total Effect} = \text{PY2X} + (\text{PY1X} \times \text{PY2Y1})$$

$$= 0.453 + 0.320$$

$$= 0.773$$

The calculation shows that the civic behavior of the organization is proven as an intermediate variable that affects the impact of employee engagement on their productivity. The calculation results show that the total effect is greater than the direct one. This is evidenced by the results of calculating the indirect effect (IE), which is 0.320, while the impact of employee engagement on employee productivity mediated by the civic behavior of the organization is 0.773, which means that hypothesis 6 is accepted.

Based on an explanation of direct and indirect impacts on employee performance, it was found that transformational leadership and employee engagement have a direct impact on employee performance.

## **5. Discussions**

### **The influence of transformational leadership on the performance of Bank Negara Indonesia (BNI) Tulungagung employees**

This is an employee if the company implements a transformational leadership style that indicates the type of leader who has the ability to set aside personal interests for followers, influence and emphasize the building of followers. Improves performance. The influence of transformative leadership on the performance of the employees of Bank Negara Indonesia (BNI) Tulungagung shows that so far the leadership has always tried to raise the awareness of the employees by supporting the employees in order to maximize the potential of the employees with it they have a high employee desire and support the achievement of corporate goals. Bank Negara Indonesia (BNI) Tulungagung's transformative leadership is closely related to performance. Executives always want optimal performance, so the leadership of a bank must have transformative values in their implementation. These values will motivate and raise awareness for maximum results or performance. Therefore, by analyzing Bank Negara Indonesia (BNI) 's transformative leadership, Tulungagung offers assistance in the effort to maximize service delivery.

### **The influence of employee engagement on the performance of Bank Negara Indonesia (BNI) Tulungagung employees**

The analysis results show that employee engagement has an impact on the performance of the employees of Bank Negara Indonesia (BNI) Tulungagung. The analysis results show that with the improvement of employee engagement, employee engagement is the satisfaction and positive emotion that an individual feels about work and organization. The analysis results show that employee engagement itself is a concept that is believed to improve employee performance, because employee engagement itself is a condition for organization members to perform their job roles, work and express themselves (the energy released by employees). When carrying out work), cognition (employees' expectations of the organization, leaders and working conditions of the organization), and emotions (including how employees feel about the organization), this fact happens to the employees of the National Bank of Indonesia (BNI) Tulungagung. The impact of employee engagement on employee performance is very important, because the engagement that employees establish with the company they work for is very important. A sense of belonging can provide both feedback on management and loyalty to the company. This deliberate participation always results in employee involvement so that the activities of the employees can be controlled as an attempt to improve the performance of the bank.

### **The influence of transformational leadership on organizational citizenship behavior on employees of Bank Negara Indonesia (BNI) Tulungagung**

The results of the analysis show that transformational leadership has an impact on the organizational citizenship behavior of Bank Negara Indonesia (BNI) Tulungagung employees. The most important aspect of planned and

unplanned organizational changes is personal changes. Personal changes are not easy, but they have to go through a process. Since leaders are the role model of the organization, changes should start at the top level (leaders). The results of the analysis show that Bank Negara Indonesia (BNI) Tulungagung's leadership can influence OCB behavior as companies experience setbacks without effective leadership from leaders. .. Leaders basically behave differently in leadership or are often referred to as leadership styles. Bank Negara Indonesia (BNI) Tulungagung's transformative leadership style is carried out by leaders influencing the behavior of others according to their wishes and is influenced by their own nature. Employees have leaders who serve on the board of these employees in order to act in accordance with the company's goals.

### **The effect of employee engagement on organizational citizenship behavior on employees of Bank Negara Indonesia (BNI) Tulungagung**

The analysis explains that employee engagement influences the civic behavior of Bank Negara Indonesia (BNI) Tulungagung employees. The presence of significant influence indicates that with high employee engagement, the organization's civic behavior will grow. This fact shows that Bank Negara Indonesia (BNI) Tulungagung employees are associated with different ideas in organizational behavior, but still remain different. Employee engagement is not just a position, such as a commitment to an organization, it is the level of attentiveness of an employee who is associated with their work. The employee participation that occurred in the National Bank of Indonesia (BNI) Tulungagung can focus employee behavior on employee participation and commitment, which of course can create voluntary and informal behavior that can help colleagues and organizations, and employee participation is more like a formal The performance role can say so. Go beyond voluntary actions to provide support to maximize employee performance.

