



The Effect of Transformational Leadership and Workload on Employee Performance

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Abstract

This study aims to analyze and examine the influence of transformational leadership and workload on employee performance at the Airport Authority Office Region V Makassar. Data were collected through questionnaires, with a total of 116 respondents selected using the Slovin formula. The questionnaire was tested for validity and reliability, and classical assumption tests such as normality, multicollinearity, and heteroscedasticity were also conducted. The data analysis method used was multiple linear regression. The results of the study show that: (1) Transformational leadership has a positive and significant effect on employee performance; (2) Workload also has a positive and significant effect on employee performance; and (3) simultaneously, transformational leadership and workload have a positive and significant effect on employee performance at the Airport Authority Office Region V Makassar. The coefficient of determination (*R Square*) value of 0.319 indicates that 31.9% of the variation in employee performance can be explained by these two variables, while the remaining 68.1% is influenced by other factors not included in this study.

Introduction

Human resources are a fundamental element in determining the success of an organization or company. In an organizational context, human resources serve not only as a workforce but also as a strategic asset capable of creating competitive advantage through innovation, decision-making, and achieving organizational goals. The sustainability and effectiveness of an organization depend heavily on the quality of its human resources; therefore, a comprehensive management strategy is required, including competency development, welfare improvement, and employee performance optimization. Human resource management functions as a system that manages, directs, and utilizes the potential of individuals within an organization so they can optimally contribute to the achievement of established goals (Onsardi, 2020). In efforts to achieve organizational effectiveness, employee performance is a key indicator determining the operational success of an agency. Employee performance can be defined as work results achieved in both quality and quantity based on established standards and indicators (Armstrong, 2021).

Factors influencing employee performance include leadership, workload, and the work environment. Effective leadership plays a role in providing direction, motivation, and positive influence on employees, thereby increasing productivity and commitment to the organization (Winata, 2022). Excessive workloads without proper management can reduce work effectiveness, increase stress, and impact employee performance. Meanwhile, a conducive work environment plays a role in creating an atmosphere that supports productivity and increases employee job satisfaction. The increasing demands of achieving organizational goals

require all elements within the organization, including human resources, to perform optimally (Damayanti, 2020). Employee performance is a crucial factor in an organization's success. Optimal performance can be achieved if employees are able to carry out their duties effectively and efficiently according to established standards. Various factors influence employee performance, including leadership and workload. Furthermore, the work environment also plays a significant role as a factor that can mediate or strengthen the relationship between leadership and workload on employee performance. Good leadership can increase employee motivation and commitment, while poorly managed workload can decrease employee productivity (Afuan et al., 2023). Effective leaders can provide direction, build good communication, and create a work environment that supports employee productivity. Transformational Leadership Theory states that inspirational leaders can increase employee motivation, creativity, and loyalty, which ultimately impacts improved performance. Conversely, authoritarian or less communicative leadership can lead to job dissatisfaction, low employee engagement, and decreased work quality. Therefore, effective leaders must be able to manage teams well, provide appropriate rewards, and create a positive work culture so that employees can work optimally (Hermawan & Ismail, 2022). Bass and Avolio (in Abadi & Wijono, 2023) explain that transformational leadership plays a role in increasing employee motivation, self-confidence, and performance through four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration.

According Armansyah, (2020) also emphasized that effective leadership can increase employee productivity and job satisfaction. In addition to leadership, workload is also a factor that influences employee performance. An appropriate workload can increase employee productivity and performance because it challenges them to achieve better results. However, excessive workloads without proper management can lead to work stress, fatigue, and even reduced employee effectiveness. Excessive stress due to high workloads often leads to burnout, which can hinder productivity and increase employee absenteeism and turnover (Handoko, 2020). Excessive workloads can lead to physical and mental fatigue, reduced productivity, and increased risk of errors at work. Conversely, excessively low workloads can lead to employee demotivation due to a lack of challenge. According to the Job Demand-Resources (JDR) Model developed by Bakker et al., 2023, high workloads can lead to job stress if not balanced with adequate work resources, such as social support and career development opportunities. Tummers & Bakker (2021) also found that high work pressure without adequate support can reduce employee productivity. The work environment plays a crucial role in strengthening or weakening the influence of leadership and workload on employee performance.

A comfortable work environment, both physically and psychologically, can boost employee morale and well-being. Herzberg's Two-Factor Theory (in Sunarya, 2022) states that the work environment is a hygiene factor that can influence employee satisfaction and performance. Factors such as physical, social, and psychological conditions in the workplace contribute to employee well-being and effectiveness in carrying out their duties. A study by Dana (2019) also showed that a positive work environment can increase employee intrinsic motivation and directly impact employee productivity. Thus, employee performance is a crucial element in organizational success, influenced by various factors, including leadership, workload, and the work environment. Effective leadership can increase employee motivation and performance, while unmanageable workloads can cause stress and decrease productivity. A positive work environment can reinforce the positive impact of leadership and mitigate the negative effects of high workloads (Tamsah & Nurung, 2021). A work environment supported by effective communication, good teamwork, and fair and transparent policies can increase employee loyalty and motivation. A work environment characterized by interpersonal conflict, unclear

roles, or policies that do not support employee well-being can lead to job dissatisfaction and decrease productivity (Winata, 2022). Civil Servant (PNS) performance assessments generally use Employee Performance Targets (SKP) as the primary instrument for evaluating employee work achievements over a specific period, usually one year. The SKP is a document containing the work plans and targets that each employee must achieve according to their duties and functions. This assessment refers to Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment, which emphasizes the importance of performance-based evaluations and work behavior to improve organizational effectiveness. This assessment is based on two main components: Employee Performance Targets (SKP), which carries a weighting of 60%, and Work Behavior, which carries a weighting of 40%. The data presented shows fluctuations in employee performance, both in terms of SKP and work behavior. In 2022, the SKP score reached 78 (Good), while the work behavior score was at 75 (Fair).

