



THE ROLE OF TRANSACTIONAL LEADERSHIP STYLE IN ENHANCING EMPLOYEE WORK MOTIVATION: A CASE STUDY OF EMPLOYEES IN THE KUR BUSINESS UNIT AT PT BANK X KC PROBOLINGGO

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Abstract

The primary objective of this research is to uncover and understand the role of the transactional leadership style and to determine the outcomes of implementing the transactional leadership style by the leader of PT Bank X Branch Probolinggo in enhancing employee work motivation. This study employs a qualitative approach with a case study method. Data were obtained through interviews with employees in the KUR business unit of PT. Bank X Branch Probolinggo. Data collection techniques include observation, interviews, and documentation. Data analysis utilizes the Miles and Huberman model. The findings of this research indicate (1) The implementation of the transactional leadership style in this study has proven to motivate employees by the leader of PT Bank X Branch Probolinggo, namely through contingent rewards, (2) The implementation of the transactional leadership style in improving employee performance is effective, as evidenced by active management by exception and passive management by exception.

Keywords : *Transactional Leadership Style, Work Motivation, Work Environment, and Employee Performance*

1. INTRODUCTION

The company is an institution that oversees human activities, and these activities are related to the role of leaders in improving employee performance. One determining factor in employee performance is the presence of company leaders who can lead effectively, motivate employees to achieve company targets, provide clear guidance for employees, and establish the company's vision and mission to inspire and create something new. Employee performance can be seen from the work results of an employee, both quantitatively and qualitatively, which should always be considered as a whole (Wibowo, 2010). To achieve the goals and objectives of the organization, PT Bank X Branch Probolinggo requires effective leadership. The role of a leader is to direct, motivate, and supervise employees so that they can perform the planned tasks, enabling the company to achieve its goals and objectives. In achieving its goals, a company typically encounters fundamental obstacles, namely the need for the company's ability to manage its resources effectively and efficiently. This encompasses all areas of activities such as human resources, marketing, management information systems, and production. Additionally, the company needs to build trust with external parties, including shareholders, partners, and the wider community (Darmawati, Khomsiyah, & Rahayu, 2005).

To overcome these obstacles, the company should have a sound management system, commonly referred to as corporate governance. This system should provide effective protection to shareholders and creditors, ensuring confidence in investment returns and guaranteeing the fulfillment of both employee and company interests (Darmawati et al., 2005). According to Bass, the quality of leadership is often considered the most crucial factor in the success or failure of an organization (Menon, 2002). The success or failure of an organization, whether business-oriented or public, is typically perceived as the success or failure of its leaders. The role of leaders is so pivotal that leadership issues become an intriguing focus for researchers in organizational behavior. Edgar (1992) states that leaders have a significant influence on the success of an organization, holding a key role in formulating and implementing organizational strategies. In connection with

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this, motivating employees is essential for the company to enhance employee performance in line with the targeted goals. Providing motivation is crucial to ensuring that employees work more efficiently, contributing to the company's ability to achieve its organizational objectives. The growth and success of an organization depend on the dedicated efforts of its employees. Strong work motivation is highly necessary for employees to deliver satisfactory results for the company.

In this situation at PT Bank X Branch Probolinggo, it is important to note that employees in the Assistant Credit Standard Junior business unit have experienced a decline in work motivation over a specific period. During this phase, employees in the business unit feel a loss of enthusiasm and spirit for their work due to the involvement of an external party, namely a Non-Governmental Organization (NGO), attempting to exploit the situation for personal gain. This includes organizing protests at the Bank X Branch Probolinggo office under the pretext of defending the interests of the community. In their actions, they seek information and company faults to obtain money. It can be said that this action constitutes extortion by individuals associated with the NGO or a form of thuggery using the NGO's name. Consequently, this has led to a decrease in work enthusiasm, which is a sign of the lack of motivation experienced by employees.