### **The effect of transformational leadership on employee performance mediated by organizational citizenship behavior on employees of Bank Negara Indonesia (BNI) Tulungagung**

The analysis results show that the impact of transformational leadership on employee performance has an impact on the employees of the National Bank of Indonesia (BNI) Tulungagung through organizational citizenship behavior. The existence of a significant impact indicates that increasing organizational citizenship behavior can increase the impact of transformational leadership on employee performance. It is important for employees to participate in work activities because their participation will make them willing and willing to work with leaders or colleagues. The existence of these employees makes the leadership applied by the company actually support the realization of performance.

### **The effect of employee engagement on employee performance mediated by organizational citizenship behavior on employees of Bank Negara Indonesia (BNI) Tulungagung**

The analysis results show that the organizational citizenship behavior of Tulungagung employees of the National Bank of Indonesia (BNI) mediates the impact of employee engagement on employee performance. The existence of a significant impact indicates that increasing organizational citizenship behavior can increase the impact of employee engagement on employee performance.

High human resources involvement facilitates the emergence of Organizational Citizenship Behavior (OCB). That is, an action that is not part of a formal job requirement, but is carried out by its own free will, which promotes the effectiveness of organizational functions. Organizational Citizenship Behavior (OCB) is demonstrated by wise personal behavior and is indirectly recognized by the formal reward system of the relevant organization. The explanation of the previous hypothesis explains that involvement in work affects organizational citizenship behavior (OCB), and organizational citizenship behavior (OCB) affects employee performance. This means that Organizational Citizenship Behavior (OCB) can mediate the impact of employee involvement on performance.

### **The influence of organizational citizenship behavior has an effect on the performance of Bank Negara Indonesia (BNI) Tulungagung employees**

Calculation results show that the civil behavior of the organization affects the performance of employees at Bank Negara Indonesia (BNI) Tulungagung. The results of the analysis show that as the organization's civic behavior increases, so does the performance of its employees. This OCB includes several actions, such as helping others, volunteering for additional tasks, and following workplace rules and procedures. This behavior represents the added value of employees and is a type of prosocial behavior. In other words, positive, constructive and meaningful social behavior.

### **6. Conclusion**

The analysis results show that transformational leadership has an impact on the performance of Tulungagung employees of Bank Negara Indonesia (BNI). This shows that when the company implements a transformational leadership style well, employee performance will improve. Employee engagement has an impact on the performance of Tulungagung employees of Bank Negara Indonesia (BNI). The results of the analysis show that with increasing employee engagement, employee performance will increase.. Transformational leadership has an impact on the organizational citizenship behavior of Tulungagung employees of the National Bank of Indonesia (BNI). This means that if transformational leadership gets better, organizational citizenship behavior will increase. According to the analysis results, it is explained that employee engagement has an impact on the organizational citizenship behavior of Tulungagung employees of the National Bank of Indonesia (BNI). The existence of a significant impact indicates that as employee engagement increases, organizational citizenship behavior will increase. The analysis results show that the impact of transformational leadership on employee performance has an impact on the employees of the National Bank of Indonesia (BNI) Tulungagung through organizational citizenship behavior. This means that as organizational civic behavior grows, it can amplify the impact of transformational leadership on employee productivity. The analysis shows that there is an impact of employee engagement on employee productivity, mediated by the civic behavior of employees at Bank Negara Indonesia (BNI) Tulungagung. The existence of significant influence suggests that growing civic behavior in an organization can amplify the impact of employee engagement on employee productivity. Organizational civic behavior affects employee productivity at Tulungagung Bank Negara Indonesia (BNI), which means that as organizational citizenship behavior increases, so does employee productivity.

## **7. Limitations**

Lack of understanding from respondents about the seriousness of the questionnaire questions and answers. As a result, the results of this survey are still vulnerable to the bias of respondents' responses. The survey results were not representative enough to represent the company's global situation, as the survey was conducted only on employees of Bank Negara Indonesia (BNI) Tulungagung.

## **8. Suggestion**

Leaders are expected to be willing to listen to the difficulties and complaints experienced by employees in the workplace. Company management is expected to constantly create good working conditions so that employees can work comfortably. The company is expected to strive to maintain good relationships with employees at all times so that they are willing to perform or perform their assigned tasks.

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