THE EFFECT OF ONLINE TRAINING, MOTIVATION & LEADERSHIP ON JOB SATISFACTION IN IMPROVING EMPLOYEE PERFORMANCE

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Abstract

This research seeks to ascertain the impact of online motivation, leadership, and job satisfaction on employee performance, with job satisfaction serving as a moderator. This type of research is quantitative. The population in this study consisted of 300 BRI Branch Office Sidoarjo employees. The sampling technique used was purposive sampling based on certain criteria or conditions. This research utilizes primary data collected through the distribution of questionnaires. The data analysis technique used is moderated regression analysis (MRA). The results of this research indicate that there is a significant positive influence of online training, motivation, and leadership on employee job satisfaction.

INTRODUCTION

Human Resources has an important role for a company or organization. PT. BRI Tbk is one of the state banks engaged in banking services including credit, deposits and other products which is the largest bank in Indonesia in terms of profits, assets and dividend distribution. Therefore, human resources are an important asset in the company,

in this case PT. BRI Tbk. must improve human resources effectively and efficiently so that optimal performance is created to achieve goals such as getting profits. Companies must be able to create situations and conditions that encourage employees to develop their abilities and skills optimally. Thus the researcher wants to discuss the variables of training, motivation and leadership and job satisfaction and performance which are more suitable for research in PT. Due to the fact that during the Covid-19 pandemic, training was carried out in a hybrid manner, both offline and online, alternately, thus allowing for reduced employee performance. Training can be interpreted as a short-term educational process using systematic and organized procedures so that operational employees learn working technical knowledge and expertise for specific purposes (Hasibuan, 2019). Meanwhile Dessler (2017) defines training as the process of teaching new or old employees the basic skills they need to carry out their work. Implementation of training programs that have not reached every employee where so far training programs have been applied to new employees, low work motivation, employee love for the field of work and employee performance tends to decrease, this is closely related to employee motivation and job satisfaction. Employee job satisfaction is a major concern in the company, because employees who do not feel comfortable and are underappreciated cannot develop all their potential so they cannot focus and concentrate fully on their work. Job satisfaction is an assessment, feeling or attitude of a person or employee towards his work and relates to the work environment, relations between co-workers, social relations at work, and so on.

Motivation is an encouragement from within a person as a reason that underlies enthusiasm for doing something or directing one's behavior. Companies or organizations need human resources who have high motivation so that these human resources can provide good performance and enthusiasm to achieve high work performance. According to Griffin & Moorhead (2014), currently, almost all practitioners and scholars have their own definition of motivation. Usually the following words are included in the definition: desire, desire, hope, aim, goal, need, drive, motivation and incentive.

Leadership is the most important role in the organization or company because it affects the success of the organization or company in achieving its goals. Leadership can be interpreted in terms of traits, personal behavior, influence on others, patterns, interactions, cooperative relationships between roles, the position of an administrative and persuasive position and other perceptions about the legitimacy of influence (Wahjosumidjo, 2013). Meanwhile Thoha (2017) states that leadership is an activity to influence the behavior of other people or the art of influencing human behavior both individually and in groups. The success of an organization as a whole or part of an organization depends heavily on the quality of leadership itself because a leader has the power to arrange his employees to do something to achieve company goals. Thus the company needs leaders who are able to inspire, motivate, and move members of the organization effectively and efficiently for the company's goals.

Based on the results of observations, there were several factors which were

indicated to be a problem during the Covid-19 pandemic, namely, among others, the performance of employees was not maximized in carrying out tasks and achieving work results, low job satisfaction was seen from rewards for work achievements possessed by employees for their abilities and success, the implementation of training programs that have not reached every employee, the seems to be more concerned with the results of achieving work targets than the leadership process carried out by employees and how employees fulfill their work targets, the implementation of motivation in the company is still low, the provision of compensation carried out has not had an impact on increasing employee job satisfaction, still low desire of employees to improve their education to a higher level, low love of employees for their field of work, still weak supervision in this agency so that it has not been able to improve employee performance and employee discipline regarding compliance with work guidelines and applicable rules is still low.