The total employee performance score was 77.4 (Good), indicating that although the employee achieved the set performance targets, the work behavior aspect still needed improvement. This could indicate challenges in work discipline, compliance with organizational rules, or suboptimal teamwork. In 2023, there was a significant improvement in employee performance. The SKP score increased to 85 (Good), while work behavior also increased to 82 (Good). Thus, the final total employee performance score reached 83.8 (Good), the highest achievement in the past three years. This increase could be due to improved work systems, more effective leadership, or a more robust employee development program. However, in 2024, there was a decline in employee performance, with the SKP score dropping to 80 (Good) and work behavior dropping to 78 (Good). This resulted in a total final score of 79.2 (Good). This decline indicates that employees are experiencing a higher workload, reduced work motivation, or external factors affecting productivity and work discipline. This fluctuation raises questions about the factors that influence employee performance, particularly leadership, workload, and the work environment, which can play a role in increasing or decreasing employee productivity. Therefore, this study aims to analyze how leadership and workload influence employee performance, and whether the work environment acts as an intervening variable in this relationship. Leadership plays a crucial role in determining employee performance in an organization (Suprayitno, 2024; Susanto et al., 2023; Wiguna et al., 2022; Siraj et al., 2022; Diana, et al., 2021). An effective leader is able to provide clear direction, establish effective communication, and create a conducive work environment for employees to achieve optimal performance.

Good leadership can also increase employee motivation and loyalty, making them more enthusiastic in carrying out their duties and responsibilities. However, in some cases, an inappropriate leadership style can hinder employee performance, such as leadership that is too authoritative or does not involve employees enough in decision-making. Research by Fadhyllah et al. (2023) shows that leadership does not significantly influence employee performance at the Makassar City Regional Financial and Asset Management Agency. This finding differs from research by Wisudayanti (2024), which states that leadership has a positive and significant influence on employee performance at the Tabanan Regency Transportation Agency. Furthermore, in research by Fadhyllah et al. (2023), motivation was shown to be the most dominant factor influencing employee performance, while employee commitment had no significant effect. This difference in results indicates a research gap that can be explained by contextual factors, such as differences in employment sectors and work environments. In the study, which will be conducted at the Makassar Region V Airport Authority Office, in addition to leadership, workload will also be tested for its influence on employee performance. The work environment is used as an intervening variable to examine how working conditions

mediate the relationship between leadership and workload on employee performance. Therefore, this study fills the gap between the two previous studies by including workload as an independent variable and the work environment as an intervening variable, which were not tested in previous studies. Workload is one factor that can influence employee performance in an organization. A balanced workload can increase productivity and work efficiency, while an excessive workload has the potential to reduce work quality, increase stress, and cause fatigue, which negatively impact employee performance. Conversely, an excessively low workload can also decrease work motivation and reduce employee effectiveness in achieving organizational targets (Rahim et al., 2023). Therefore, understanding how workload affects employee performance is crucial, especially in a dynamic and demanding work environment like the Makassar Region V Airport Authority Office. Research by Tossa et al. (2023) shows that workload has a positive and significant effect on employee performance at the Biringkanaya District Office in Makassar City.

This means that a higher, well-managed workload leads to higher employee performance. Conversely, research by Mangindara et al. (2023) at the Inpatient Unit of Bhayangkara Hospital Level II Makassar found that workload had no significant effect on nurse performance. This difference in results may be due to differences in job type and work environment; administrative staff at the district office may have a more manageable workload compared to medical personnel who face higher work pressure. This research gap indicates that the effect of workload on employee performance is contextual and can vary depending on the type of job and work environment. In the study, which will be conducted at the Makassar Region V Airport Authority Office, workload is used as an independent variable to determine whether workload within the airport authority environment has a significant effect on employee performance. Furthermore, this study uses the work environment as an intervening variable, which can provide a deeper understanding of how working conditions can moderate or mediate the relationship between workload and employee performance. Thus, this study contributes to filling the gap by examining the influence of workload in different ways and considering work environment factors that have not been widely studied in previous research. A conducive work environment, both physical and non-physical, can increase employee productivity, motivation, and job satisfaction. Factors such as adequate facilities, harmonious inter-employee relationships, and support from superiors play a role in creating a comfortable work atmosphere and supporting optimal performance (Santoso & Oktafien, 2024; Mohamed et al., 2024; Syahrir et al., 2024; Tulim et al., 2026; Souhoka, 2025). Conversely, a non-conducive work environment, such as an uncomfortable workspace, excessive work pressure, and minimal communication within the organization, can reduce work morale and negatively impact employee performance (Mauli & Wijayanto, 2021).

Therefore, understanding the influence of the work environment on employee performance is a crucial aspect in efforts to improve work effectiveness and efficiency in an agency. Research by Ayunasrah et al. (2022) shows that the work environment influences employee performance at the Bener Meriah Regency Environmental Agency, but this influence weakens when mediated by job satisfaction. The total effect of the work environment on employee performance is only 11.5%, consisting of a direct effect of 5.1% and an indirect effect through job satisfaction of 6.41%. This indicates that job satisfaction can mediate the influence of the work environment on performance, but under certain conditions, low job satisfaction can weaken the positive impact of the work environment on employee performance. Meanwhile, research by Lodi et al. (2022) found that the work environment has a positive and significant effect on leadership at the South Sulawesi Provincial Social Service, and that the work environment, along with organizational culture and leadership, has a significant influence on

employee performance. This study highlights that leadership can be a mediating factor that strengthens the relationship between the work environment and employee performance. A research gap identified is that previous studies examined the work environment with job satisfaction and leadership as mediating variables, whereas in the study to be conducted at the Makassar Airport Authority Region V Office, the work environment is positioned as an intervening variable between leadership and workload on employee performance. Therefore, this study offers a new perspective by examining how the work environment can be a factor that strengthens or weakens the influence of leadership and workload on employee performance, something that has not been specifically addressed in previous research.

Method

This research was conducted to test the proposed hypothesis using a research method designed specifically for the variables being studied to obtain accurate results. This research is quantitative descriptive. Quantitative descriptive research is a research method based on the philosophy of positivism, used to study a specific population or sample. Data collection utilizes research instruments and quantitative/statistical data analysis, with the aim of testing the stated hypothesis. This research aims to describe and illustrate the influence of transformational leadership and workload on employee performance at the Makassar Region V Airport Authority Office. This was conducted through data collection and quantitative analysis (questionnaires), as well as testing using path analysis.