PT Bank X Branch Probolinggo, in executing its organizational functions, adheres to fundamental principles of work culture that serve as primary guidelines for regulating employee behavior. These principles encompass several core values, including professionalism, integrity, customer orientation, and continuous improvement. Additionally, there are essential behavioral values that each employee should possess, such as enhancing competence and delivering the best results, honesty, sincerity, and discipline, consistency, and accountability, providing excellent service through synergistic partnerships, continually pursuing perfection, as well as being creative and innovative. The role of a leader is extremely crucial in guiding their subordinates in carrying out organizational tasks to ensure the organization's objectives are maximally achieved. Moreover, in leadership, individuals exhibit different leadership styles, as the art of leading someone cannot be identical between one individual and another. However, leaders typically take actions that motivate their employees, such as fostering healthy competition, appreciating employees, building trust, providing leadership opportunities, and rewarding excellent performance.

In addition to leadership, something highly essential in an organization is tranquility, comfort, and security in carrying out tasks within the organizational environment. An organization can function effectively when individuals within its framework can fulfill their duties and functions competently. The execution of these tasks and functions is likely to be successful when supported by the situation and conditions prevailing within the organization, commonly referred to as the work climate. A conducive work climate enhances enthusiasm for performing tasks. Sastrohadiwiryo (2003) explains that an unfavorable work climate negatively affects employees, while a positive work climate has a positive influence, facilitating the implementation of all programs within the institution. Ruswaji (2017), in his study on "leadership style and employee motivation at the Regional Development Bank (PD. BPR) of Lamongan," emphasizes a participative leadership style. This means leaders and team members consult with each other when making decisions related to customer situations. Regarding employee motivation, there are differences based on seniority levels. For example, junior employees are more motivated by incentives, bonuses, job promotions, and maintaining social status, while senior employees are motivated by the assurance of retirement benefits such as a pension fund.

Tampa (2014) in his research on "The Influence of Leadership Style and Motivation on Employee Performance at PT. Bank Negara Indonesia, Tbk (Regional Sales Manado)" explains that leadership style has a positive impact on employee performance, and motivation positively influences employee performance. Tabun, A., Tulus, & Temaluru (2021) in their study on "The Influence of Transactional Leadership and Work Motivation on Employee Performance through Organizational Commitment at PT Persada Sejati Jakarta" state that transactional leadership and work motivation have a positive and significant effect on employee performance and organizational



commitment. Based on the path analysis results, it was found that the variable of organizational commitment does not mediate the influence of transactional leadership and work motivation on employee performance because the transactional leadership variable has a direct influence coefficient, and work motivation has a direct influence coefficient.

The findings of Brahmasari & and Suprayetno (2008) in their research on the influence of work motivation, leadership, and organizational culture on employee job satisfaction and its impact on company performance differ from other studies. They state that leadership has a significant negative effect on employee job satisfaction. They suggest that the results of managerial leadership activities may not always have a consistently positive impact on the organization. On the other hand, Herpen, Praag, & Cools, (2002) in their study on "the effects of performance measurement and compensation on motivation" indicate that the compensation system received has a beneficial influence on the company in terms of key indicators such as motivation, job satisfaction, and intent to move. It can be concluded that the compensation system can be of significant interest to managers in enhancing both individual motivation and performance. The impact of the compensation system on employee performance largely depends on the importance of extrinsic motivation for total motivation.

Nataswati, (2008) in her research on "the influence of leadership style on work motivation and employee performance at the Probolinggo City Water Company (PDAM)" found that leadership style did not have a proven significant direct impact on performance. Although there is a relationship between leadership style and employee performance, the existing relationship does not imply causation. This means that, regardless of how leadership style is executed, it cannot directly improve or decrease employee performance. Yusni, (2020) in a study on "the influence of leadership style and work motivation on employee performance at PT. Trita Sukses Perkasa in Gowa District" indicates that leadership style does not affect employee performance, while work motivation has a significant impact on employee performance.

