



The Influence of Transformational Leadership and Work Environment on Employee Morale at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch

Hervina Amelia^{1*}, Seno Andri², Mandataris³
Universitas Riau

Corresponding Author: Hervina Amelia herviaamelia781@gmail.com

ARTICLE INFO

Keywords: Leadership, Work Environment, Company

Received : 08, April

Revised : 12, May

Accepted: 24, June

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ABSTRACT

This study aims to analyze the effect of transformational leadership and the work environment on employee morale. This research was conducted at a banking company, namely PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch. This study uses 50 respondents who are all employees of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch. In this study, the sampling technique used was Census/Total Sampling. Tests carried out in this study included validity tests, reliability tests, classic normality assumption tests, multicollinearity classic assumption tests, heteroscedasticity classic assumption tests, and hypothesis testing. The analytical tool used is multiple linear regression.

INTRODUCTION

Along with the rapid development of the business world, companies are also required to be able to compete with their competitors. For a company to be able to achieve its goals, an important asset is needed, namely human resources. When a company is experiencing development, it is human resources that make up the systematic process. Where human resources commonly called employees are one of the productivity tools to carry out company goals. According to Mariam (2009) the resources owned by companies such as capital, methods, and machines cannot provide optimum results if they are not supported by human resources who have work loyalty and optimum performance.

In terms of business prospects, human resource management is needed, as well as the banking business which requires competent and professional human resources to carry out its performance. Currently, the banking business has dominated the financial services business in Indonesia. The banking business to fulfill people's welfare has also been present under the auspices of BUMD. One of the BUMDs and also a banking business namely PT. Bank Riau Kepri Syariah is a (BUMD) owned by the provincial government of Riau and Riau Islands was its office in Pekanbaru which operates in the banking sector. Some of the phenomena that occur regarding morale at this company include a decrease in employee morale or less productive employees, which is marked by the number of monthly work reports that are delayed in the following month, many employees having short working periods liking to move to other company workplaces and employees lack collaboration and feel unsuited in a job that requires cooperation between employees.

The phenomenon underlying this research can also be seen from employee absenteeism which has decreased every year, which can be seen in the following table.

THEORETICAL REVIEW

One way for companies to maintain employee morale is through their leaders. The success of a company is partly determined by the quality of leadership. According to Yukl (1999), leadership is the ability of individuals to influence, motivate, and use other people to contribute to organizational effectiveness and success. Therefore, the influence of leaders on their employees can be channeled through behavior and leadership style. The leadership style of a leader in a company and a bad work environment often occur in a company so it will cause a decrease in employee morale in the company. Therefore, it needs a strong leadership role and a healthy work environment to increase employee morale.

Several research results show that transformational leadership and the work environment have a positive effect on employee morale. Andi (2019) researched Villa Jerami and SPA Seminyak. The results of the study show that transformational leadership has a positive effect on employee morale and the work environment also has a positive influence on employee morale.

Table 1.PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch
 The year 2018-2022

Year	Number of employees	Permission		Paid leave		Alpha	
		Amount	%	Amount	%	Amount	%
2018	45	10	3%	28	9%	0	0%
2019	45	10	3%	28	9%	0	0%
2020	44	8	3%	20	6%	0	0%
2021	43	36	12%	15	5%	0	0%
2022	50	4	1%	49	16%	29	9%

Source: PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch (2023)

In Table 1.it can be seen that employee absence data such as permits, leave, and negligence in 2018-2022 fluctuates every year but tends to increase. Where in 2022 there will be alpha Seba employees 29 days with a percentage of 9% and in the same year the highest number of days off in 2022, namely 49 times with a total of 9 employees taking leave, so the percentage obtained is 16%. Table 1.2 it can be seen the increase and decrease in the number of permitted, Leave, and Absent employees. According to Netisemito in Darmawan (2013) one of the factors for measuring morale is absenteeism because absenteeism indicates the absence of employees in carrying out their duties. Based on table 1.2 shows the low morale of employees at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch which can hinder work productivity produced by employees.