Location and Time

This research was conducted at the Makassar Airport Authority Region V office, Jl. Bandara Authority No. 5, Baji Mangngai, Mandai District, Maros Regency, South Sulawesi 90552. The time

Population and Sampling Technique

In this study, the population consists of all employees working at the Makassar Airport Authority Region V office, totaling 164 people. This population focuses on civil servant (PNS) employees, totaling 164 people. This study used a sampling technique based on the Slovin formula. Using the Slovin formula, the sample size is calculated based on the existing population, with a predetermined margin of error.

Data Collection Instruments

Data collection instruments are the methods used to collect research data. This study used a questionnaire to collect data. A questionnaire is a data collection technique containing a set of questions that are logically related to the research problem, and each answer has significance in testing the hypothesis.

Data Collection Method

This study used a cross-sectional data collection technique. A cross-sectional study is a study that collects data from many different individuals at a single point in time. The data in this study is quantitative, obtained by distributing questionnaires to respondents. These data consist of written answers that are then given a numerical score for statistical analysis. The use of quantitative data aims to measure research variables objectively, measurably, and accurately. The measurement technique uses a Likert scale, where each statement in the questionnaire is given five answer choices that reflect the respondent's level of agreement, ranging from "strongly disagree" to "strongly agree." The scores from these answers are then processed to describe the respondent's level of perception and attitude toward the variables being studied.

Data Sources

The data sources used in this study consist of two types: primary data and secondary data. Primary data was obtained directly from the research subjects. The primary data collection method was conducted by administering questionnaires to respondents, in this case employees at the Makassar Region V Airport Authority Office. Secondary data was obtained through documents related to employees at the Makassar Region V Airport Authority Office.

Data Collection Techniques

The data collection techniques in this study include the following: Interviews, a data collection technique conducted through face-to-face meetings and direct question-and-answer sessions between the data collector and the researcher with the data source. However, with technological advances, interviews can also be conducted without face-to-face meetings. Questionnaires, a data collection technique conducted by providing a set of questions or statements to other people who serve as respondents to answer. Document Study, a data collection method that does not directly address the research subjects.

Instrument Testing

To test the hypotheses proposed in this study, the following analytical methods were used: The validity test of the research instrument indicators aims to assess the validity of each indicator. A test or instrument is considered to have high validity if it performs its intended function or produces a measurement result. If the Person Correlation value is below 0.05, the data obtained are valid. The reliability test is used to assess whether the questionnaire items are reliable in interpreting the level of reliability. This is done using SPSS 25.0, which provides a facility for measuring reliability using the Cronbach's Alpha statistical test technique. The calculation results indicate reliability if the alpha coefficient (α) is greater than 0.6, indicating that the questionnaire is reliable and can be used for research. To ensure that the regression line equation is linear and valid for forecasting, normality and linearity assumptions are tested. The normality test aims to determine whether the confounding variables or residuals in the regression method have a normal distribution. If the residual values do not follow a normal distribution, the statistical test is invalid for small sample sizes.

There are two ways to detect whether the residuals are normally distributed: graphical analysis and statistical tests. To test whether the data are normally distributed, the Kolmogorov-Smirnov statistical test is used. The residuals are normally distributed if they have a significance value > 0.05 . The normality test is also one of the test methods included in the data analysis requirements or the classical assumption test. This means that before conducting the actual analysis, the research data must be tested for normal distribution. Good data is normally distributed, where: a. If the significance value of $KS > 0.05$, the data is normally distributed. b. If the significance value of $KS < 0.05$, the data is not normally distributed. 2. Multicollinearity Test The multicollinearity test aims to determine whether a correlation exists between independent variables in the regression model. A good regression model should have no correlation between independent variables (i.e., no multicollinearity). Decision-making for multicollinearity testing can be done in two ways: If the tolerance value is greater than 0.10, it indicates that there is no multicollinearity in the data being tested. If the tolerance value is less than 0.10, it indicates that there is multicollinearity in the data being tested. To test for multicollinearity, look at the VIF value for each independent variable. If the VIF value is < 10 , it can be concluded that the data is free from multicollinearity.

Result and Discussion

Respondent Characteristics by Gender

Table 1. Respondent Characteristics by Gender

	Frequency		Percent	Valid Percent	Cumulative Percent
Valid	Male	65	56.0	56.0	56.0
	Female	51	44.0	44.0	100.0
	Total	116	100.0	100.0	

Based on 1, it can be seen that the respondents in this study consisted of 65 males, or 56.0%, and 51 females, or 44.0%, of the total 116 respondents. This indicates that the majority of employees in this study were male. Although there was a difference in the number of males and females, the difference was not significant, so the distribution of respondents by gender was still relatively balanced. This composition provides a general overview of gender diversity in the Makassar Airport Authority Region V workplace. This relatively even distribution allows researchers to obtain diverse perspectives from both gender groups, both in assessing their transformational leadership style, workload, and performance. Therefore, this data contributes to strengthening the external validity of the study by taking into account demographic variables that could potentially influence respondents' perceptions of the variables studied. Furthermore, the presence of both gender groups, which are sufficiently representative, can provide a basis for further analysis, such as examining differences in perceptions between genders regarding leadership, workload, or employee performance. Therefore, information regarding respondents' gender characteristics is not only descriptive but also crucial in supporting the analysis and interpretation of the overall research results.

Respondent Characteristics by Age

Table 2. Respondent Characteristics by Age

	Frequency		Percent	Valid Percent	Cumulative Percent
Valid	20 – 40 Years	57	49.1	49.1	49.1
	41 – 50 Years	44	37.9	37.9	87.1
	Over 51 Years	15	12.9	12.9	100.0
	Total	116	100.0	100.0	

That the majority of respondents were between the ages of 20 and 40, representing 57 people, or 49.1% of the total 116 respondents. Furthermore, the 41–50 age group comprised 44 people, or 37.9%. Meanwhile, the 51-plus age group comprised the smallest group, with 15 people, or 12.9%. This distribution indicates that the majority of the employees surveyed are of productive age and professionally mature. The 20–40 age group generally represents an active and dynamic generation in the workplace, while the 41–50 and 51-plus age groups tend to have longer work experience and a deeper understanding of the organization. This age diversity adds value to the research by allowing for diverse perspectives on transformational leadership, workload, and perceptions of employee performance. This makes the research results more representative in terms of age and allows for further comparative analysis, if necessary. This information is important as a basis for interpretation in assessing how age factors can influence how employees respond to leadership styles and the workload they face on a daily basis.