Another factor that can contribute to a decrease in employee motivation and performance is the lack of attention from the company in providing bonuses, compensation, or the absence of career advancement. Oktora, (2017) in his research, explains that the motivation given to employees is considered suboptimal due to bonuses perceived as inadequate. The elimination of allowance bonuses is cited as one of the reasons for the decline in employee motivation, leading to a decrease in work productivity, such as employees arriving late, incomplete task completion, and an increase in employee resignations from the company. To prevent such occurrences, in a brief interview with the leaders of PT Bank X Branch Probolinggo, it was stated that the management always provides encouragement and motivation to employees to work well. This is done by promising bonuses, allowances, and promotions to motivate employees and enhance their performance.

A wise company leader should be able to provide motivation and pay attention to the employees' work spirit. Certainly, the leadership must possess the skills to manage, guide, influence, and command. Employee performance will be good if the leader has a leadership style that is accepted by all employees and supports the creation of a positive working atmosphere. In line with this statement, an online media article from Warta Satu titled "Prevent Protest, Bank X KC Probolinggo Mediates with Independent Alliance" mentions that three independent institutions have been invited to mediate with the management of Bank X KC Probolinggo. In the meeting, many issues were raised by the three institutions, such as the difficulty faced by the community in applying for Agricultural Credit (KUR Tani), allegations of fund misappropriation by some recipients of KUR loans, a social assistance distribution system perceived as complicating for the receiving community, and so on (Amin, 2022).

In a meeting held at Bank X Branch Probolinggo, attended by representatives of Bank X and business unit supervisors, several agreements were reached, and mechanisms for KUR loan recipients were clarified. This ensured that the demands presented by the three institutions could be addressed effectively, leading to the cancellation of plans for a protest. In this situation, according

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to the author, the role of leadership is deemed crucial in creating a positive work environment to provide a sense of security and enhance company performance. Consequently, every employee will be motivated to perform their tasks willingly without coercion, yielding optimal results. Conversely, ineffective leadership provides poor guidance to subordinates, leading a significant portion of employees to carry out their duties reluctantly and deliver suboptimal results. Therefore, a good working relationship between leaders and employees is essential. This study aims to uncover and understand the implementation of the transactional leadership style applied by leaders to motivate employees in the KUR business unit of PT Bank X Branch Probolinggo. Additionally, it seeks to comprehend the implementation of employee performance in the KUR business unit through the application of transactional leadership at PT Bank X Branch Probolinggo.

2. IMPLEMENTATION METHOD

This research is conducted using a qualitative approach with a case study method. The qualitative approach is employed in this study to comprehend the phenomenon of the role of transactional leadership style as a means of enhancing employee work motivation. This involves understanding actions, behaviors, motivations, perceptions, and other relevant factors (Moleong, 2014). Lincoln and Guba state that qualitative research focuses on a narrow spatial location with low levels of variation but has unlimited depth of discussion, while quantitative research is more focused on broad areas, with complex levels of variation, but is situated on the surface (Mulyadi, 2011).

The research design employed in this study is a case study. The selection of a case study research design is based on phenomena present in real life. The case study approach is an empirical inquiry that investigates phenomena within the context of real life. When the boundaries between the phenomenon and the context are not visible, multiple sources of evidence are utilized. Case study research answers questions of how and why, focusing on contemporary events. This study centers on a primary variable but encompasses more than one analysis (Yin, 2014). This research is conducted at one of the State-Owned Banks, namely PT. X Branch Probolinggo in the city of Probolinggo. The selection of the research location is based on the research focus on transactional leadership style as a means of enhancing employee work motivation. This location is chosen because employees face high pressure in their work, requiring precision, accuracy, and proficiency, which can result in work-related stress and a decrease in employee work motivation.

The primary data source in qualitative research is words and actions, while additional data such as documents and others are considered secondary data (Moleong, 2014). In this study, the data sources are categorized into words and actions (primary data), while written sources, photos, and transcripts are considered secondary data. Data collection techniques include observation, interviews, and documentation. Data validity is conducted to verify whether the research is genuinely scientific and to test the obtained data. The validity test in qualitative research includes credibility, transferability, dependability, and confirmability. Data analysis is the systematic process of searching and organizing data obtained from interviews, field notes, and other materials so that it can be easily understood, and the findings can be communicated to others (Sugiyono, 2020). The data analysis methods used in this study include data reduction, data presentation, and conclusion.