Despite there has been a lot of research on the impact of training, motivation, leadership, and job satisfaction on employee performance, there are still substantial gaps in our understanding, especially in the setting of hybrid work environments caused by the Covid-19 pandemic. Previous research conducted by Herani & Agusria (2021) and Tampubolon et al. (2019) has confirmed the beneficial effects of employee training on performance. Furthermore, the research conducted by Lestari & Arnu (2021) and Wijayanto & Dotulong (2017) highlights the significance of motivation and leadership in improving employee outcomes. However, the majority of these research primarily concentrate on conventional, face-to-face work environments.

The transition to hybrid models, which include online and offline training, due to the pandemic, brings about unexplored dynamics. More specifically, there is a lack of study on the effectiveness of training programmes in hybrid situations, their availability to all employees, and their influence on performance. Furthermore, it is necessary to closely analyse the relationship between hybrid training approaches and employee motivation, work satisfaction, and leadership effectiveness.

Moreover, the literature indicates a lack of comprehension regarding the comprehensive impacts of these factors when influenced by job satisfaction in a hybrid work environment. The impact of job happiness on performance is widely recognised, but its role as a mediator, especially in the context of hybrid working conditions, has not been adequately explored. Current study often focuses on analysing the individual impacts of training, motivation, and leadership on job satisfaction and overall performance, rather than exploring how these factors are interconnected and their combined influence.

This study seeks to provide a thorough investigation of the impact of training, motivation, and leadership on employee performance in a hybrid work environment at PT. BRI Tbk. It specifically wants to examine the function of job satisfaction as a mediator in this relationship. This inquiry is essential for the development of HR strategies that are more effective and in line with the changing work environments. This will ensure that employee

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performance and satisfaction are maintained throughout time.

RESEARCH METHODS

This research design uses an approach that is included in quantitative research, namely by paying great attention to how often a variable appears, and generally using numbers to convey an amount (Morissan, 2017). The population in this study were BRI Branch Office Sidoarjo employees with a population of 300 employees. The sampling technique used purposive sampling based on certain criteria or conditions, including: a) Employees who have worked for at least 3 years, have a minimum education of S1, have attended education or training conducted by the office at least once.

This study uses path analysis. The relationship model in this study can be expressed in the form of equations, thus forming a system of equations. This system of equations is referred to as a structural model.

- Direct Effect:
  Regression Model 1 : $Y = \alpha + \beta_1 X\_1 + e$
  Regression Model 2: $Y = \alpha + \beta_2 X\_2 + e$
- Indirect Effect:
  Regression Model 1: $Z = \alpha + \beta_1 X\_1 + \beta_2 X\_2 + e$
  Regression Model 2 : $Y = \alpha + \beta_1 X\_1 + \beta_2 X\_2 + \beta_3 Z + e$

RESULTS AND DISCUSSION

Testing the Partial Regression Coefficient (t Test) of Independent Variables on Performance Dependent Variables

This test is used to determine whether the independent variables in the regression model partially have a significant effect on the dependent variable (Y). The results of multiple linear regression as follows :

Table 1. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	8,857	1,555		5,697	,000
Online Training	,136	,070	,171	1,950	,054
Motivation	-,013	,078	-,015	-,170	,866
Leadership	,126	,031	,389	4,126	,000
Job satisfaction	,340	,091	,354	3,761	,000

Source: Primary Data Processed (2023)

The training variable is hypothesized through the H4 hypothesis. From the analysis of Table 1 it is known that the significance value of t (ρ-value) is 0.054. The significance value of t is greater than 5% (0.054 > 0.05), so H4 is rejected. The results of testing the

H4 hypothesis show that online training provided to employees has no effect on the performance of BRI Branch Sidoarjo employees.

Motivation variable is hypothesized through hypothesis H5. From the analysis of Table 1 it is known that the significance value of t (ρ-value) is 0.866. The significance value of t is greater than 5% (0.866 > 0.05), so H5 is rejected. The results of testing the H5 hypothesis show that the motivation given by the company has absolutely no effect on improving the performance of BRI employees at the Sidoarjo branch.