Respondent Characteristics Based on Education Level

Table 3. Respondent Characteristics Based on Education Level

Frequency		Percent	Valid Percent	Cumulative Percent	
Valid	SM A	6	5.2	5.2	5.2
	D3	54	46.6	46.6	51.7
	S1	43	37.1	37.1	88.8
	S2	13	11.2	11.2	100.0
	Total	116	100.0	100.0	

Based on Table 3, respondents in this study had varying levels of education. Of the 116 respondents, the majority had a Diploma Three (D3) degree, representing 54 respondents, or 46.6% of all respondents. Furthermore, 43 respondents (37.1%) had a bachelor's degree (S1), and 13 respondents (11.2%) had completed a master's degree (S2). Meanwhile, only 6 (5.2%) respondents had a high school education. This composition indicates that the majority of employees at the Makassar Region V Airport Authority Office have a relatively high level of education, namely at the tertiary level (D3, S1, and S2). A high level of education reflects employees' intellectual capacity and adequate technical skills to carry out their duties and responsibilities. This has the potential to influence how they assess transformational leadership styles and assigned workloads, as well as how they evaluate their own work performance. Education level can also contribute to differences in perception and understanding of organizational policies, the implementation of work standards, and adaptation to change led by a transformational leader. The diversity of educational levels makes the results of this study richer and more comprehensive because they include the perspectives of a group of employees with varying academic backgrounds.

Respondent Characteristics Based on Length of Service

Table 4. Respondent Characteristics Based on Length of Service

Frequency		Percent	Valid Percent	Cumulative Percent
Valid	1 – 5 Years	29	25.0	25.0
	6 – 10 Years	40	34.5	59.5
	11 – 20 Years	47	40.5	100.0
	Total	116	100.0	100.0

Based on Table 4, it is known that the respondents in this study had varying lengths of service. Of the 116 respondents, 47 (40.5%) had worked for 11 to 20 years, which is the largest group. Furthermore, 40 respondents (34.5%) had 6 to 10 years of service, and the remaining 29 (25.0%) were in the 1 to 5 years category. This distribution indicates that the majority of respondents have substantial work experience within the Makassar Region V Airport Authority Office. Employees with more than 10 years of service are more likely to have a deep understanding of the organizational structure, work culture, and leadership styles prevailing within the organization. They also have the potential to be more critical and objective in assessing their own workload and performance, compared to employees who have recently joined or are still adjusting. This diversity of service periods is an important aspect of the study

because it can influence how respondents respond to key variables such as transformational leadership, workload, and performance. Employees with longer tenure may be more resilient to work pressure and more accustomed to organizational dynamics, while new employees may be more flexible and open to change but more sensitive to the workload and leadership styles implemented.

Table 5. Frequency of Respondents' Responses Regarding Transformational Leadership (X1)

(Item)	Respondents' Answer Frequency (f) & Percentage (%)					Mean
	STS (1)	TS (2)	KS (3)	S (4)	SS (5)	
X1.1	0	1	2	47	60	4,43
X1.2	0	0	8	40	68	4,52
X1.3	0	0	5	36	75	4,60
X1.4	0	0	0	51	65	4,56
X1.5	0	0	0	48	68	4,59
X1.6	0	0	3	43	70	4,58
Average						27,28

Based on Table 5, data was obtained regarding respondents' responses to Six statements (items) representing the Transformational Leadership variable (X1). In general, respondents' perceptions showed a very positive tendency toward the transformational leadership style implemented by their superiors. For statement X1.1, 47 respondents (40.5%) responded "Agree" and 60 respondents (51.7%) responded "Strongly Agree," resulting in a mean score of 4.43. This indicates that the majority of employees agree that leaders possess the transformational characteristics outlined in the statement. Statements X1.2 through X1.6 showed an even stronger tendency toward positive responses. For example, X1.3 had a mean score of 4.60, with 75 respondents (64.7%) responding "Strongly Agree" and 36 respondents (31%) responding "Agree," with no "Disagree" or "Strongly Disagree" responses. Similarly, items X1.5 and X1.6 had average scores of 4.59 and 4.58, respectively, indicating that the majority of respondents truly acknowledged the existence of high levels of transformational leadership in their workplace. Overall, the average score for all X1 statements was 4.55, indicating that the transformational leadership style implemented at the Makassar Region V Airport Authority Office was perceived very favorably by employees. This high score reflects that leaders are considered capable of inspiring, motivating, and serving as role models for their subordinates, key characteristics of transformational leadership. This finding provides an initial indication that transformational leadership has the potential to have a positive and significant impact on employee performance, as will be demonstrated through statistical testing in the subsequent analysis.

Respondents' Responses to the Workload Variable

Table 6. Frequency of Respondent Responses Regarding Workload (X2)

(Item/ Butir)	Respondents' Answer Frequency (f) & Percentage (%)					Rerata (Mean)
	STS (1)	TS (2)	KS (3)	S (4)	SS (5)	
X2.1	0	0	2	40	74	4,62
X2.2	0	0	2	44	70	4,59
X2.3	0	0	7	45	64	4,49

X2.4	0	1	5	48	62	4,47
X2.5	0	0	6	40	70	4,55
X2.6	0	0	7	45	64	4,49
Average						27,22

Table 6, illustrates Respondents' responses to six statements representing the Workload variable (X2). The frequency distribution results indicate that, in general, employee perceptions of workload are in the positive and high category. None of the respondents gave a "Strongly Disagree" (STS) rating, and only one respondent answered "Disagree" (TS) to statement X2.4. This indicates that the majority of respondents have a positive perception of their workload. For item X2.1, 40 respondents (34.5%) answered "Agree" and 74 respondents (63.8%) answered "Strongly Agree," resulting in a mean score of 4.62, the highest score among all items in this variable. This statement indicates that the majority of employees feel capable of handling the workload assigned to them.