3. RESULTS AND DISCUSSION

Implementation of the Leader's Role in Transactional Leadership

In the role of a leader implementing this transactional leadership style, the researcher seeks to explore and understand the process of a leader's experience in applying their transactional leadership style to the employees of the KUR business unit. Leadership in an organization is crucial because it is needed to guide every member of the organization in achieving goals. If there is no leadership in the organization, the relationships between individuals and organizational goals will not effectively progress, and the functions of the organization will not operate well. Leadership is a



vital force behind the power of various organizations, and to create a more effective and organized organization, the scope of work regarding what they can achieve is mobilized towards that new vision (Bennis & Nanus, 2006). The leader's role in the PT. Bank X Probolinggo Branch is highly essential for advancing and conducting the company's business. It cannot be denied that when faced with problems threatening the operational continuity of the company, the leader's role is crucial, including dealing with external issues. Therefore, they have full responsibility for managing a good work environment and maintaining employee work motivation to remain competitive in achieving the company's targets.

The leader of PT. Bank X Probolinggo Branch stated that the issues arising in the company are part of the job risks, and addressing these issues requires a two-way communication approach to find solutions. This demonstrates that a leader can control, lead, and influence the thoughts, feelings, or behaviors of others to achieve predetermined goals (Suradinata, 1997). The leader's role in a company has an ideal influence, either creating a positive environment or potentially generating negative effects on employees. Ideal influence involves the leader's ability to be a positive role model, motivate, and create a supportive work environment. Leaders can provide professional attention to their employees, motivating and assisting them when facing obstacles at work. Similarly, the leader of PT. Bank X Probolinggo Branch plays a role in providing encouragement or motivation to improve employee performance when issues arise, contributing to achieving the company's targets.

The leadership style applied by the leader of PT. Bank X Probolinggo Branch is transactional leadership. This leadership style is evident in the leader's approach to achieving set targets by monitoring employees' performance, with the assistance of supervisors who directly oversee the employees. When the leader receives reports from supervisors about employees with decreased performance, a meeting or coaching session is initiated between the leader and the employee. In this interaction, two-way communication occurs, involving the flow of information, ideas, feelings, or messages between one or more parties through various channels with the aim of understanding, sharing information, or influencing others. During this interaction, the leader may offer incentives, such as positive evaluations leading to bonuses, incentives, or promotions, contingent on the employee delivering good performance for the company. This aligns with research findings that highlight the positive impact of transactional leadership in motivating and managing employee performance. According to the research by Maulizar & Yunus, (2012) in transactional leadership, there are principles of transactions or exchanges between leaders and subordinates. If subordinates meet the leader's expectations, they will be rewarded (such as bonuses, salary increases, promotions, etc.). However, if employees fail to meet the leader's expectations, they may face sanctions or punishments.

Implementation of Motivation in Transactional Leadership

The role of transactional leadership in enhancing employee motivation involves how to motivate the transactional leadership style to employees. Motivation is referred to as a stimulus that can prompt members of the organization to give their best abilities, such as skills, expertise, and time, to achieve the predetermined goals and objectives of the organization (Siagian, 2002). Employee work motivation is a dependable factor in fostering enthusiasm among individual employees and organizational groups in their tasks (Kartawidjaja, 2021). Informant AG understands that the leader of PT Bank X Branch Probolinggo motivates employees by offering promised rewards. In AG's understanding, this can be seen as a form of punishment given to employees. Rewards (such as bonuses, allowances, and promotions) are given based on the performance that satisfies the company and achieves the company's targets. However, it can turn into punishment if the employee's performance does not meet the company's targets. This approach allows the company to motivate employees to improve their performance.