METHODOLOGY

Object of Research

This research was conducted at a Regional Owned Enterprise (BUMD) in Siak Regency, namely PT. Bank Riau Kepri Syariah which is located on Jalan Dr. Sutomo, Kp. In, Kec. Siak, Kab. Siak.

Population and Sample

The population in this study are employees of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch with 50 people. The sampling technique in this study was total census/sampling.

Types and Sources of Data

Primary data is data obtained by field surveys using all original data collection methods (Kuncoro, 2013). In this research, the primary data is the results of the respondent's answers to the questionnaire given. The results of

the respondents' answers will then be inputted for hypothesis research. In this case, the respondents were employees of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch.

Secondary data is data that has been collected by data collection agencies and published to the data user community (Kuncoro, 2013). Secondary data is data obtained by PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch in the form of Employee Absenteeism.

Variable Measurement

The dependent variable of this research is Morale (Y) and the independent variables of this research are Transformational Leadership (X1) and Work Environment (X2).

Data Collection Meetod

The data collection method used in this study was a questionnaire using a Likert scale.

Data Analysis Technique

Data analysis techniques used to solve problems in this study are instrument tests, multiple linear regression analysis, coefficient of determination test (Adjusted R Square), F test and t-test. This study discusses transformational leadership and the work environment on employee morale, where the source of the data used is the answers to the questionnaires of employees who work at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch.

RESULTS AND DISCUSSION

Description of Research Variables

The following is the response from each respondent to the variables determined by the researcher including the variables Transformational Leadership (X1), Work Environment (X2), and Employee Morale (Y). From the results of the answers of 50 respondents with a Likert scale of 1-5 which have been processed, the statistical measures are as follows:

Table 2. Table of Variable Descriptions of Transformational Leadership

Variable	Dimensions	Indicator	Amount	Score	Category
Transformational leadership (X1)	<i>Idealize Influence</i> (Ideal Influence)	X1.1 The leadership expresses trust in Mr/Ms/Brother			

		X1.2. The leadership gives awards for the work achievements that you have done	100	364	Good
	<i>Inspirational Motivation</i> (Inspirational Motivation)	X1.3. Leaders grow my confidence in doing the job			
		X1.4. The leadership motivates me to work better	100	358	Good
	<i>Intellectual Stimulation</i> (Intellectual Stimulation)	X1.5. The leadership encourages me to use creativity and innovation in completing work	100	333	Pretty good
		X1.6. My boss encourages me to solve work problems from multiple perspectives			
	<i>Individualize Consideration</i> (Individual Consideration)	X1.7. My leader treats employees as individuals who each			

		have different needs, abilities, and aspirations			
		X1.8. The leadership seeks to improve my self-development	100	384	Good

Source: Primary data that has been processed

The table above shows the answers from research respondents regarding statement items in each dimension on Transformational Leadership from PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch. The Individualized Consideration Dimension has the highest score of 384 in the good category. The Intellectual Stimulation Dimension has the lowest score of 333 in a fairly good category. In this category, it can be interpreted that the Transformational Leadership of employees at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch is good. This is evidenced by the results of research on employees of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch, who gave many agreeing answers rather than disagreeing.

Table 3. Description of Work Environment Variables

Variable	Dimensions	Indicator	Amount	Score	Category
Transformational leadership (X1)	Physical Work Environment	X2.1 In my opinion, the working conditions allow me to be comfortable at work			
		X2.2. In my opinion, the condition of the facilities, facilities, and equipment to work in the			

		company is in good condition and can be used	150	544	Good
		X2.3. I think the humidity, lighting, and air circulation in the company allows me to work optimally			
	Non-Physical Work Environment	X1.4. Relations between superiors and subordinates are going well	150	526	Good
		X1.5. Relationships with colleagues at this company are going well			
		X2.6. Communication relationships with colleagues and superiors are rarely hampered.			

Source: Primary data that has been processed

The table above shows the answers from research respondents regarding statement items in each dimension of the work environment of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch. It can be seen that the dimension of the Physical Work Environment has the highest score of 544 in the good category. The Non-Physical Work Environment Dimension has the lowest score of 526 in the good category. In this category, it can be interpreted that the work environment of employees at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch is good. This is evidenced from the results of research on

employees of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch, who gave many agreeing answers rather than disagreeing.