Leadership variable is hypothesized through hypothesis H6. From the analysis of Table 1 it is known that the significance value of t (ρ-value) is 0.000. The significance value of t is less than 5% (0.000 <0.05), so H6 is accepted. The results of testing the H6 hypothesis indicate that the leadership attitude shown by management has a positive effect on improving the performance of BRI Branch Sidoarjo employees.

Job satisfaction variable is hypothesized through hypothesis H7. From the analysis of Table 1 it is known that the significance value of t (ρ-value) is 0.000. The significance value of t is less than 5% (0.000 <0.05), so H7 is accepted. The results of testing the H7 hypothesis indicate that the higher the job satisfaction of the employees, the higher the performance of BRI Branch Sidoarjo employees.

Testing the Partial Regression Coefficient (t Test) of Independent Variables on Satisfaction Dependent Variables

The results of testing the multiple linear regression model with employee job satisfaction as the dependent variable (Y). The results of multiple linear regression as follows :

Table 2. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,210	1,383		5,936	,000
Online Training	,452	,057	,545	7,888	,000
Motivation	,060	,079	,066	,762	,448
Leadership	,101	,030	,300	3,419	,001

Source: Primary Data Processed (2023)

The training variable is hypothesized through the H1 hypothesis. From the analysis of Table 2 it is known that the significance value of t (ρ-value) is 0.000. The significance value of t is less than 5% (0.000 <0.05), so H1 is accepted. The results of testing the H1 hypothesis show that online training provided to employees has a positive effect on job satisfaction of BRI Branch Sidoarjo employees.

Motivation variable is hypothesized through hypothesis H5. From the analysis of Table 2 it is known that the significance value of t (ρ-value) is 0.448. The significance value of t is greater than 5% (0.448 > 0.05), so H2 is rejected. The results of testing the

H2 hypothesis show that the motivation given by the company has absolutely no effect on increasing job satisfaction of BRI employees at the Sidoarjo branch.

Leadership variable is hypothesized through hypothesis H3. From the analysis of Table 2 it is known that the significance value of t (ρ-value) is 0.000. The significance value of t is less than 5% (0.000 <0.05), so H3 is accepted. The results of testing the H3 hypothesis indicate that the leadership attitude shown by management in leading has a positive effect on increasing job satisfaction of BRI Branch Sidoarjo employees.

Hypothesis Test 8

Testing the hypothesis in this study was carried out using a multiple linear regression model through three model regressions according to the path analysis used through the results of the t statistical test.

Table 3. Regression Model Hypothesis Test I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,667	1,573		1,696	,092
Training_X1	,183	,051	,300	3,550	,001

a. Dependent Variable: Employee performance_Y
Source: Primary Data Processed (2023)

Table 4. Model Regression Hypothesis TestII

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	11,252	3,417		3,293	,001
Training_X1	,122	,116	,119	1,055	,024
Employee Performance_Y	,052	,107	,558	,485	,018

a. Dependent Variable: Job satisfaction_Z
Source: Primary Data Processed (2023)

Table 5. Model Regression Hypothesis TestIII

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
1 (Constant)	1,427	1,620		,881	,380
Training_X1	,162	,051	,166	3,169	,002
Job satisfaction_Z	,228	,044	,002	5,152	,000

a. Dependent Variable: Employee_Performance_Y
Source: Primary Data Processed (2023)

Then we will calculate the model I path coefficient, the Model II path coefficient and the model III path coefficient, while the explanation is as follows:

Model I Path Coefficient: Referring to the model I regression output table in Table 3 Coefficients above, it can be seen that the significance value of the two variables, namely the training variable (X1) = 0.001 is less than 0.05. These results conclude that the regression model I, namely, the training variable (X1) has a significant effect on employee performance (Y).

Model II Path Coefficient: Referring to the model II regression output table in Table 4 Coefficients above, it can be seen that the significant value of the two variables, namely the training variable (X1) = 0.024 and employee performance (Y) = 0.014 is less than 0.05. These results conclude that the regression model II, namely, training variables (X1) and employee performance (Y) have a significant effect on job satisfaction (Z).

Model III Path Coefficient: Referring to the model III regression output table in Table 5 Coefficients above, it can be seen that the significant value of the two variables, namely the training variable (X1) = 0.002, and Job satisfaction (Y) = 0.000 is less than 0.05. These results conclude that the regression model III, namely, training (X1), and job satisfaction (Z) have a significant effect on employee performance (Y).

