



The Influence of Transformational Leadership, Workload, and Competence on SME Relationship Manager Performance at Bank BNI Territorial Office 1 North Sumatera

Tirza Hafiz^(✉), Yeni Absah, and Isfenti Sadalia

University of North Sumatra, Medan, Indonesia
hafiztirza@gmail.com

Abstract. Fierce competition in the banking industry requires companies to outperform and innovate to survive and evolve. As a driving force for a company, human resources have to play the most important role and work well to help the company achieve its goals. This research aims to analyze the relationship among cause and effect from the independent variables: transformational leadership, workloads, and competence, and the dependent variable: employee performance from the SME Relationship Manager of Bank BNI Territorial Office 01 North Sumatera. Data collection was conducted by a questionnaire distributed directly to all employees. The statistical method used was the multiple regression method. The result of this research showed that transformational leadership, workload, and competence have a positive and compelling impact on employee performance and all the independent variables have a partial effect and simultaneously influence employee performance from SME Relationship Manager of Bank BNI Territorial Office 01 North Sumatera.

Keywords: Transformational Leadership · Workload · Competence · Employee Performance

1 Introduction

Fierce competition in the banking industry requires companies to outperform and innovate to survive and evolve. As a driving force for a company, human resources have to play the most important role and work well to help the company achieve its goals. Bank BNI Territorial Office 1 North Sumatera is one of the subsidiaries of PT. Bank Negara Indonesia (Persero). Each BNI office has an SME Relationship Manager whose part of its duties or responsibility is to distribute and maintain its SME (Small Medium Enterprise) lending segment. To progress the quality of its workers, Bank BNI features a execution administration framework to assess their execution, such as efficiency, client connection, engagement, capacity, and aptitudes. In an institution, the administration figure plays a crucial part because the pioneer plays a part in progressing and directing the institution to attain its objectives. The authority characteristics are for the most part

in line with transformational administration, to be specific a administration that can spur and mobilize and shows the capacity to be dexterous in each circumstance. Other than administration, another calculate is workload. The workload is one perspective that each company, counting Bank BNI must consider since workload can influence representative efficiency. The final calculate is representative competence; competence is the set of irrefutable characteristics and abilities that empower and make strides the productivity or execution of a work. Human assets are imperative for institutional greatness and act as the most calculate in accomplishing expected.

Worker execution is anticipated to progress with organization destinations, a great administration fashion from the pioneer, a corresponding workload, and solid competence [1]. Execution is characterized as a person's by and large success in carrying out exercises over a period of time in comparison to work measures, targets, or criteria that have been set up in progress [2]. Based on the background above, this research aims to analyze the influence of transformational leadership, workload, and competence on SME Relationship Manager Performance at Bank BNI Territorial Office 1 North Sumatera transformational leadership consists of two words: leadership, which means someone who directs and coordinates, and transformational, which comes from the word to transform, meaning changing one form to another.

Bass and Avolio [3] revealed that transformational leadership is a leadership model to improve human resources, and the relationship the leader's effect on subordinates can be measured, with indicators of trust, admiration, loyalty, and respect for the leader, trying to motivate followers to do something more in order to achieve performance.

Kendra [4] defined transformational leaders as leaders who dominate the situation by conveying a clear vision of the group's goals, enthusiasm for work, and the ability to make members feel recharged and energized. It can be seen that transformational authority may be a pioneer who gives individualized thought and mental incitement to subordinates or supporters. With transformational administration, devotees feel believe, adoration, devotion, and regard for the pioneers and are spurred to do more than was at first anticipated.

Workload is a consequence of the activities given to employees; it is a difference among the capacity or ability of workers and the demands of the work that must be faced [5]. Workload is the result of the interplay among job demands, the work environment in which it is employed as a workplace, worker skills, behavior, and perceptions [5].

Spencer [6] suggested that competence alludes to the fundamental characteristics of behavior that portray the thought processes, individual characteristics, self-concept, values, information, or abilities brought by a predominant entertainer at work. Gaol [7] argued that the quality of an institution's employees determines its prosperity. According to some experts, the formula competence = performance would result in a person's performance. Performance is the result of a process measured over a certain period based on pre-determined terms or agreements. According to Armstrong in Edison [8], Person and group execution are created through execution administration, which may be an efficient method for progressing organization execution. Execution alludes to a person's capacity to total assignments, the work that comes about that an individual or bunch of individuals in an institution can accomplish in agreement with their particular specialists and responsibilities, or how an individual is anticipated to operate and carry on

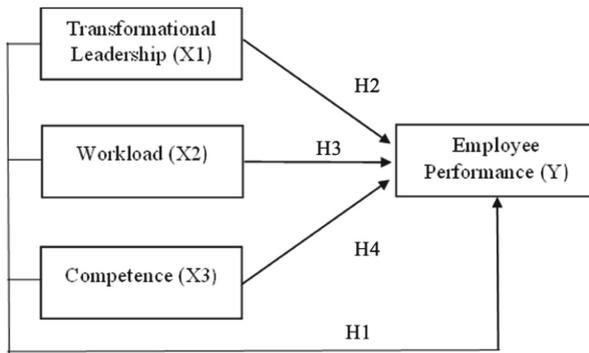


Fig. 1. Conceptual Framework.

in understanding with the errands that have been doled out to him, as well as the amount, quality, and time went through on the errand. Within the endorsed employments, each representative has shifted work capacities [9].

