*Research Article*

# The Effect of Transformational Leadership, Work Environment, and Workload on Employee Performance at PT Pegadaian (Persero) Rantepao Branch

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**Abstract:** This study aims to determine the effect of transformational leadership, work environment, and workload on employee performance at PT. Pegadaian (Persero) Rantepao branch, both partially and simultaneously. Data collection was conducted through questionnaires and documentation. The analysis method used was a quantitative approach with multiple linear regression techniques processed using SPSS version 23. The results of the simultaneous test indicate that transformational leadership, work environment, and workload together have a significant effect on employee performance. The results of the partial test (t-test) indicate that the transformational leadership variable has a t-value of 9.598, which is greater than the t-table of 2.039, thus being considered a positive and significant effect on employee performance. The work environment variable has a t-value of 2.299, which is greater than the t-table of 2.039, thus being considered a positive and significant effect. The workload variable had a t-value of 2.048, which is greater than the t-table value of 2.039, indicating a positive and significant effect. Based on these results, it can be concluded that transformational leadership, work environment, and workload have a positive and significant effect on employee performance.

**Keywords:** Transformational Leadership; Work Environment; Workload; Employee Performance; Organizational Management.

## 1. Introduction

Human resources are one of the factors determining an organization's success in achieving its stated goals. Every organization, whether operating in the public or private sector, has the primary goal of achieving optimal performance. The success of an organization is greatly influenced by the performance of its employees. Employee performance is a key factor that significantly impacts organizational success. To achieve optimal performance, evaluating various aspects that influence employee performance is essential to continuously increase productivity and work effectiveness and maximize organizational goals. Some of the main factors that influence employee performance include transformational leadership, the work environment, and workload. Transformational leadership is considered capable of motivating and increasing employee loyalty by providing inspiration. Transformational leaders typically provide inspiration, individual attention, and encourage innovation in the workplace (Roni Harsoyo, 2022). Leaders are pioneers for travelers in new and unexplored areas and who bring new, often strange goals. People who lead are the vanguard who fight for change (Sinurat, 2021). Therefore, the leadership style of superiors is one important aspect that deserves to be studied in efforts to improve performance within the Rantepao branch of PT. Pegadaian (Persero). In addition to leadership, the work environment is also an aspect that needs to be considered in creating better employee performance. The work environment refers to the place where employees carry out their daily activities... The work environment

refers to all the tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group (Jayanthi & Riyanto, 2023). However, a conducive work environment is not enough if it is not balanced with appropriate workload management. Workload refers to the number of tasks or responsibilities that must be completed by an employee within a certain period. A workload that is appropriate to the capacity and abilities of employees can boost productivity, but if it is not proportional, it has the potential to cause stress, fatigue, and even decreased work performance (Kerja, 2024). PT. Pegadaian (Persero), as a State-Owned Enterprise (BUMN) engaged in financial services, also faces the same challenges. The Rantepao Branch, as one of the work units of PT. Pegadaian (Persero), is required to provide excellent service to the community. In practice, there are indications that employee performance is not yet fully optimal, which is caused by several factors such as the leadership style of superiors, the condition of the work environment at PT Pegadaian (Persero), and the workload felt by employees. Several previous studies have shown evidence of the positive influence of Transformational leadership and the work environment on the performance of PT. Pegadaian (Persero) employees. However, workload shows varying effects, and no study has specifically examined the influence of these three variables comprehensively, especially in a local context such as the Rantepao branch. Based on the results of pre-observations conducted at PT Pegadaian Rantepao Branch, it was found that employee performance has not reached an optimal level. This condition is evident from the ongoing delays in task completion, suboptimal customer service, and inconsistent target achievement. This phenomenon is thought to be influenced by several internal factors. First, the leadership style of superiors is considered ineffective in providing direction, motivation, and supervision to employees. Second, the work environment in several service units is less than supportive, as evidenced by the cramped workspaces caused by the accumulation of goods, and the uneven level of familiarity between colleagues, which hinders comfort and collaboration. Third, the high workload borne by each employee further exacerbates the situation, both in terms of the number of tasks, time pressure, and operational responsibilities. These three conditions indicate problems that require further research to understand the extent to which transformational leadership, work environment, and workload influence employee performance at PT Pegadaian Rantepao Branch. Based on this problem background, the researcher is interested in studying "The Influence of Transformational Leadership, Work Environment, and Workload on Employee Performance at PT. Pegadaian (Persero) Rantepao Branch".