Statement X2.2 also showed a similar trend with a mean score of 4.59, followed by X2.5 (4.55), X2.3, and X2.6 (4.49). Although item X2.4 had one respondent who answered "Disagree," the overall mean score was still quite high, at 4.47. Overall, the mean score for the six statements in the Workload variable (X2) was 4.53, indicating that the workload at the Makassar Region V Airport Authority Office is perceived as reasonable and within the employee's capabilities. This high mean score can be interpreted as indicating that employees are not experiencing excessive overload, and that the workload assigned is appropriate for their capacity, responsibilities, and available resources. This is important in supporting employee performance because a balanced and proportional workload will increase productivity, reduce work stress, and enable employees to optimally achieve performance targets. Therefore, this finding is an initial indication that workload has the potential to have a positive impact on employee performance, as will be further tested in the inferential analysis stage.

Respondents' Responses to Employee Performance Variables

Table 7. Frequency of Respondent Responses Regarding Employee Performance (Y)

(Item/ Butir)	Respondents' Answer Frequency (f) & Percentage (%)					Rerata (Mean)
	STS (1)	TS (2)	KS (3)	S (4)	SS (5)	
Y.1	0	0	0	38	78	4,67
Y.2	0	0	3	46	67	4,55
Y.3	0	0	0	46	70	4,60
Y.4	0	0	1	40	75	4,64
Y.5	0	0	0	42	74	4,64
Y.6	0	0	0	44	72	4,62
Y.7	0	0	0	41	75	4,65
Y.8	0	0	0	42	74	4,64
Average						37,01

Based on Table 7, respondents' responses to the eight items representing the Employee Performance (Y) variable showed a very positive trend. All items received an average rating above 4.50, with the majority of respondents responding "Agree" and "Strongly Agree." No respondents chose "Strongly Disagree" or "Disagree," and only a small number chose "Disagree" for items Y.2 and Y.4, namely 3 and 1, respectively. For item Y.1, 38 respondents

(32.8%) chose "Agree" and 78 respondents (67.2%) chose "Strongly Agree," resulting in an average of 4.67, the highest of all items. This reflects that employees feel very confident in carrying out their duties and responsibilities well. A similar pattern is also seen in other items, such as Y.3 (mean 4.60), Y.4 and Y.5 (4.64 each), and Y.7 (4.65), all of which indicate a very high level of performance from the employee's perspective. The overall mean score for the Employee Performance variable was 4.63, indicating that the overall performance perception is in the very good category. These results reinforce the assumption that employees at the Makassar Airport Authority Region V Office have a strong work ethic, are able to meet targets, work effectively, and demonstrate a professional attitude in carrying out their duties. The high perception of employee performance can also be linked to the two independent variables studied: transformational leadership and workload. With inspiring leadership and a well-managed workload, employees have the psychological and structural conditions that support optimal performance.

Instrument Testing

Validity Testing

The validity calculation in this study was conducted using a correlation technique between the score for each statement item and the total construct score (the total score of the items within a single variable). The validity test aims to determine the extent to which each question item accurately measures the intended variable.

Table 8. Validity Test

Question Items	r hitung	r tabel	Keterangan
Transformational Leadership (X1)			
Statement 1	0,613	0.257	Valid
Statement 2	0,505	0.257	Valid
Statement 3	0,618	0.257	Valid
Statement 4	0,714	0.257	Valid
Statement 5	0,662	0.257	Valid
Statement 6	0,632	0.257	Valid
Workload (X2)			
Statement 1	0,770	0.257	Valid
Statement 2	0,810	0.257	Valid
Statement 3	0,883	0.257	Valid
Statement 4	0,890	0.257	Valid

Based on the table above, all statement items in Each research variable have a calculated r value greater than the table r (0.257). Thus, it can be concluded that all items in the Transformational Leadership (X1), Workload (X2), and Employee Performance (Y) variables are valid and suitable for use in data collection and further research analysis.

Reliability Test

Reliability testing is a tool for measuring a questionnaire as an indicator of a variable or construct. A questionnaire is considered reliable if a person's answers to the questions are consistent or stable over time. Reliability testing in this study used the alpha formula. The reliability test results for each variable yielded the following data:

Table 9. Reliability Test

Questionnaire Type	R hitung	Nilai Corbanch's Alpa	Status
Transformational Leadership	0,672	0,60	Reliabel
Workload	0,910	0,60	Reliabel
Employee Performance	0,887	0,60	Reliabel

Based on the results in Table 9, all variables in this study obtained Cronbach's Alpha values above 0.60, indicating that the questionnaire instrument used for the Transformational Leadership (X1), Workload (X2), and Employee Performance (Y) variables met the requirements for reliability. The highest value was found for the Workload variable (0.910), indicating a very high level of internal consistency. Meanwhile, the Employee Performance variable had a Cronbach's Alpha value of 0.887, and the Transformational Leadership variable had a value of 0.672, which are also considered reliable. Thus, all instruments used in this study can be considered stable and consistent in measuring the variables studied. These reliable instruments provide a strong foundation for the researchers to proceed to the inferential data analysis stage.

Classical Assumption Test

Normality Test Results

The normality test aims to determine whether the dependent and independent variables in the regression model have a normal distribution. A good regression model has a normal or near-normal data distribution. To detect data normality, a P-Plot (Probability Plot) graph test is performed. The results of the Normality Test using SPSS 25 are as follows:

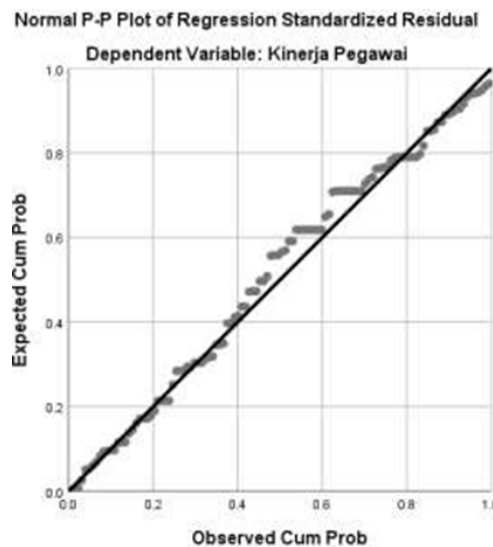


Figure 1. P-Plot Normality Test Image

Based on Figure 1, it can be seen that the residual data points are spread symmetrically around the diagonal line and follow the direction of the line. This pattern indicates that the residual distribution is near-normal, which is one of the important assumptions in the classical linear regression model. By meeting the normality assumption, the regression model used in this study can be declared appropriate and valid for use in further testing. To strengthen the visual results of the normality plot, this study also conducted statistical tests using the Kolmogorov-Smirnov Test, as presented in Table 4.10.