Performance encompasses more than just achieving goals; it also includes other factors. According to Prawirosentono [10], work that an individual or group of people can accomplish in an institution determines performance. It means abiding by all authority and responsibilities, achieving the institution's goals lawfully, without breaking the law, and in compliance with morals and ethics [11].

The conceptual framework explains the thinking flow in research [12]. The conceptual framework is prepared as a guide in researching so that research has a corridor in finding answers according to the formulation of research problems. The research concept framework is presented in Fig. 1.

The following is the formulation of this research hypothesis, based on the research's conceptual framework:

H1: Employee performance is positively impacted by transformational leadership, workload, and competence all at the same time. H2: Transformational leadership affects employee performance in a favorable and compelling way. H3: Workload has a compelling and favorable impact on employee performance. H4: Employee performance is influenced by competence in a favorable and persuasive way.

2 Research Methods

This study is quantitative research conducted at Bank BNI Territorial Office 1 North Sumatera in Medan city. The population in this research was all SME Relationship Managers at Bank BNI Territorial Office 1 North Sumatera, with a total number of the population was 42 respondents. The basic data came from the Likert scale questionnaires that were provided.

Valid indicators are indicators that have a small level of error. Substantial implies that the instrument can be utilized to degree what ought to be measured [13]. Based on the data collected from 42 respondents, the validity test results show that all statement

items show that Pearson correlation at a compelling level above 0.05, so the critical value is considered valid and can be used in research.

The reliability test is a measure that shows how high an instrument can be trusted or reliable, meaning that reliability concerns the accuracy (in the sense of being consistent) of measuring instruments [14]. Another meaning is that if the same set of objects is measured many times with the same measuring instrument, the same result will be obtained. Based on the data collected from 42 respondents, the results of the reliability test show that the average Cronbach alpha value is above 0.6 for all the variables, it implies that the instrument utilized to degree the fourth variable is considered dependable and can be utilized to degree each variable in this inquire about.

3 Results and Discussion

Table 1 shows the multiple regression test with the expected model is:

$$Y = f(\beta_1X_1 + \beta_2X_2 + \beta_3X_3)$$

$$Y = 5.177 + 1.528X_1 + 2.111X_2 + 1.289X_3 + \epsilon$$

The constant 5.177 means that if transformational leadership (X1), workload (X2), and competence (X3) have no value, then employee performance (Y) has a value of 5.177. Transformational leadership (X1) has a value of 1.528, meaning if the other independent variables are ignored, and transformational leadership (X1) increases by 1 point or 1%, then employee performance (Y) will increase by 1.528 per 1 point/1%. The positive coefficient means a positive relationship among X1 and Y. The higher the X1, the greater the Y.

Workload (X2) has a value of 2.111, meaning if the other independent variables are ignored, and workload (X2) increases by 1 point or 1%, then employee performance (Y) will increase by 2.111 per 1 point/1%. The positive coefficient means a positive relationship among X2 and Y, and the higher the X2, the greater the Y. Competence (X3) has a value of 1.289, meaning if the other independent variables are ignored, and competence (X3) increases by 1 point or 1%, then employee performance (Y) will increase 2.111 per 1 point/1%. The positive coefficient means a positive relationship among X3 and Y, and the higher the X3, the greater the Y.

Table 1. Multiple Regression

Model		Unst Coeff		Stand. Coeff
		B	Std Error	Beta
1	Constant	5,177	3,088	
	Leadership	1,528	1,059	0,613
	Workload	2,111	0,114	0,054
	Competence	1,289	1,061	1,496

Table 2. F-Test

Mean	F	Sig.
194,689	89,612	0,000
2,173		

Table 3. t-Test

Model		t	Sig
1	Constant	1,677	-
	Leadership	0,498	0,001
	Workload	0,981	0,001
	Competence	1,215	0,003

Table 4. Kolmogorov-Smirnov Test.

Normality Test	Asymp. Sig
Regression Equation	0,771

Table 2 shows that F-value is 89.612 with a compelling probability of 0.000, where the significance probability value is smaller than 0.05. Thus, the first hypothesis states that “Transformational leadership, workload, and competence simultaneously affect employee Performance” is accepted. The conclusion is that the transformational leadership (X1), workload (X2), and competence (X3) variables simultaneously have a compelling effect on Employee Performance (Y).