## 2. Preliminaries or Related Work or Literature Review
### Performance
.Performance is a function of motivation and ability to complete a task or job. A person should possess a certain degree of willingness and ability. Performance is also the concrete behavior displayed by each person as a result of work performance produced according to their role in the company (Sinurat, 2021). Performance is a record of outcomes resulting from specific employee functions or activities carried out over a specific period of time. It can also be defined as the work achievements achieved by an individual in carrying out the tasks and responsibilities assigned to them (Dr. Simbolon, 2022). Performance is the quantitative and qualitative results achieved by an individual when carrying out tasks in accordance with their responsibilities (Purba Tambak & Aryati, 2023). From these definitions, it can be concluded that performance is the work results achieved by employees in carrying out their duties and responsibilities.

### Performance Indicators
There are several indicators that can measure employee performance (Symbolon, 2022), including: (1) Quality. Work quality can be measured by employee perceptions of the quality of work produced and the perfection of tasks relative to employee skills and abilities. (2) Quantity, quantity of work is the amount produced expressed in terms of the number of units, the number of activity cycles completed. (3) Cooperation, cooperation states the employee's ability to participate and work together with others in completing tasks. (4) Initiative, an employee's creativity in carrying out daily work and the desire to work better. Workload

. The workload assigned to employees must be balanced with their competencies and abilities; otherwise, sooner or later, problems will arise that could disrupt their future performance (Santoso, 2023). Workload is a collection or number of activities that must be completed by an organizational unit within a specified time (Silalahi, 2022). Based on these

descriptions, it can be concluded that workload is a number of tasks and responsibilities that must be completed by an individual or group within a specified time.

**Workload Indicators**

According to Nurhandayani (2022), several workload indicators are as follows: (1) Number of tasks to be completed. The number of tasks is a measure of the amount of work that must be completed within a specified timeframe. Employees who handle too many tasks in a short period of time may experience work overload. Furthermore, task complexity also plays a role, where tasks requiring critical thinking or specialized skills can increase the workload, even if the number is small. (2) Effective working hours, this indicator is used to measure how long it takes to complete a task or job. The more time used, the more challenges faced in completing the job. (3) Targets to be achieved require setting a timeframe for completing a specific volume of work for each individual or group, the amount of which will naturally vary from one another.

**Work Environment**

The work environment is the entirety of the tools and materials encountered, the surrounding environment in which a person works, their work methods, and their work arrangements, both as individuals and as a group (Putri Hana Salsafila et al., 2023). The work environment can be defined as everything related to the physical and psychological aspects that directly or indirectly affect employees (Nurhandayani, 2022). The work environment is the entirety of the work facilities and infrastructure around employees who are doing their work that can affect the implementation of the work, including the workplace, facilities, cleanliness, lighting, tranquility, including the working relationships between the people in that place (Nabawi, 2019). From these theories, it can be concluded that the work environment is all physical and non-physical aspects surrounding the workplace that can affect employee comfort, productivity, and well-being.

**Work Environment Indicators**

Several work environment indicators (Nurhandayani, 2022) include: (1) Work facilities. A work environment that is less than supportive of work performance contributes to poor performance, such as a lack of work tools, stuffy workspaces, inadequate ventilation, and unclear procedures. (2) Work relationships. Work groups with high cohesiveness and loyalty will increase work productivity, as workers mutually support each other in achieving goals and/or results. (3) Work atmosphere. Everything within the work environment that can affect worker performance, safety, and security, such as noise, workplace lighting, humidity and temperature, customer service, color usage, and environmental cleanliness.

