



The influence of transformational leadership, work environment and workload on employee performance at ATR BPN Bengkulu City

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ARTICLE INFO

Article history:

Received Dec 11, 2023
Revised Dec 14, 2023
Accepted Dec 21, 2023

Keywords:

Bengkulu University;
Performance;
Transformational leadership;
Workload;
Work environment;

ABSTRACT

In facing the era of globalization, companies need to operate more efficiently and effectively both internally and externally. And performance is one way a company can increase its value. This research aims to determine the variables that influence employee performance, with special emphasis on workload, work environment, and transformational leadership. This research, which used a sample of 70 respondents and a quantitative methodology using primary data, was carried out at the ATR BPN office in Bengkulu City. However, workload does not affect their performance significantly.

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INTRODUCTION

In facing the era of globalization, companies need to operate more efficiently and effectively both internally and externally. Increasingly tight competition means that the business world must be able to increase its competitiveness to maintain its survival. A company is an organization that brings together individuals, usually called workers or employees, to carry out production tasks within the company. Almost all businesses aim to increase the company's value and income while improving the welfare of owners and employees. One way to improve a company's position in competition is to increase employee capabilities through strengthening the Human Resources Management sector. (Mondy & Martocchio, 2016) explains that human resource management is the act of using people to achieve organizational goals while ensuring that people under management have the abilities and competencies needed to support their work. The important role of the Human Resources Management sector in running the Company is also supported by the common expression, namely "the right people in the right place at the right time". This is one of the important points so that Company employees can show their best potential for the Company. With the increase in the Human Resources Management sector in companies, this aims to improve employee performance capabilities. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given

(Mangkunegara, 2013). According to (Mondy & Martocchio, 2016), Performance is a goal-oriented process directed by an organization to produce maximum productivity based on individual, team, and organizational performance.

Leadership is one of the characteristics that is thought to influence employee performance. Leaders can improve the performance of an organization by influencing the performance determinants (Yukl, 2008). In this research, one type of leadership is Transformational Leadership. (Njonge, 2023) This study shows the positive influence of transformational leadership on employee performance. This research is in line with previous research conducted by (Rivai, 2020) who found a positive influence between transformational leadership and employee performance. Apart from that, the workplace atmosphere is also another element that is thought to influence performance. The work environment, according to (Robbins, 2002) is everything that might influence the performance of an organization. (Rizal Nabawi, 2019) This research showed that the work environment had an effect on employee performance but it was not significant. On the contrary, according to research (Pawirosumarto et al., 2017), getting an outcome in the form of a work environment does not improve employee performance significantly. Meanwhile in research (Yantika et al., 2018) And (Ferawati, 2017) show that the results of the work environment have a significant positive effect on performance. In addition to the factors previously mentioned, workload is considered an additional component that influences worker performance. (Yuker & ERIC Clearinghouse on Higher Education., 1984) defines workload as all activities involving the time an employee spends working professionally, including fulfilling obligations, responsibilities, and interests in work both directly and indirectly. (Johari et al., 2018) Research findings show that employee performance is not much influenced by workload. Meanwhile, workload has a significant negative impact on courier performance in research conducted by (Deolla et al., 2022) And (Rolos et al., 2018) This means a greater burden on couriers will result in a marked reduction in performance. Researchers are interested in conducting research with the following title because of the phenomena and variations in research findings in the background above. "The Influence of Transformational Leadership, Work Environment and Workload on Employee Performance at ATR BPN Bengkulu City".

The hypotheses of this research are H1, there is a significant influence of transformational leadership on employee performance. H2, there is a significant influence of the work environment on employee performance. H3, There is a significant influence of workload on employee performance.

RESEARCH METHOD

Types of research

Quantitative research methodology is used in this kind of research. Using research strategies such as surveys and experiments that require statistical data, (Emzir, 2010) defines a quantitative approach as an approach that primarily uses postpositivism in developing science (such as connecting cause and effect, reduction of variables, hypotheses, and specific questions with measurement, observation, and theory testing).

Population and Sample

(Sugiyono, 2017) defines population as a generalization area consisting of items or people with certain attributes chosen by researchers to investigate and draw conclusions. Participants in this research were Bengkulu City BPN ATR workers. Meanwhile, the research sample consists of five indicators, which means 5×14 (indicators) = 70 samples.

Analysis Method

The method used in this research is the Structural Equation Modeling (SEM) method using primary data and the SmartPLS application. The results should be confirmed according to (Shmueli, 2010), who stated that PLS-SEM mostly focuses on the interaction between prediction and theory testing.

RESULTS AND DISCUSSIONS

Outer Model Results

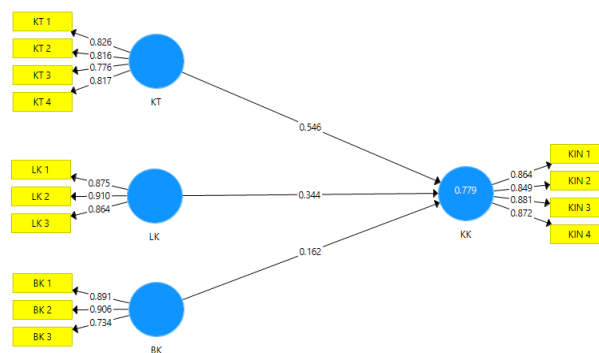


Figure 1. Outer Loading Value
 Source: Primary data processed (2023)

The purpose of the outer model analysis is to evaluate the validity and reliability of the latent variable construct. Validity is determined by examining the loading factor value, where the indicator can be said to be valid and strong if the loading factor coefficient exceeds 0.7. Based on the figure, it is evident that the loading factors of all indicators exceed 0.7. Consequently, it can be inferred that all indicators employed in this research exhibit sufficient validity. The highest loading factor value can be construed as the indicator making the most substantial contribution to each respective variable.