Table 4.Variable Descriptions of Transformational Leadership

Variable	Dimensions	Indicator	Amount	Score	Category
Transformational leadership (X1)	Loyalty	Y.1 You have an attitude of defending the company	100	337	Pretty good
		Y.2 Mr/Mrs/relatives participate in company activities			
	Enthusiastic	Y.3 Mr/Mrs/Brothers completed the tasks and work well	100	376	Good
		Y.4 Mr/Mrs/Sisters try to complete the work on time			
	Cooperation	Y.5 Mr/Ms/You have the ability to achieve the company's goals and objectives	100	326	Pretty good
		Y.6. You have a high enthusiasm at work			
	Creativity	Y .7 Mr/Ms/Brother gave ideas or ideas in solving			

		problems related to work			
		Y. 8. Mr/Mrs/Brothers can submit suggestions or opinions to the company	100	313	Pretty good

Source: Primary data that has been processed

The table above shows the answers from research respondents regarding statement items in each dimension on Work Spirit from PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch. The Enthusiasm Dimension has the highest score of 376 in the good category. The Cooperation Dimension has the lowest score of 313 in a fairly good category. In this category, it can be interpreted that the morale of employees at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch is quite good. This is evidenced by the results of research on employees of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch, gave many answers that were quite agreeing rather than disagreeing.

VALIDITY TEST

Table 5. Validity Test Results

Variable	Items	r Count	r Table	Information
Transformational Leadership (X1)	X1.1	0.563	0.284	Valid
	X1.2	0.719	0.284	Valid
	X1.3	0.771	0.284	Valid
	X1.4	0.737	0.284	Valid
	X1.5	0.782	0.284	Valid
	X1.6	0.735	0.284	Valid
	X1.7	0.662	0.284	Valid
	X1.8	0.555	0.284	Valid
Work	X2.1	0.768	0.284	Valid

Environment (X2)	X2.2	0.604	0.284	Valid
	X2.3	0.691	0.284	Valid
	X2.4	0.714	0.284	Valid
	X2.5	0.690	0.284	Valid
	X2.6	0.710	0.284	Valid
Employee Morale (Y)	Y. 1	0.603	0.284	Valid
	Y.2	0.599	0.284	Valid
	Y.3	0.440	0.284	Valid
	Y.4	0.507	0.284	Valid
	Y.5	0.704	0.284	Valid
	Y.6	0.587	0.284	Valid
	Y.7	0.459	0.284	Valid
	Y. 8	0.590	0.284	Valid

Source: Processed Data SPSS V.25, 2023

The table above shows the results of testing the validity of each statement item for the variables of transformational leadership, work environment and employee morale as many as 22 instruments using the SPSS program stating that the statement items can be used. This can be seen from the r count is greater than r table (r count > r table). So that all statement instruments are declared valid and feasible to use.

Reliability Test

Table 6. Reliability Test Results

No	Variable	Cronbach <i>alpha</i>	Reliability	Information
1	Transformational Leadership (X1)	0.845	0.60	Reliable
2	Work Environment (X2)	0.789	0.60	Reliable
3	Employee Morale (Y)	0.637	0.60	Reliable

Source: Processed Data SPSS V.25, 2023

Based on the table above, it can be seen that the results of the reliability test on variables show all Cronbach's alpha values > 0.60. For the transformational leadership variable (X1) the Cronbach's alpha value is 0.845, for the work environment variable (X2) the Cronbach's alpha value is 0.789 and for the employee morale variable (Y) the Cronbach's alpha value is 0.637. This shows that all variables, namely transformational leadership (X1), work environment (X2), and employee morale (Y) have met the cut-off criteria so that it can be concluded that the entire list of statements which are dimensions of all variables is reliable or acceptable.