**Transformational Leadership**

Transformational leadership is a form of leadership that focuses on inspiring, mobilizing, and transforming people and organizations to achieve their highest potential (Riza, 2024). Transformational leadership, in principle, motivates subordinates to perform better than usual. In other words, it can increase subordinates' trust and self-confidence, which will impact performance improvement (Deddy, 2022).

Transformational leadership is a condition in which members feel trust, admiration, loyalty, and respect for the leader and are inspired to do more than expected (Laily Arafah & Eka Purnama Sari, 2023). Transformational leadership is leadership that creates and affirms a realistic, credible, and compelling vision for the future of an organization that grows from and improves upon the current situation (Sinurat, 2021).

From these opinions, it can be concluded that transformational leadership is a leadership approach that focuses on inspiring, motivating, and empowering followers to achieve higher shared goals.

**Indicators of Transformational Leadership**

Indicators of Transformational Leadership (Riza, 2024): (1) Possessing charisma, defined as a leader who can influence followers to perform

## 3. Materials and Method

This research uses quantitative research. A quantitative approach is based on the philosophy of positivism to examine a specific population or sample, using random sampling with data collection using instruments and statistical analysis (Balaka, 2022).

**Data Type and Source**

The type of data used in this research is quantitative. This research uses primary data, namely data obtained from the original source. Primary data is data collected directly from

the primary source, such as through interviews, surveys, experiments, and so on (Balaka, 2022). Primary data was obtained from a field survey using all data collection methods. The primary data in this study are respondents' responses via questionnaires.

**Population and Sample**

The population in this study was 34 employees working at PT. Pegadaian, Rantepao branch. The sample used in this study was saturated sampling, a sampling technique that would be used in sampling if all members of the population were included. Therefore, the sample in this study was 34 employees.

**Research Instrument**

This study used a questionnaire as the research instrument. The questionnaire used to measure transformational leadership (X1), work environment (X2), workload (X3), and employee performance (Y) variables. Five Likert-type response options were used to gauge respondents' opinions, who provided scores as shown in the following table:

**Data Analysis Techniques**

This study employed descriptive quantitative analysis, employing a research design based on statistical methods or other quantitative methods to measure research variables using SPSS (Statistical Program for Social Science) to draw conclusions about the population size based on the existing sample data. The data analysis methods used included.

## 4. Results and Discussion

### Respondent Characteristics

Based on the results of the study, which involved distributing questionnaires to 34 respondents, several characteristics of the respondents were obtained, including gender, age, education, and length of service. The characteristics of the respondents are as follows:

**Table 1.** Respondent Charactheristics Based on Gender.

| | Gender | | |
|---|---|---|---|
| | | Frequency | Percent |
| Valid | Male | 17 | 50,0 |
| | Pemale | 17 | 50,0 |
| | Total | 34 | 100,0 |

*Source: Processed data (2025*

Based on the available respondent data, characteristics based on gender show that 17 respondents, or 50%, were male, and 17 respondents, or 50%, were female.

**Table 2.** Respondent Characteristics Based on Age.

| | Age | | |
|---|---|---|---|
| | | Frequency | Percent |
| Valid | 20-29 thn | 19 | 55,9 |
| | 30-39 thn | 10 | 29,4 |
| | 40-49 thn | 4 | 11,8 |
| | >50 thn | 1 | 2,9 |
| | Total | 34 | 100,0 |

*Source: Processed data (2025*

Based on age, 19 respondents were aged 20-29, or 55.9%, 10 respondents were aged 30-39, or 29.4%, 4 respondents were aged 40-49, or 11.8%, and 1 respondent was aged 50 or over, or 2.9%.

**Table 3.** Charactheristics of Respondents Based on Education.

| | Eduaction | | |
|---|---|---|---|
| | | Frequency | Percent |
| Valid | S1 | 34 | 100,0 |

*Source: Processed data (2025*

Table 3 above shows that 34 respondents were employees with a bachelor's degree. Therefore, the majority of respondents were employees with a bachelor's degree.