Informant DP understands that a leader's actions, such as providing encouragement and guidance in completing tasks, serve as motivation for DP and contribute to creating a positive work

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environment. Additionally, DP acknowledges the leader's offers to achieve company targets, such as promises of good evaluations leading to bonuses, incentives, or even promotions within the company. This motivational strategy is seen positively by the informant. Informant RD understands that being allowed to try a new position is a chance for personal development provided by the leader. RD perceives this as a path to climb the career ladder. RD also acknowledges motivational offers from the leader, like those promised by the leader of PT Bank X Branch Probolinggo for excellent performance, resulting in rewards or bonuses. Informant AR, in their understanding, states that a leader's role in motivating employees involves offering bonuses if they work according to instructions and achieve company targets. Furthermore, AR believes that employees who perform well will gain the leader's trust, making it easier to receive job promotions or recommendations for promotions.

Informant IS understands that the leader of PT Bank X Branch Probolinggo rewards employees based on performance assessments. IS shares that during target discussions in meetings, enthusiasm may decrease when new company targets are introduced. However, the leader continues to provide guidance and promises bonuses or incentives. The researcher perceives this as one of the leader's roles in improving employee performance by offering rewards that align with their achievements. The role of a leader, according to the informant, is seen as vital for the sustainability of the organization within the company. With the presence of effective leadership, the company's business can operate smoothly. Leaders also play a crucial role in motivating employees and maintaining a good and conducive work environment, allowing employees to feel safe and comfortable in their work. The compensation system can be of significant interest to managers to enhance both motivation and individual performance (Herpen et al., 2002).

This form of motivation is implemented by the leader during evaluation meetings when employees gather in the conference room. In these meetings, the leader provides guidance, and instructions for work, and engages in transactions, promising bonuses, incentives, or promotions to the informant. The process undertaken by a leader aligns with the transactional leadership style. Transactional leadership emphasizes contingent rewards, active management by exception, and passive management by exception (Luthans, 2006). Therefore, the provision of contingent rewards is evident in the informant's statement that the leader of PT. Bank X Branch Probolinggo, when giving directions regarding task implementation procedures and target achievements, accompanies it with promises of rewards based on the employee's performance. These rewards may include job bonuses, allowances, job incentives, and promotions that will be given to employees who perform well and achieve targets. Employees will be motivated by receiving rewards aligned with their job performance. However, these rewards can also serve as punishment if employees fail to reach the company's set targets. Additionally, when employees achieve their work targets, the leader expresses appreciation and can serve as a role model or example of an exemplary employee, potentially leading to job promotions in the future.

Implementing the Work Environment

The work environment also plays a crucial role in enhancing employee performance. A good and conducive work environment can create a safe and comfortable atmosphere for employees to work optimally. The work environment can act as a determinant for employees in achieving success or failure in carrying out their job tasks. Often, employees feel reluctant to work due to an uncomfortable work environment, such as poorly maintained office conditions, disparities among employees, problem resolutions lacking support from leaders, and so forth (Simamora, 2005). Informant AG revealed that the company has provided a sense of security. In addition to being motivated to face challenges, Informant AG also received constructive advice aimed at building self-confidence. The company also offers support in problem-solving. Moreover, when feeling exhausted at work, the company shows care for its employees by organizing joint vacations either within the unit or for the entire staff.



Informant DP disclosed that when facing challenges, the Branch Manager in Probolinggo provides moral support and even assists in obtaining legal aid from the regional office. This has made Informant DP feel comfortable in the work environment. A positive work environment is also evident in Informant DP's understanding that when faced with a heavy workload or pressure from the leader, the leader provides motivational support and appreciation through activities such as recreational outings or group vacations for all employees. Informant RD understands that a good leader, supervisor, and supportive colleagues contribute to creating a positive and comfortable work environment, thereby aiding in delivering good performance in the company. Additionally, Informant RD mentioned that a leader plays a crucial role in maintaining work productivity by fostering a sense of togetherness and creating a positive work environment, exemplified by organizing joint vacation activities to alleviate employee boredom at work.