Classic Assumption Test of Normality

Table 7. Results of the Classical Normality Assumption Test
 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		50
Normal Parameters, b	Means	.0000000
	std. Deviation	2.06160712
Most Extreme Differences	absolute	.116
	Positive	.057
	Negative	-.116
Test Statistics		.116
asymp. Sig. (2-tailed)		.091c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: Processed Data SPSS V.25, 2023

Based on the table above, it can be seen that the results of the classical assumption test for normality are said to be normal. The significance value is to see whether the data is normal, that is, if the sig level > 0.05 can be interpreted as normal, otherwise if the sig level < 0.05 it can be interpreted as abnormal. In Table 5.16 it can be seen that the significant value is 0.091 > 0.05 and from these results, it is said that the data above has a normal distribution.

Multicollinearity Classic Assumption Test

Table 8. Multicollinearity Classical Assumption Test Results

Coefficientsa

Model	Collinearity Statistics	
	tolerance	VIF
1 (Constant)		
Transformational leadership	.751	1,331

Work environment	.751	1,331
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a. Dependent Variable: Morale

Source: Processed Data SPSS V.25, 2023

Based on the table of transformational leadership and work environment tolerance values of $0.751 > 0.1$ meaning that multicollinearity does not occur and the VIF value in transformational leadership and work environment is $1.331 < 10.00$ meaning that multicollinearity does not occur.

The Classic Assumption Test of Heteroscedasticity

Table 9. Heteroscedasticity Classical Assumption Test Results

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
1 (Constant)	12,900	2051		6,290	.000		
Transformational leadership	.221	.061	.420	3,590	.001	.751	1,331
Work environment	.364	.103	.412	3,522	.001	.751	1,331

a. Dependent Variable: Morale

Source: Processed Data SPSS V.25, 2023

Based on table 5.18 above, it can be seen that the results of the classical assumption test of heteroscedasticity show that the sig value of the transformational leadership variable is $0.01 > 0.05$ which is assumed to not occur heteroscedasticity. The work environment variable has a sig value of $0.01 > 0.05$ which is assumed that there is no heteroscedasticity. For a good research model, there is no heteroscedasticity.

Multiple Linear Regression Analysis

Table 10. Multiple Linear Regression Test Results The Influence of Transformational Leadership and Work Environment on Employee Morale at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	12,900	2051		6,290	.000
Transformational leadership	.221	.061	.420	3,590	.001
Work environment	.364	.103	.412	3,522	.001

a. Dependent Variable: Morale

Source: Processed Data SPSS V.25, 2023

1. This constant value of 12,900 can be interpreted that if transformational leadership and work environment are assumed to be zero (0), then morale is 12,900.
2. the value of the regression coefficient X1 is 0.221, indicating that the transformational leadership variable has a positive influence on employee morale, meaning that every 1 unit increase in the transformational leadership variable will affect morale by 0.221.
3. The value of the regression coefficient X2 is 0.364 indicating that the work environment variable has a positive influence on morale, meaning that each increase in the work environment variable unit will affect morale by 0.364.

Test F

Table 11. Simultaneous Hypothesis Test Results

ANOVAa		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	223,659	2	111,830	25,238	.000b
	residual	208,261	47	4,431		
	Total	431,920	49			

a. Dependent Variable: Morale

b. Predictors: (Constant), Work Environment, Transformational Leadership

Source: Processed Data SPSS V.25, 2023

Based on the table above, it can be seen that the results of testing the F test hypothesis F_{count} shows that the value of $F_{count} = 25.238 > F_{table} = 3.20$ with a significance of 0.000. Thus it can be concluded that H_a is accepted and H_o is rejected, which means that simultaneously transformational leadership and the work environment have a significant effect on employee morale at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch.

Coefficient of Determination (R²)

Table 12. Test Results for the Coefficient of Determination (R²) The Effect of Transformational Leadership and the Work Environment on Employee Morale at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch

Summary model b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.720a	.518	.497	2.10501

a. Predictors: (Constant), Work Environment, Transformational Leadership

b. Dependent Variable: Morale

Source: Processed Data SPSS V.25, 2023

Based on table 5.20 above, it shows that the R-value is obtained²(R Square) of 0.720 or 51.8% which indicates that there is an influence of transformational leadership and work environment variables on the morale of employees of PT. Bank Riau Kepri Syariah Branch of Siak Sri Indrapura which

simultaneously between variables X1 and X2 on variable Y is 51.8% and the remaining 48.2% is influenced by other variables not included in this study.