**Table 4.** Respondents Charactheristics Based on Length of Service.

| | Length of Service | | |
|---|---|---|---|
| | | Frequency | Percent |
| Valid | < 1 thn | 6 | 17,6 |
| | 1-3 thn | 8 | 23,5 |
| | 4-6 thn | 8 | 23,5 |
| | >6 thn | 12 | 35,3 |
| | Total | 34 | 100,0 |

*Source: Processed data (2025*

Based on the data in Table 4.4, the largest group of respondents was 12 respondents with more than 6 years of service, representing 35.3%. The second group was 8 respondents with 1-3 years of service, representing 23.5%. The third group was 8 respondents with 4-6 years of service, representing 23.5%. The third group was 6 respondents with less than 1 year of service, representing 17.6%.

**Description of Research Variables**

The variables in this study consist of four variables: Transformational (X1), Work Environment (X2), Workload (X3), and Employee Performance (Y).The statement descriptions will display each respondent's response options for each item. The research results regarding the responses of all respondents regarding the transformational leadership variable are as follows:

**Table 5.** Description of Transformational Leadership Variables.

| Item soal | SS F | SS % | S F | S % | KS F | KS % | TS F | TS % | STS F | STS % |
|---|---|---|---|---|---|---|---|---|---|---|
| X1.1 | 15 | 44,1% | 17 | 50% | 2 | 5,9% | - | - | - | - |
| X1.2 | 13 | 38,2% | 20 | 58,8% | 1 | 2,9% | - | - | - | - |
| X1.3 | 13 | 38,2% | 18 | 52,9% | 2 | 5,9% | 1 | 2,9% | - | - |
| X1.4 | 11 | 32,4% | 19 | 55,9% | 4 | 11,8% | - | - | - | - |
| X1.5 | 14 | 41,2% | 14 | 41,2% | 5 | 14,7% | 1 | 2,9% | - | - |

Source: Processed data (2025).

Based on Table 5 above, based on respondents' responses to Transformational Leadership (X1), respondents answered agree or strongly agree.

**Table 6.** Description of Work Environment Variables.

| Item soal | SS F | SS % | S F | S % | KS F | KS % | TS F | TS % | STS F | STS % |
|---|---|---|---|---|---|---|---|---|---|---|
| X2.1 | 15 | 44,1% | 19 | 55,9% | - | - | - | - | - | - |
| X2.2 | 14 | 41,2% | 19 | 55,9% | 1 | 2,9% | - | - | - | - |
| X2.3 | 10 | 29,4% | 23 | 67,6% | 1 | 2,9% | - | - | - | - |
| X2.4 | 8 | 23,5% | 23 | 67,6% | 3 | 8,8% | - | - | - | - |
| X2.5 | 16 | 47,1% | 18 | 52,95% | - | - | - | - | - | - |
| X2.6 | 13 | 38,2% | 21 | 61,8% | - | - | - | - | - | - |

*Source: Processed data (2025).*

Based on Table 6 above, it shows that respondents' answers to the work environment variable (X2) with the highest scores were in the agree category (47.1%), strongly agree (67.1%), disagree (8.8%), disagree (0%), and strongly disagree (0%).

**Table 7.** Description of Workload Variables.

| Item | SS | | S | | KS | | TS | | STS | |
|------|----|----|----|----|----|----|----|----|----|----|
| soal | F | % | F | % | F | % | F | % | F | % |
| X3.1 | 11 | 32,4% | 18 | 52,9% | 4 | 11,8% | 1 | 2,9% | - | - |
| X3.2 | 11 | 32,4% | 18 | 52,9% | 5 | 14,75% | - | - | - | - |
| X3.3 | 5 | 14,7% | 14 | 41,2% | 15 | 44,1% | - | - | - | - |
| X3.4 | 4 | 11,8% | 18 | 52,9% | 12 | 35,3% | - | - | - | - |
| X3.5 | 2 | 5,9% | 18 | 52,9% | 14 | 41,2% | - | - | - | - |
| X3.6 | 9 | 26,5% | 17 | 50,0% | 8 | 23,5% | - | - | - | - |

*Source: Processed data (2025*

Based on Table 7 above, respondents' responses to the workload variable (X3) with the highest scores were in the strongly agree category (32.4%), agree (52.9%), somewhat agree 44%), disagree (2.9%), and strongly disagree (0%).