Informant AR also revealed that the moral support provided by a leader and supervisor has a positive impact on the work environment by creating a sense of security and comfort. Informant AR also stated that in the course of work, when faced with monotony, the role of the supervisor is crucial in maintaining the work environment by organizing activities together with the team outside of work, such as recreational events. On the other hand, Informant IS expressed that a leader who sets a good example for employees and provides necessary support can create a conducive and comfortable working environment. When confronted with monotony, Informant IS also emphasized the vital role of a supervisor and leader in providing comfort to employees. Informant PW also affirmed that to create a positive work environment, leaders need to provide support to employees. The values instilled by Informant PW, such as mutual trust, mutual care, and teamwork, contribute to a positive work atmosphere. According to the researcher, these are positive behaviors exhibited by a leader toward employees, fostering a sense of togetherness and responsibility. To create a good work environment, Informant PW stated that the company supports employees by organizing joint activities to reduce monotony, based on mutual agreement, fostering enthusiasm among employees to contribute to the continuity of these activities. Thus, a positive work environment has an impact on employees' maximal contribution to the company. These findings underscore the importance of creating a positive work environment and paying attention to employee engagement to enhance work productivity, especially in the banking sector.

Implementation of Employee Performance

The process of understanding the implementation of employee performance is one way for an employee to attempt to analyze or comprehend the situation or conditions that are currently taking place. Subsequently, from this understanding process, the employee will digest or comprehend it subjectively, experiencing that moment, so that from this understanding, the employee will gain new experiences or knowledge. The decline in employee performance can stem from the work environment; an uncomfortable environment can adversely affect the decline in employee performance. This is because an uncomfortable work environment can make employees less enthusiastic about working and lead to a decrease in employee performance (Jopanda, 2019). Based on the interviews conducted with employees of PT. Bank X Branch Probolinggo, it was found that the decline in performance is perceived due to issues with external parties, both with NGOs and law enforcement. This has an impact on the psychological condition of the informant, indirectly influencing their attitudes and behavior, such as a decrease in self-confidence, a decrease in self-esteem, and the loss of goal orientation. With this condition being the main cause, employees experience a decline in performance and are not able to achieve their job targets optimally.

As a supervisor, informant AH explains that when employees in the KUR business unit encounter issues with external parties, AH's role is to assist and provide support to employees facing problems. This includes offering mediation and other forms of assistance. Therefore, this represents a step taken by the leader to maintain work enthusiasm and provide appropriate motivation to employees. Through this motivational approach, the aim is to encourage better and

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more competitive work performance to achieve the company's targets. It is expected that such motivation will instill confidence and a sense of responsibility towards the company. Employee performance is an individual matter since each employee possesses different capabilities in completing their tasks. Understanding transactional leadership about employee performance is crucial, as transactional leadership is considered by some researchers as a primary driver in enhancing employee performance (Fariq, Prahyawam, & Akhmadi, 2017).

In management, there are active exception management and passive exception management in transactional leadership. Active exception management describes the leader's behavior or actions in actively overseeing their subordinates, aiming to anticipate and minimize the level of errors that may arise during the work process. On the other hand, passive exception management involves a transactional leader giving warnings and sanctions to their subordinates. However, if the work process follows the established procedures, the leader will not conduct an evaluation. Evaluation will only take place if the work does not adhere to the established procedures (Luthans, 2006). Based on the interview results, active and passive exception management can be observed in transactional leadership. Active exception management is evident when the informant clearly understands the leader's role in implementing transactional leadership, where the leader enforces strict supervision over employees. This aligns with the research journal conducted by Tampi (2014), revealing that leadership style and motivation significantly influence employee performance in achieving company targets. The methods employed by the leader of PT. Bank X Cabang Probolinggo includes requiring each employee to create a daily activity or daily work plan report, accompanied by photo documentation if they engage in work activities outside the office. The researcher understands that these actions by the leader are aimed at making employees more disciplined and accountable for achieving company targets.

While passive exception management by a leader at PT. Bank X Cabang Probolinggo in implementing transactional leadership can be observed from the informant's understanding mentioned above. In addition to work supervision, there is also an evaluation and correction process. When the informant cannot complete the job and fails to achieve the company's targets, an evaluation can be conducted by the leader of PT. Bank X Cabang Probolinggo or by the supervisor before it is submitted to the leader. This is done in the workplace to avoid sanctions that the employee may face. This aligns with the research journal by Maulizar & and Yunus (2012), stating that transactional leadership focuses on the exchange process or rewards based on agreements regarding target classification, work standards, job assignments, and rewards, which significantly influence employee performance.