Table 3 shows that the regression coefficient value of transformational leadership has a sig value of 0.001, this value is smaller than 0.05 or the value of $\text{sig} < \alpha$, this means that the research hypothesis states, “transformational leadership partially affects employee performance” is accepted. The regression coefficient value of workload has a sig value of 0.001; this value is smaller than 0.05 or the value of $\text{sig} < \alpha$, this means that the research hypothesis, which states “workload partially affects employee performance” is accepted. The regression coefficient value of competence has a sig value of 0.001, this value is smaller than 0.05 or the value of $\text{sig} < \alpha$, this means that the research hypothesis, which states “competence partially affects employee performance” is accepted.

Table 4 shows that the Kolmogorov-Smirnov value for all the above regression equations is 0.771 with a compelling (>0.05). From these results, it can be said that the residual data in this research is normally distributed.

4 Conclusion

Employee performance is influenced by transformational leadership, workload, and competency all at the same time. The impact of transformational leadership on employee performance is vital; if the consequence of transformational leadership is managed effectively, SME Relationship Manager performance at Bank BNI Territorial Office 01 North Sumatera will also improve.

Workload substantially benefits employee performance; as the workload grows, so does employee performance. This is followed by transparency regarding the workload assigned and the potential incentives for employees. The performance of the SME Relationship Manager at Bank BNI Territorial Office 01 North Sumatera can be improved if workloads are well handled.

Competence has a strong positive impact on employee performance; as competence improves, employee performance improves as well. Because competency-based employee development is a form of concern and recognition by the company or leadership to employees who show workability, craft, compliance, and work discipline, the company should develop competency-based employees to improve SME Relationship Manager performance at Bank BNI Territorial Office 01 North Sumatera.

References

1. Toutanova, K., Haghighi, A., & Manning, C. D. (2005). Joint learning improves semantic role labeling. In *Proceedings of the 43rd annual meeting of the association for computational linguistics (ACL 2005)* (pp. 589–596).
2. Hardianto, T., Suci, R. P., & Hermawati, A. (2022). Mediasi Kepuasan Kerja: Motivasi Dan Employee Engagement Terhadap Kinerja Perawat. *JIM (Jurnal Ilmu Manajemen)*, 7(3), 63–79.
3. Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and institutional culture. *Public Administration Quarterly*, 1(1), 112–121.
4. Brar, G. S., Capinera, J. L., Kendra, P. E., McLean, S., & Peña, J. E. (2013). Life cycle, development, and culture of *Xyleborus glabratus* (Coleoptera: Curculionidae: Scolytinae). *Florida Entomologist*, 96(3), 1158–1167.
5. Listiana, Y., & Tarwaka, P. G. D. (2017). Penilaian Pekerjaan Risiko Tinggi dengan Metode Job Safety Analysis (JSA) dalam Upaya Pencegahan dan Pengendalian Kecelakaan Kerja di Produksi Tiang Pancang Bulat Jalur 4 PT. Wijaya Karya Beton Tbk PPB Boyolali. Universitas Muhammadiyah Surakarta (pp. 23–38).
6. Steele, C. M., Spencer, S. J., & Lynch, M. (1993). Self-image resilience and dissonance: The role of affirmational resources. *Journal of Personality and Social Psychology*, 64(6), 885.
7. Gaol, F., Kadry, S., Taylor, M., & Li, P. (2014). *Recent trends in social and behaviour sciences*. CRC Press
8. Sud, M., et al. (2016). Metabolomics Workbench: An international repository for metabolomics data and metadata, metabolite standards, protocols, tutorials and training, and analysis tools. *Nucleic Acids Research*, 44(D1), D463–D470.
9. Laksono, A. D., Wulandari, R. D., Ibad, M., & Kusriani, I. (2021). The effects of mother's education on achieving exclusive breastfeeding in Indonesia. *BMC Public Health*, 21(1), 1–6.
10. Prawirosentono, S. (2008). Manajemen Sumber Daya Manusia, Kebijakan Kinerja Karyawan: Kiat Membangun Organisasi Kompetitif Era Perdagangan Bebas Dunia. *Perpustakaan ITB*, 1(1), 10–24.

11. Manalu, F. C. S., Lubis, M. S., & Sinaga, R. S. (2021). Analysis of the Effectiveness of Employee Performance in Improving Public Services at the Bagan Sinembah Sub-District Office, Rokan Hilir Regency, Riau Province. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal): Humanities and Social Sciences*, 4(3), 4217–4230.
12. Sinulingga, K., & Munte, D. (2012). Pengaruh Model Pembelajaran Advance Organizer Berbasis Mind Map Terhadap Hasil Belajar Fisika Siswa Pada Materi Pokok Besaran Dan Satuan Di Kelas X SMA. *Jurnal Pendidikan Fisika*, 1(2), 1–6.
13. Persada, G. (2009). Sugiyono. *Metode. Penelit. Kuantitatif dan Kualitatif* (p. 288).
14. Mustafa, Z., & Sims, B. (2009). Fixed point theorems for contractive mappings in complete-metric spaces. *Fixed Point Theory and Applications*, 2009(1), 1–10.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