**Table 8.** Description of Employee Performance Variables.

| Item | SS | | S | | KS | | TS | | STS | |
|------|----|----|----|----|----|----|----|----|----|----|
| soal | F | % | F | % | F | % | F | % | F | % |
| Y1 | 12 | 35,3% | 19 | 55,9% | 3 | 8,8% | - | - | - | - |
| Y2 | 10 | 29,4% | 23 | 67,6% | 1 | 2,9% | - | - | - | - |
| Y3 | 10 | 29,4% | 22 | 64,7% | 2 | 5,9% | - | - | - | - |
| Y4 | 11 | 32,45 | 23 | 67,6% | - | - | - | - | - | - |
| Y5 | 13 | 38,2% | 20 | 58,8% | 1 | 2.9% | - | - | - | - |

*Source: Processed data (2025*

Based on Table 8 above, it shows that respondents' responses to the workload variable (y) with the highest scores were in the strongly agree category (38.2%), agree category (67.6%), disagree category (8.8%), disagree category (0%), and strongly disagree category (0%).

**Table 9.** Variable Validity Test Results.

| No | Variabel | Item | Pearson Correlation | $R_{tabel}$ | Ket |
|----|----------|------|---------------------|-------------|-----|
| 1 | Transformational Leadership (X1) | | | | |
| | | X1.1 | 0,809 | 0,3388 | VALID |
| | | X1.2 | 0,865 | 0,3388 | VALID |
| | | X1.3 | 0,856 | 0,3388 | VALID |
| | | X1.4 | 0,787 | 0,3388 | VALID |
| | | X1.5 | 0,790 | 0,3388 | VALID |
| 2 | Work Environment (X2) | | | | |
| | | X2.1 | 0,788 | 0,3388 | VALID |
| | | X2.2 | 0,793 | 0,3388 | VALID |
| | | X2.3 | 0,717 | 0,3388 | VALID |
| | | X2.4 | 0,799 | 0,3388 | VALID |
| | | X2.5 | 0,782 | 0,3388 | VALID |
| | | X2.6 | 0,759 | 0,3388 | VALID |
| 3 | Workload (X3) | | | | |
| | | X3.1 | 0,773 | 0,3388 | VALID |
| | | X3.2 | 0,766 | 0,3388 | VALID |
| | | X3.3 | 0,788 | 0,3388 | VALID |

| | | | | |
|---|---|---|---|---|
| | X3.4 | 0,743 | 0,3388 | VALID |
| | X3.5 | 0,778 | 0,3388 | VALID |
| | X3.6 | 0,758 | 0,3388 | |
| 4 Employee Performance (Y) | | | | |
| | Y1 | 0,726 | 0,3388 | VALID |
| | Y2 | 0,796 | 0,3388 | VALID |
| | Y3 | 0,872 | 0,3388 | VALID |
| | Y4 | 0,830 | 0,3388 | VALID |
| | Y5 | 0,791 | 0,3388 | VALID |

*Source: Processed data (2025*

Based on the findings above, Table 9 demonstrates that the validity test conducted on the of transformational leadership, work environment, workload, and employee shows that the calculated r-value is greater than the r-value (df = 34-2), namely (0.3388). This proves that all statements in the research questionnaire are valid.

### Reliability Test

To test the reliability of a statement, Cronbach's Alpha analysis was used for each research variable using SPSS. The results of this test are considered reliable if the Cronbach's Alpha is greater than 0.6. The results of the reliability test for the variables studied are shown in the table below.