Implementing the Ability to Understand the Role of Transactional Leadership

In transactional leadership, employees perceive their superiors as figures who solely focus on completing tasks effectively. They are rewarded for accomplishing their tasks, while failure to do so results in punishment. In other words, employees feel the pressure to meet the given targets, influencing their work attitude, which tends to be results-oriented (Abdurrohim, 2021). The role of a leader at PT. Bank X Cabang Probolinggo tends to lean towards implementing a transactional leadership style to achieve organizational success. In practice, this leadership style has significant impacts, influencing the attitudes and behaviors of employees in reaching the company's goals. Informant AG states that the leader's role in PT. Bank X Cabang Probolinggo is appropriately guiding employees, as evident in cases affecting AG. AG understands that a leader provides guidance, motivation, and support in their work.

Informant DP emphasizes the crucial role of a leader in giving directions to achieve company targets and maintaining a positive work environment. DP acknowledges that a leader sets a good example in work and provides guidance, especially during challenges with external parties, customer complaints, or customer visits. DP believes that a leader's role is vital for the organization's sustainability. According to informant RD, the leadership style of a leader at PT. Bank X Cabang Probolinggo aligns with transactional leadership. RD acknowledges the leader's

role in setting an example and guiding employees to achieve company targets. RD mentions the leader's involvement in discussions, guidance, and encouragement during periods of decreased motivation. RD emphasizes that the leader sets a good example for employees.

Informant AR states that a leader plays a crucial role in providing guidance to achieve company targets and maintaining a positive work environment. AR understands that a leader is open to providing opinions and solutions when employees face challenges. Informant IS also emphasizes the significant role of a leader in maintaining a positive work environment, motivating employees, and setting a good example to achieve company targets. The achievement of company targets is a responsibility shared by employees, and in pursuing these targets, the leader at PT. Bank X Cabang Probolinggo provides guidance and sets an example for its subordinates. From the understanding of the five informants above, the researcher can comprehend that a leader at PT. Bank X Branch Probolinggo plays a vital role in the company. This aligns with the research conducted by Ruswaji (2017), which indicates that a leader's leadership style has a crucial role in accommodating suggestions, proposals, and opinions from subordinates, using strict rules and discipline to influence them. Employees are required to follow the provisions according to SOP to achieve the company's goals.

Informant AH emphasizes that an employee has a responsibility to achieve the company's targets. The completion of these targets is expected to be completed on time, requiring a leader to supervise their subordinates. Informant AH acts as an executor of PT. Bank X Branch Probolinggo's leader, with a role to guide and be responsible for submitting reports to the leader. This is further emphasized by research conducted by Noor (2019), stating that a leader who can set an example for others with strong leadership will have a positive impact on the company, thereby enhancing employee performance. Similarly, with the actions taken by the leader of PT. Bank X Branch Probolinggo in achieving the company's targets, a leader, in their implementation, is assisted by supervisors to guide and supervise employees. The hope is to create employee discipline and a sense of responsibility to achieve the company's goals.

4. CONCLUSION

Based on the research results regarding the role of transactional leadership style in enhancing employee motivation (a case study on the KUR business unit employees at PT. Bank X Branch Probolinggo), it can be concluded that the implementation of the transactional leadership style in this study has proven to motivate employees by the leader of PT Bank X Branch Probolinggo, namely by providing contingent rewards such as bonuses, incentives, and promotions to stimulate employees in achieving company targets. Additionally, the implementation of the transactional leadership style in improving employee performance has proven to be effective, as seen in active management by exception, which involves the leader's behavior in actively supervising each employee to create daily activity or work plan reports, accompanied by documentation of activities outside the office. Meanwhile, passive management by exception involves the evaluation and correction of work by the leader and supervisors at PT. Bank X Branch Probolinggo, aimed at avoiding sanctions.

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