Hypothesis Test 9

Testing the hypothesis in this study was carried out using a multiple linear regression model through three model regressions according to the path analysis used through the results of the t statistical test.

Table 6. Regression Model Hypothesis Test I

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	2,667	1,573		1,696	,092
Motivation_X1	,183	,051	,300	3,550	,001

a. Dependent Variable: Employee performance_Y
Source: Primary Data Processed (2023)

Table 7. Model Regression Hypothesis TestII

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	11,252	3,417		3,293	,001
Motivation_X1	,122	,116	,119	1,055	,014
Employee Performance_Y	,052	,107	,558	,485	,008

 a. Dependent Variable: Job satisfaction_Z
Source: Primary Data Processed (2023)

Table 8. Model Regression Hypothesis Test III

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1,427	1,620		,881	,380
Motivation_X1	,162	,051	,166	3,169	,002
Job satisfaction_Z	,228	,044	,002	5,152	,000

 a. Dependent Variable: Employee_Performance_Y
Source: Primary Data Processed (2023)

Then we will calculate the model I path coefficient, the Model II path coefficient and the model III path coefficient, while the explanation is as follows:

Model I Path Coefficient: Referring to the model I regression output table in Table 6 Coefficients above, it can be seen that the significance value of the two variables, namely the Motivation variable (X1) = 0.001 is smaller than 0.05. These results conclude that the regression model I, namely, the variable Motivation (X1) has a significant effect on employee performance (Y).

Model II Path Coefficient: Referring to the model II regression output table in Table 7 Coefficients above, it can be seen that the significant value of the two variables, namely the Motivation variable (X1) = 0.014 and employee performance (Y) = 0.008 is less than 0.05. These results conclude that the regression model II, namely, the variables Motivation (X1) and employee performance (Y) have a significant effect on job satisfaction (Z).

Model III Path Coefficient: Referring to the model III regression output table in Table 8 Coefficients above, it can be seen that the significant value of the two variables, namely the training variable (X1) = 0.002, and Job satisfaction (Y) = 0.000 is less than

0.05. These results conclude that the regression model III namely, motivation (X1) and job satisfaction (Z) have a significant effect on employee performance (Y).

Hypothesis Test 10

Testing the hypothesis in this study was carried out using a multiple linear regression model through three model regressions according to the path analysis used through the results of the t statistical test.

Table 9. Regression Model Hypothesis Test I

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2,667	1,573		1,696	,092
Leadership_X1	,183	,051	,300	3,550	,001

a. Dependent Variable: Employee performance_Y
Source: Primary Data Processed (2023)

Table 10. Regression Model Hypothesis Test II

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	11,252	3,417		3,293	,001
Leadership_X1	,122	,116	,119	1,055	,004
Employee Performance_Y	,052	,107	,558	,485	,001

a. Dependent Variable: Job satisfaction_Z
Source: Primary Data Processed (2023)

Table 11. Regression Model Hypothesis Test III

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1,427	1,620		,881	,380
Leadership_X1	,162	,051	,166	3,169	,002
Job satisfaction_Z	,228	,044	,002	5,152	,000

a. Dependent Variable: Employee_Performance_Y

Source: Primary Data Processed (2023)

Then we will calculate the model I path coefficient, the Model II path coefficient and the model III path coefficient, while the explanation is as follows:

Model I Path Coefficient: Referring to the model I regression output table in Table 9 Coefficients above, it can be seen that the significance value of the two variables, namely the leadership variable (X1) = 0.001 is less than 0.05. These results conclude that the regression model I, namely, the Leadership variable (X1) has a significant effect on employee performance (Y).

Model II Path Coefficient: Referring to the model II regression output table in Table 10 Coefficients above, it can be seen that the significant value of the two variables, namely the Leadership variable (X1) = 0.004 and employee performance (Y) = 0.001 is less than 0.05. These results conclude that the regression model II, namely, the variables Motivation (X1) and employee performance (Y) have a significant effect on job satisfaction (Z).