Unstandardized Residual

Table 10. Results of the Kolmogorov-Smirnov Test for Normality

N		116
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.43396373
Most Extreme Differences	Absolute	.089
	Positive	.037
	Negative	-.089
	Test Statistic	.089
	Asymp. Sig. (2-tailed)	.025 ^c

One-Sample Kolmogorov-Smirnov Test Unstandardized Residuals Test distribution is normal. Calculated from data. Lilliefors Significance Correction. shows that the Asymp. Sig. (2-tailed) value is 0.025, which is greater than the significance value of 0.05. Thus, there is no significant difference between the residual data distribution and a normal distribution, so the assumption of residual normality is acceptable.

Multicollinearity Test

The multicollinearity test aims to determine whether the independent variables in the regression model are not perfectly correlated. The multicollinearity test was conducted by examining the tolerance value and VIF (Variance Inflation Factor) value for each independent variable tested. The tolerance value limit was 0.10, and the VIF value limit was 10.

Table 11. Model Collinearity Statistics Tolerance VIF

(Constant)		
Kepemimpinan Transformasional	.772	1.295
Beban Kerja	.772	1.295

Coefficient Model Collinearity Statistics Tolerance VIF Dependent Variable: Employee Performance Based on the multicollinearity test results in the table above, the tolerance value was 0.772 and the VIF was 1.295 for each independent variable, namely Transformational Leadership and Workload. Since the tolerance value is greater than 0.10 and the VIF value is less than 10, it can be concluded that there is no multicollinearity between the two independent variables in this regression model. Thus, the Transformational Leadership and Workload variables can be used together in a regression model to predict Employee Performance, without compromising the validity of the analysis results due to an overly strong relationship between the independent variables.

Heteroscedasticity Test

The heteroscedasticity test is conducted to determine whether the regression model exhibits unequal residual variances from one observation to another. The consequence of heteroscedasticity in the regression results is that the variance is no longer minimal, the regression coefficient test becomes less robust, the estimated coefficient becomes biased, and the conclusions drawn are incorrect. The results of the heteroscedasticity test are shown in the following figure:

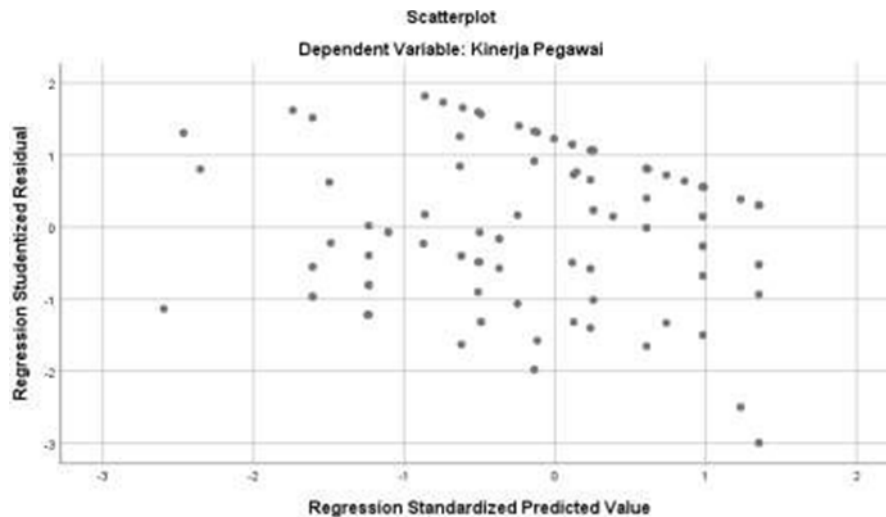


Figure 2. Heteroscedasticity Test

Based on Figure 2, the residual points appear to be randomly distributed and do not form a specific pattern such as a straight line, curve, or fan shape. The points are evenly distributed above and below the zero axis (0) within the standardized predicted value range, indicating the absence of a systematic pattern.

N		Minimum	Maximum	Mean	Std. Deviation
Transformational Leadership	116	34	50	45.12	4.388
Workload	116	39	50	45.46	3.549
Employee Performance	116	30	40	37.01	2.950
Valid N (listwise)	116				

Based on Table 4.12, the Transformational Leadership variable has a minimum value of 34, a maximum value of 50, with a mean of 45.12 and a standard deviation of 4.388. This indicates that respondents' perceptions of transformational leadership are generally high, as the mean is close to the maximum, and the variation in responses between respondents is moderate. For the Workload variable, the minimum score was 39 and the maximum score was 50, with a mean of 45.46 and a standard deviation of 3.549. This high mean indicates that respondents' perceived workload is generally quite high but still within reasonable limits, as the deviation is relatively small. This means that most respondents provided consistent and similar assessments. Meanwhile, the Employee Performance variable had a minimum score of 30 and a maximum score of 40, with a mean of 37.01 and standard deviation of 2.950. This indicates that employee performance, according to respondents' perceptions, is in the good category, with responses distributed evenly but not too widely spread from the mean. In general, these descriptive statistics confirm the initial conclusion that the three research variables are in relatively good condition according to respondents. Next, inferential analysis will be conducted to determine the significant relationships and influences between the variables.

Multiple Linear Regression Analysis

This study used multiple linear regression analysis to test and prove the hypothesis regarding the influence of the independent variables, namely Transformational Leadership (X1) and Workload (X2), on the dependent variable, namely Employee Performance (Y). This test was

conducted both partially and simultaneously to determine the contribution of each independent variable to Employee Performance at the Makassar Region V Airport Authority Office. To facilitate the analysis and statistical calculations, SPSS version 25 for Windows was used.