**Table 10.** Reliability Test Results.

| Variabel | Cronbach Alpa | Koefisien Reliabilitas | Ket |
|---|---|---|---|
| X1 | 0,871 | >0,60 | Relibel |
| X2 | 0,865 | > 0,60 | Relibel |
| X3 | 0.852 | >0,60 | Relibel |
| Y | 0,857 | >0,60 | Relibel |

*Source: Processed data (2025*

Based on Table 10, the Cronbach's Alpha values for variables (X1), (X2), (X3) and (Y) are greater than 0.6, thus concluding that the data is reliable, meaning the questionnaire can be used in research. Classical Assumption Test

### Normality Test

The results of the normality test show a two-tailed significance value of 0.623, which is greater than the conventional threshold (0.05). This indicates that the data tested are normally distributed. The well-distributed research data is also evident in Figure 4.1 of the Normal P-P Plot Graph. The results of the normality test in the graph show that the distribution of data (points) on the diagonal axis of the graph does not spread away from the diagonal line or follow the direction of the diagonal line. Therefore, the regression model meets the assumption of normality.
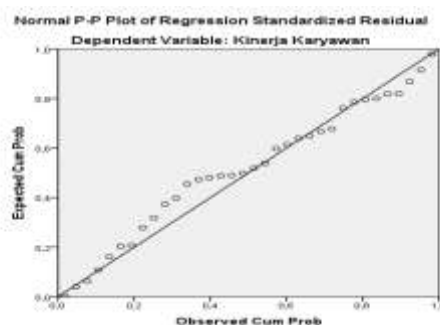


**Figure 1.** Normal P–P Plot of Regression Standardized Residuals.

**Multicollinearity Test**

The presence or absence of multicollinearity in the regression model can be detected by the VIF (variance Inflation Factor) and tolerance values. The regression is free from multicollinearity if the VIF value is <10 and the tolerance value is >0.10.

**Table 11.** Multicollinearity Test Results.

| Coefficientsa | | | |
|---|---|---|---|
| Model | | Collinearity Statistics | |
| | | Tolerance | VIF |
| 1 | (Constant) | | |
| | Transformasional Leadership | ,965 | 1,036 |
| | Work Environment | ,988 | 1,012 |
| | Worload | ,976 | 1,025 |
| a. Dependent Variable: Emplyoee Performance | | | |

*Source: Processed data (2025*

**Multicollinearity Test Results**

Table 4.12 above showst that variable (X1) has a value of 0.965 > 0.10 and a VIF value of 1.036 < 10, variable (X2) has a value of 0.988 > 0.10 and a VIF value of 1.012 < 10, and variable (X3) has a value of 0.976 > 0.10 and a VIF value of 1.025 < 10. Therefore, it can be concluded that the regression model in this study does not exhibit multicollinearity.

**Heteroscedasticity Test**

Heteroscedasticity can be detected using a ScatterPlot, which displays the data distribution in a way that is not concentrated at a single point.
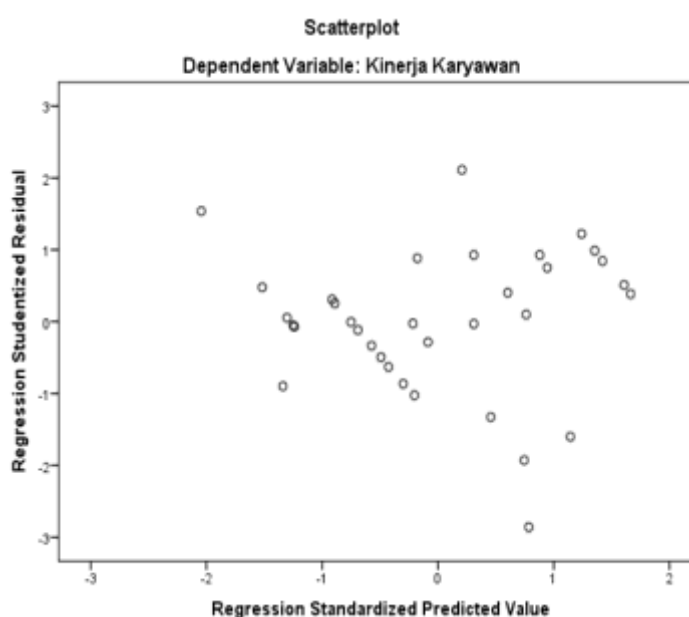


**Figure 2.** scatterplot of Regression Standardized Predicted Values versus Regression Studentized Residuals.

The results of the heteroscedasticity test show that there is no clear pattern, and the dots are spread above and below the 0 mark on the y-axis. The figure above indicates that heteroscedasticity does not occur.