Validity and Reliability Test

Table 1 Validity and Reliability Test

Variables	Indicator Items	Loading Factor	Cronbach Alpha	Composite Reliability	AVE	Status
Transformational leadership	X1.1	0.826	0.826	0.884	0.655	Valid & Reliable
	X1.2	0.816				Valid & Reliable
	X1.3	0.776				Valid & Reliable
	X1.4	0.817				Valid & Reliable
Work environment	X2.1	0.875	0.859	0.914	0.780	Valid & Reliable
	X2.2	0.910				Valid & Reliable
	X2.3	0.864				Valid & Reliable
Workload	X3.1	0.891	0.804	0.883	0.717	Valid & Reliable
	X3.2	0.906				Valid & Reliable
	X3.3	0.734				Valid & Reliable
Employee performance	Y1.1	0.864	0.890	0.924	0.751	Valid & Reliable
	Y1.2	0.849				Valid & Reliable
	Y1.3	0.881				Valid & Reliable
	Y1.4	0.872				Valid & Reliable

Source: Primary data processed (2023)

In validity test, data is considered valid if the average variance extraction (AVE) value is more than 0.05 and the outer loading data value is higher than 0.7. Because each indicator in this

study has a loading factor value of more than 0.7, so it can be said that each indicator in this study is valid. Further supporting this is that all AVE values are above 0.05. Meanwhile, composite reliability and Cronbach's alpha were tested in the reliability test. If the composite reliability value and Cronbach's alpha are more than 0.7 then a variable can be considered reliable. According to table 1, all variables passed the reliability test because their values were all above 0.7 and can be considered reliable.

Inner Model

Table 2. R-Square

R-Square Variable
Employee Performance 0.779

Source: Primary data processed (2023)

The extent to which the independent variable can explain the dependent variable is measured using the R square value, which is a number between 0 and 1. If this number is close to 1 then it is considered more effective. Considering that the R Square of the employee performance variable is 0.779, 77% of the variance in employee performance can be explained by independent components.

Table 3. Hypothesis Testing

Variable	Original Sample (o)	Sample Mean (m)	Standard Deviation	T Statistics (O/STDEV)	P Value	Information
Transformational Leadership (X1) -> Employee Performance (Y)	0.546	0.536	0.092	5,932	0,000	Significant
Work Environment (X2) -> Employee Performance (Y)	0.344	0.340	0.132	2,611	0.009	Significant
Workload (X3) -> Employee Performance (Y)	0.162	0.178	0.108	1,499	0.135	Not significant

Source: Primary data processed (2023)

In Hypothesis Testing, an effect can be said to be significant if it has a P value of less than 0.05 and can also be seen from a T Statistics value of more than 1.960, so it can be said that the effect is significant.

Transformational Leadership (X1) on the Employee Performance variable

Based on the results of data analysis, this research shows that the P value is $0.000 < 0.05$ and the t statistical value of transformational leadership (X1) on employee performance (Y) is $5.932 > 1.960$. It can be concluded that at ATR BPN Bengkulu City transformational leadership has a significant effect on employee performance and H1 is accepted. The finding of this study are in line with research conducted by (Njonge, 2023) and (Rivai, 2020), which also found a significant relationship between transformational leadership and employee performance. On the other hand, these finding are inconsistent with the research conducted by (Asbari et al., 2020).

Work Environment (X2) on Employee Performance variables

Based on the analysis of this research data, it was obtained that the P value was $0.009 < 0.05$ and the statistical t value of the work environment (X2) on employee performance (Y) was $2.611 > 1.960$. It can be concluded that the Bengkulu City BPN ATR work environment has a significant effect on employee performance and H2 is acceptable. The findings of this study are in line with research conducted by (Yantika et al., 2018) and (Ferawati, 2017), which also found a

significant relationship between work environment and employee performance. On the other hand, these findings are inconsistent with the research conducted by (Pawirosumarto et al., 2017).

Workload (X3) on the Employee Performance variable

Based on data analysis, this research shows that the P value is $0.135 > 0.05$ and the t statistical value of workload (X3) on employee performance (Y) is $1.499 < 1.960$. It can be concluded that in ATR BPN Bengkulu City, workload does not have a significant influence on employee performance, which means H3 is rejected. The findings of this study are in line with research conducted by (Johari et al., 2018), who also found no significant relationship between workload and employee performance.

CONCLUSION

Based on research findings, transformational leadership and the work environment have a significant impact on the performance of ATR BPN Bengkulu City employees. However, employee performance is not much influenced by workload. There are a number of ways in which these results and previous research on factors influencing employee performance are similar and different. This research aims to help explain the factors that influence worker performance and serve as a guide for improving worker performance in the future. This research is constrained by the limited number of samples collected at the Bengkulu City ATR BPN, the small sample size can make a difficult to generalize the findings to a larger population. As suggestions for future research, it is recommended to consider a more diverse sample or include a larger number of employees. This approach will increase the ability to generalize research results more effectively and efficiently.

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