Model III Path Coefficient: Referring to the model III regression output table in Table 11 Coefficients above, it can be seen that the significant value of the two variables, namely the Leadership variable (X1) = 0.002, and Job satisfaction (Y) = 0.000 is less than 0.05. These results conclude that regression model III, namely, Leadership (X1), and job satisfaction (Z) have a significant effect on employee performance (Y).

DISCUSSION

The results of testing the H1 hypothesis show that online training provided to employees has a positive effect on job satisfaction of BRI Branch Sidoarjo employees. The results of this study are consistent with the results of Siahaan's research (2014) which states that training can affect employee job satisfaction, especially the level of achievement of an institution. The results of this study are supported by research by Hasibuan (2018), Budi (2018) and Agustini (2018) which state that training has a positive and significant effect on employee performance and job satisfaction.

The results of testing the H2 hypothesis show that the motivation given by the company has absolutely no effect on increasing job satisfaction of BRI employees at the Sidoarjo branch. The results of this study are in line with the research conducted (Widijanto, 2017); (Julianry, Syarief, & Affandi, 2017), (Subari, S & Riady, H, 2015), (Gultom, 2014) shows that motivation has no effect on employee performance and job satisfaction. These results indicate that motivation only acts as a driving force for employees to be even more active at work, and if employees are given positive motivation by the leadership it has no effect on increasing job satisfaction and employee performance.

The results of testing the H3 hypothesis indicate that the leadership attitude shown by management in leading has a positive effect on increasing job satisfaction of BRI Branch Sidoarjo employees. The results of this study are consistent and in line with research by Handoko (2003) and Andi (2020) which states, in reality leaders can influence

employee job satisfaction, especially the level of achievement of an organization. Leadership affects employee job satisfaction. The results of the study show a positive and significant relationship, so any increase or improvement to Leadership will increase employee job satisfaction. The results of this study are supported by research by Hasibuan (2018), Siahaan (2014) and Agustini (2018) which state that leadership has a positive and significant effect on employee job satisfaction.

The results of testing the H4 hypothesis show that online training provided to employees has no effect on the performance of BRI Branch Sidoarjo employees. The results of this study are not in line with and consistent with research (Agusta & Sutanto, 2013); (Widijanto, 2017); (Khan, 2012); (Andayani & Makian, 2016); (Rispati, SU, & Dewi, 2013) and (Subari, S, & Riady, H, 2015) show that training has a positive and significant effect on employee performance. These results indicate that the more often employees take part in training that is appropriate for their work, it has no effect on improving the performance of the employees themselves

The results of testing the H5 hypothesis show that the motivation given by the company has absolutely no effect on improving the performance of BRI employees at the Sidoarjo branch. The results of this study do not support and are in line with the results of research by Handoko (2003) which states that in reality motivation can affect employee performance, especially the level of achievement of an organization. The results of this study are not supported by research by Hasibuan (2018), Siahaan (2014), Agustini (2018), and Maulana (2018) which state that motivation has a positive and significant effect on performance.

The results of testing the H6 hypothesis indicate that the leadership attitude shown by management has a positive effect on improving the performance of BRI Branch Sidoarjo employees. The results of this study are in line and consistent with research by Handoko (2003) and Andi (2020) which states that in reality leaders can influence employee performance, especially the achievement level of an organization. Leadership influences employee performance. The results of the study show a positive and significant relationship, so any increase or improvement to Leadership will improve employee performance. The results of this study are supported by research by Hasibuan (2018), Siahaan (2014) and Maulana (2018) which state that leadership has a positive and significant effect on employee performance.

The results of testing the H7 hypothesis indicate that the higher the job satisfaction of the employees, the higher the performance of BRI Branch Sidoarjo employees. The results of this study are consistent and support research by Andi (2020) and Hasibuan (2018) stating that job satisfaction can affect employee performance, especially the achievement level of an organization. Job satisfaction affects employee performance. The results of the study show a positive and significant relationship, so every time there is an increase or improvement in job satisfaction, it will increase employee performance. The results of this study are supported by the research of Siahaan (2014) and Maulana (2018) which states that job satisfaction has a positive and significant effect on employee performance.