Test t

Table 13. Partial Hypothesis Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
1 (Constant)	12,900	2051		6,290	.000		
Transformational leadership	.221	.061	.420	3,590	.001	.751	1,331
Work environment	.364	.103	.412	3,522	.001	.751	1,331

a. Dependent Variable: Morale

Source: Processed Data SPSS V.25, 2023

From the statistical table in table 5.21 above, it can be seen that t_{count} to test the hypothesis whether there is a significant influence of the transformational leadership variable (X1) on the morale variable (Y), which is equal to 3,590. where $t_{count} = 3.590 > t_{table} = 2.01063$ and $sig\ 0.001 < 0.05$, with greater $t_{count} > t_{table}$, the hypothesis states that transformational leadership influences the morale of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch can be accepted. Furthermore, to test the hypothesis whether there is a significant effect of the work environment variable (X2) on the morale variable (Y), that is equal to 3,552. where $t_{count} = 3.552 > t_{table} = 2.01063$ and $sig\ 0.001 < 0.05$, with greater $t_{count} > t_{table}$, the hypothesis states that the work environment influences the morale of employees at PT.

The Effect of Transformational Leadership and Employee Spirit

The results of research conducted on the transformational leadership variable on employee morale show that the transformational leadership variable has a calculated value of the count of 3,590 is greater than table 2.01063 and $sig\ 0.000$ is smaller than 0.05. This means that it is proven that transformational leadership has a significant effect on morale. The first hypothesis in this study is acceptable, namely, there is an influence between transformational leadership on employee morale at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch.

Morale itself arises from the transformational leadership provided by the company, the better the transformational leadership given to employees, the higher the morale of the company's employees. according to O'Leary (2001), transformational leadership is a leadership style used by a manager when he wants a group to expand boundaries and performance beyond or achieve a whole new set of organizational goals. Transformational leadership in principle

motivates subordinates to do better than what can be done, in other words, it can increase the confidence or self-confidence of subordinates which will affect performance improvement which has an impact on employee morale. Therefore, Companies must have leaders with transformational leadership in order to increase employee morale. The results of research conducted by Andi Putra and I Gusti Ayu (2019) also show that transformational leadership has a positive and significant effect on employee morale.

The Effect of The Work Environment on Employee Spirit

The results of research conducted on work environment variables on employee morale show that work environment variables have a calculated value of the count of 3.522 is greater than table 2.01063 and sig 0.000 is smaller than 0.05. This means that it is proven that the work environment has a significant effect on morale. So that the second hypothesis in this study can be accepted, namely that there is an influence between the work environment on employee morale at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch.

This is in line with the opinion according to Nitisemito (2002) stating that the work environment is everything that exists around workers who can influence themselves in carrying out assigned tasks. This is further strengthened by Ahyari's opinion in Purnomo (2014) that the work environment is related to everything that is around the job and can influence employees in carrying out their duties, such as employee service, working conditions, and employee relations within the company concerned. Meanwhile, Siswanto Sastrohadiwiryono (2002) argues that the work environment is conditions, situations, and working conditions that cause the workforce to have enthusiasm and morale, high work enthusiasm, to increase work productivity as expected. shows influence There is a significant difference between the work environment and employee morale, the better the working environment conditions, the employee morale will also increase.

CONCLUSION AND RECOMENDATION

Based on the results of research on employees of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch regarding the influence of transformational leadership and the work environment on employee morale, the following conclusions can be drawn. In the transformational leadership variable, the results show that transformational leadership at PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch as a whole is good which means that the transformational leadership of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch as a whole is good and as expected. In the work environment variable, the results show that the work environment of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch as a whole is good.

On the morale variable, the results show that the morale of the employees of PT. Bank Riau Kepri Syariah Siak Sri Indrapura Branch is quite good. Partially it can be seen that transformational leadership variables have a significant influence on employee morale. Partially it can be seen that work

environment variables have a significant influence on employee morale. Simultaneously it can be seen that transformational leadership and work environment variables have a significant influence on employee morale.

ADVANCED RESEARCH

This research has limitations so further research is still needed on this topic.

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