Table 14. Multiple Linear Regression Analysis

Coefficients

Unstandardized Coefficients				Standardized Coefficients Beta	t	Sig.
Model B		Std. Error				
1	(Constant)	14.597	3.089		4.725	.000
	Transformational Leadership	.621	.124	.443	5.011	.000
	Workload	.202	.090	.199	2.250	.006

The constant value of 14.597 indicates that if the Transformational Leadership (X_1) and Workload (X_2) values are zero, then the predicted baseline value for Employee Performance (Y) is 14.597. In a practical context, although zero values for X_1 and X_2 are logically impossible, this constant is still mathematically necessary in the regression model to determine the starting point for prediction. The coefficient of 0.621 for the Transformational Leadership (X_1) variable indicates that every one-unit increase in Transformational Leadership will lead to a 0.621-unit increase in Employee Performance, assuming the Workload variable remains constant. This means that the better the transformational leadership style implemented, the more likely employee performance will improve significantly. A coefficient of 0.202 for the Workload variable (X_2) indicates that every one-unit increase in Workload will increase Employee Performance by 0.202 units, assuming Transformational Leadership remains constant. This indicates that an appropriate and balanced workload can positively contribute to performance, although its effect is smaller than that of transformational leadership.

Hypothesis Testing

Partial Test (t-Test)

The partial test (t-test) in this study was used to determine the extent to which each independent variable, namely Transformational Leadership (X_1) and Workload (X_2), individually significantly influences the dependent variable, Employee Performance (Y). This test was conducted by comparing the calculated t-value from the regression output with the t-table at a significance level of $\alpha = 0.05$ (95%) and a two-tailed test.

Table 15. Partial Test (t-Test) Coefficients α Unstandardized Coefficients Standardized Coefficients Beta

Unstandardized Coefficients				Standardized Coefficients Beta	t	Sig.
Model B		Std. Error				
1	(Constant)	14.597	3.089		4.725	.000
	Transformational Leadership	.621	.124	.443	5.011	.000
	Workload	.202	.090	.199	2.250	.006

Based on Table 4.14, it is known that hypothesis testing was conducted using a partial t-test for each independent variable. With a sample size (n) of 116 and 2 independent variables (k),

the degrees of freedom (df2) are $n - k - 1 = 116 - 2 - 1 = 113$. From this calculation, the t-table value is 1.658 at a significance level of 5% ($\alpha = 0.05$).

The Effect of Transformational Leadership on Employee Performance

The test results show that the calculated t-value for the Transformational Leadership variable is 5.011, while the calculated t-value is 1.658. Since the calculated t-value (5.011) is greater than the calculated t-value (1.658) and the significance value is $0.000 < 0.05$, it can be concluded that Transformational Leadership has a positive and significant effect on Employee Performance. This is supported by the regression coefficient value of 0.621, meaning that every one-unit increase in Transformational Leadership will increase Employee Performance by 0.621 units, assuming other variables remain constant. Thus, increasing the quality of transformational leadership will have a direct impact on employee performance.

The Effect of Workload on Employee Performance

For the Workload variable, the calculated t-value is 2.250, which is also greater than the calculated t-value (1.658). Furthermore, a significance value of $0.006 < 0.05$ indicates that this variable also has a positive and significant influence on Employee Performance. The regression coefficient value of 0.202 indicates that every one-unit increase in Workload will increase Employee Performance by 0.202 units. Thus, an optimally and proportionally managed workload can drive improved employee performance.

Simultaneous Test (F Test)

The simultaneous test, or F Test, is used to determine whether the independent variables simultaneously have a significant influence on the dependent variable. In this study, the test was conducted to determine the simultaneous effect of Transformational Leadership (X_1) and Workload (X_2) on Employee Performance (Y). The test was conducted by comparing the calculated F value with the F table at a significance level of $\alpha = 0.05$, and by taking into account the significance value (Sig.).

Table 16. Simultaneous Test (F Test) ANOVA

Sum of Model Squares		df	Mean Square	F	Sig.	
1	Regression	319.711	2	159.855	26.514	.000b
	Residual	681.281	113	6.029		
	Total	1000.991	115			

Based on Table 4.15, the calculated F value is 26.514 with a significance value of 0.000. This value is compared to the F table of 3.087 at degrees of freedom ($df1 = 2$) and ($df2 = 113$). Since the calculated F (26.514) is greater than the F table (3.087), and the significance value (0.000) is less than 0.05, it can be concluded that the regression model is simultaneously significant. This means that the Transformational Leadership and Workload variables simultaneously have a positive and significant influence on Employee Performance. This indicates that the combination of effective leadership and good workload management makes a significant contribution to improving employee performance. Thus, the simultaneous hypothesis in this study is accepted, and the regression model is deemed appropriate for explaining the relationship between the studied variables. This finding implies that organizations need to consider aspects of transformational leadership and workload simultaneously and synergistically to improve employee performance comprehensively and sustainably.

Coefficient of Determination (R²) Test

The coefficient of determination essentially measures the model equation's ability to explain the variation in the dependent variable. The R² value ranges from 0 to 1 ($0 \leq R^2 \leq 1$). The coefficient of determination can be calculated to determine the influence of the independent variable on the dependent variable. A high R² value indicates a good regression model, but a low R² value does not necessarily indicate a poor regression model (Ghozali, 2016:95).

Table 17. Coefficient of Determination Test

Model R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.565a	.319	.307	2.455

Based on Table 4.16, the R-square value is 0.319, meaning that 31.9% of the variation in Employee Performance can be explained by Transformational Leadership and Workload variables together. Meanwhile, the remaining 68.1% is influenced by other factors outside the model not included in this study. The Adjusted R-square value of 0.307 indicates that after adjusting for the number of independent variables in the model, the regression model can still accurately explain approximately 30.7% of the variation in the dependent variable. Adjusted R-square is typically used as a measure of model accuracy when more than one independent variable is used, and in this case, it indicates that the regression model is sufficiently robust to explain the relationship between the variables studied. Thus, these test results indicate that Transformational Leadership and Workload significantly influence Employee Performance. However, consideration of other variables that may also have a significant influence and can be explored in further research is needed to make the analysis more comprehensive and applicable in an organizational context.