Referring to the model III regression output table in Table 5 Coefficients above, it can be seen that the significance value of the two variables, namely the training variable $(X1) = 0.002$, and job satisfaction $(Y) = 0.000$, is less than 0.05 . These results conclude that the regression model III namely, training $(X1)$ and job satisfaction (Z) have a significant effect on employee performance (Y), so that H8 is accepted. The results of this study are in line with research (Maulana, 2018) which concluded that the mediating role of the job satisfaction variable is able to drive the strength of the influence of the training variable on the performance of bank company employees.

Referring to the model III regression output table in Table 9 Coefficients above, it can be seen that the significance value of the two variables, namely the variable Motivation $(X1) = 0.002$, and Job satisfaction $(Y) = 0.000$, is less than 0.05 . These results conclude that model III regression, namely, motivation $(X1)$, and job satisfaction (Z) have a significant effect on employee performance (Y), so that H9 is accepted. The results of this study are in line and consistent with research (Budi, 2021) which concluded that the mediating role of the job satisfaction variable was able to drive the strength of the influence of the Motivation variable on employee performance from 0.325 to 0.356. That is, there is an additional effect of 0.030 which is contributed by the mediating role of the job satisfaction variable. So that there is an indirect effect between the motivation variable on employee performance through the job satisfaction variable which is in the strong category or in other words job satisfaction is able to moderate motivation on employee performance which was not significant at first.

Referring to the model III regression output table in Table 11 Coefficients above, it can be seen that the significance value of the two variables, namely the Leadership variable $(X1) = 0.002$, and Job satisfaction $(Y) = 0.000$ is less than 0.05. These results conclude that model III regression, namely, Leadership $(X1)$, and job satisfaction (Z) have a significant effect on employee performance (Y), so that H10 is accepted. The results of this study are consistent and in accordance with the results of research (Setyawan, 2021) showing that there is an indirect effect between the Leadership variable on employee performance through the job satisfaction variable and is in the strong category or in other words job satisfaction is able to moderate Leadership on employee performance, meaning that Job satisfaction variables can help leadership styles and patterns from management in improving employee performance in an institution/entity.

CONCLUSIONS AND RECOMMENDATIONS

The results of this study indicate that the training variable has a positive effect on employee job satisfaction. This shows that the presence of online training will increase the job satisfaction of BRI Branch Sidoarjo employees. The motivation variable has no effect on employee job satisfaction, meaning that the motivation given by the company has absolutely no effect on increasing employee job satisfaction. The leadership variable has a positive effect on employee job satisfaction, meaning that the leadership attitude shown by management is able to increase employee job satisfaction. The training and motivation variables have no effect on improving employee performance, meaning that

the training and motivation provided by the company are not at all able to improve employee performance. The leadership variable has a positive effect on employee performance, meaning that the attitude of leadership shown by management, especially leaders, is able to improve employee performance. Job satisfaction variable has a positive effect on employee performance, meaning that by increasing employee job satisfaction in the form of material and non-material will improve employee performance. The training variable mediated by job satisfaction has a positive effect on employee performance, meaning that the greater the job satisfaction received by BRI Branch Sidoarjo employees from training, the performance of BRI Branch Sidoarjo employees will increase. The motivation variable mediated by job satisfaction has a positive effect on employee performance, meaning that the greater the job satisfaction received by BRI Branch Sidoarjo employees from the provision of motivation from management, the performance of BRI Branch Sidoarjo employees will increase. The leadership variable mediated by job satisfaction has a positive effect on employee performance, meaning that the greater the job satisfaction received by BRI Branch Sidoarjo employees from the leadership attitudes and examples of management, the performance of BRI Branch Sidoarjo employees will increase.

The researcher's suggestion for subsequent research on the same topic is that other researchers could increase the number of respondents who are used as research samples, considering that there are quite a lot of BRI employees in the Sidoarjo Branch. The reason for this suggestion is to be able to provide more extensive research results. Based on this suggestion, it is hoped that future researchers can increase the number of research respondents so that the desired generalization is obtained. Second, future research is expected to add to and develop research variables by finding other indicators that can be used as guidance, bonuses, incentives in increasing job satisfaction and employee performance.

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