The Effect of Transformational Leadership on Employee Performance at the Makassar Region V Airport Authority Office

The results of the partial t-test analysis indicate that the Transformational Leadership variable has a calculated t-value of 5.011, greater than the t-table of 1.658, and a significance value of 0.000, which is less than the 0.05 threshold. Based on these criteria, it can be concluded that the Transformational Leadership variable has a positive and significant partial effect on Employee Performance, thus accepting the first hypothesis of this study. This finding aligns with previous research conducted by Hafidzi et al. (2023) and Safitri et al. (2024), which stated that Transformational Leadership has a positive and significant effect on employee performance and loyalty. Transformational leaders, who are able to provide vision, inspiration, individual attention, and intellectual stimulation, play a crucial role in encouraging increased motivation and work productivity among subordinates. These findings are supported by the Transformational Leadership Theory introduced by Deng et al. (2023) and developed by Kim & Shin (2021). Leadership can increase employee motivation, loyalty, and performance through four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individual attention. Transformational leaders serve as trusted role models, provide vision and challenges that motivate employees, encourage creativity and innovation, and pay special attention to individual needs, thus creating a strong sense of ownership and commitment. In the context of the Makassar Region V Airport Authority Office, transformational leadership is highly relevant given the high work demands and operational dynamics. Leaders who are able to provide role models, motivation, and clear direction will foster a high sense of responsibility in employees. They also encourage active participation in decision-making and provide opportunities for self-development through training, which increases self-confidence, a sense of appreciation, and work enthusiasm. Furthermore, this

leadership style fosters an adaptive and innovative work culture, crucial in addressing the dynamics of airport service and supervision. Thus, transformational leadership not only increases productivity but also strengthens employee morale, loyalty, and integrity, creates a positive work environment, and supports the optimal achievement of organizational goals.

The Effect of Workload on Employee Performance at the Makassar Region V Airport Authority Office

The results of the partial t-test analysis indicate that the Workload variable has a calculated t-value of 2.250, greater than the t-table of 1.658, and is supported by a significance value of 0.006, which is below the 0.05 threshold. Based on these criteria, it can be concluded that the Workload variable has a positive and significant partial effect on Employee Performance, thus accepting the second hypothesis. This finding aligns with previous research by Aryanti et al. (2022) and Astriana et al. (2024), which showed that Workload has a positive and significant effect on employee performance and loyalty. Properly managed workload can improve work effectiveness, discipline, and punctuality in completing tasks. Workload is a key factor influencing employee performance, particularly in the context of human resource management and organizational behavior. Based on Workload Theory, the number and complexity of tasks employees receive must be commensurate with their physical, mental, and skill capacities. Too little workload can decrease motivation and engagement, while excessive workload can cause distress, a negative stress that hinders productivity and negatively impacts employee well-being. Conversely, an optimal workload creates eustress, a positive pressure that encourages employees to work more focused and efficiently. The Job Demand-Resources (JD-R) model also explains that a balance between job demands and available resources is key to improving performance. In the context of the Makassar Region V Airport Authority Office, the fast-paced work pace, the complexity of flight supervision, and the significant responsibility for airport security and smooth operations require appropriate workload management. Task planning and distribution are carried out proportionally according to employee skills and capacities, with intensive supervision from superiors to ensure that overload occurs, which can trigger work stress. A clear and structured workload fosters a sense of responsibility, increases commitment, and strengthens employee engagement with the organization. The demanding work environment at the Makassar Region V Airport Authority requires clarity of roles and work targets to enable employees to allocate their energy effectively. Workload evaluations are conducted periodically to align job demands with the actual conditions of employees, thus supporting the creation of a healthy, professional, and productive work climate. Thus, a measurable, clear, and effectively managed workload not only improves employee performance but also strengthens employee well-being and loyalty in facing operational challenges within the Makassar Region V Airport Authority Office.

The Effect of Transformational Leadership and Workload on Employee Performance at the Makassar Region V Airport Authority Office

The results of the simultaneous test (F-test) indicate that Transformational Leadership and Workload variables jointly influence Employee Performance. This is indicated by the calculated F-value of 26.514, which is greater than the F-table of 3.087, and a significance value of 0.000, which is well below the 0.05 level of significance. Thus, it can be concluded that Transformational Leadership and Workload simultaneously have a positive and significant effect on Employee Performance, and the third hypothesis is accepted. These results reinforce the findings of Taqwa et al. (2021), which showed that Transformational Leadership and Workload jointly contribute positively to improving employee performance and work loyalty. Theoretically, the simultaneous relationship between these two independent variables and

Employee Performance can be explained through a multi-perspective approach. First, Maslow's Theory of Needs explains that transformational leaders tend to be able to meet various levels of employee needs, from basic needs to self-actualization. In the context of a public organization such as the Airport Authority, the fulfillment of these needs includes salary, benefits, social security, a sense of security, and recognition for work achievements. When these needs are met, employees are motivated to increase productivity and demonstrate optimal performance. Second, in terms of Workload, the organizational culture theory approach shows that a fair distribution of workload aligned with employee capacity reflects healthy organizational values and norms. A work culture that emphasizes professionalism, openness, and collaboration creates a conducive work environment, improves morale, and strengthens employees' sense of belonging to the organization. Third, based on Social Exchange Theory, when organizations pay attention to employee needs through good leadership and proportional workload management, employees tend to reciprocate with loyalty, commitment, and high performance. This reciprocal relationship strengthens employees' emotional and functional attachment to the institution where they work. Thus, the combination of Transformational Leadership and Workload Management forms a solid foundation for a productive and supportive work environment. Inspirational leaders foster intrinsic employee motivation, while sound workload management ensures work effectiveness and efficiency (Marnoto et al., 2025). This explains why these two variables simultaneously provide a significant contribution to improving Employee Performance at the Makassar Region V Airport Authority Office.

Conclusion

Transformational Leadership has a positive and significant impact on Employee Performance. This indicates that the higher the quality of transformational leadership implemented in an organization, the greater the improvement in employee performance. Leadership that is inspirational, communicative, and able to provide motivation and clear direction has been proven to encourage employees to work more productively and responsibly. Workload also has a positive and significant impact on Employee Performance. This means that appropriate and proportional workload management can maximize employee potential in completing their tasks. Employees who feel that the workload they are given is in line with their capacity and competency will demonstrate better work performance. Simultaneously, Transformational Leadership and Workload have a positive and significant impact on Employee Performance.

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