**Hypothesis Testing**

*Multiple Linear Regression Analysis*

Multiple linear regression analysis is conducted to examine the effect of independent variables on the dependent variable. The purpose of this analysis is also to determine the extent of influence of the independent variables on the dependent variable. The results of the multiple linear regression analysis are shown in the following table:

**Table 12.** Multiple Linear Analysis Test Results.

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 9,071 | 2,632 | | 3,447 | ,002 |
| | Kepemimpinan Transformasional | ,667 | ,070 | ,836 | 9,598 | ,000 |
| | Lingkungan Kerja | ,177 | ,077 | ,198 | 2,299 | ,029 |
| | Beban Kerja | ,115 | ,056 | ,177 | 2,048 | ,049 |

**Coefficientsᵃ**

a. Dependent Variable: Kinerja Karyawan

*Sumber :Data diolah (2025)*

Based on the multiple linear regression equation model presented in Table 4.13, the data testing results yield the following equation:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$

$Y = 9.071 + 0.667X_1 + 0.177X_2 + 0.115X_3 + e$

Based on the results of this equation, it is explained that:

1) The constant value (a) has a positive value of 9.071, indicating a positive influence between the independent and dependent variables. This means that if all independent variables X1, X2, and X3 have a value of 0%, then the value of the dependent variable (Y) is 9.071.
2) b. The regression coefficient for transformational leadership (X1) is 0.667, indicating a positive influence. If transformational leadership increases by 1%, employee performance increases by 0.667, holding the variables constant.
3) c. The regression coefficient for the work environment (X2) is 0.177, indicating a positive effect. A 1% improvement in the work environment leads to a 0.177 increase in employee performance, holding variables constant.
4) d. The regression coefficient for workload (X3) is 0.115, indicating a positive effect. A 1% increase in workload leads to a 0.115 increase in employee performance, holding variables constant.

*Partial Test (T)*

The t-test is conducted to identify whether an independent variable partially influences the dependent variable. The t-test is used to compare significance using the confidence level (α) or by comparing the calculated t-table with the t-table. The t-table value of 2.039 is obtained from df = n-k = 34-3 = 31 (where n is the sample size and k is the number of independent variables).

**Tabel 13.** Partial Test Results (T).

**Coefficientsᵃ**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 9,071 | 2,632 | | 3,447 | ,002 |
| | Kepemimpinan Transformasional | ,667 | ,070 | ,836 | 9,598 | ,000 |
| | Lingkungan Kerja | ,177 | ,077 | ,198 | 2,299 | ,029 |
| | Beban Kerja | ,115 | ,056 | ,177 | 2,048 | ,049 |

a. Dependent Variable: Kinerja Karyawan

*Sumber :Data diolah (2025)*

Based on the test results in Table 4.14 above, it can be seen that the method for calculating Ttable is:

Ttable: df = n-k

n = Number of respondents (34)

k = Number of independent variables = 3

Therefore, the df value is:

df = n – k

df = 34-3 = (df = 31)

= 2.039

Based on the df value, the ttable value is 2.039 at a significance level of 0.05. Therefore, the results of the partial test (t) in this study are as follows:

1) The Effect of Transformational Leadership (X1) on Employee Performance (Y)

The results of the partial test for the transformational leadership variable are:

The calculated tvalue is 9.598 > ttable 2.039, and the sig. value is 0.000 <0.05, so the hypothesis is accepted.

It can be concluded that Transformational Leadership (H1) has a partial and significant effect on employee performance.

2) The Effect of Work Environment (X2) on Employee Performance (Y)

The results of the partial test for the work environment variable are:

The calculated t value is 2.299 > t table 2.039 and the sig value is 0.029 <0.05, so the hypothesis is accepted.

It can be concluded that Work Environment (H2) has a partial and significant effect on employee performance.

3) The Effect of Workload (X3) on Employee Performance (Y)

The results of the partial test for the Workload variable are:

The calculated t value is 2.048 > t table 2.039 and the sig value is 0.049 <0.05, so the hypothesis is accepted.

It can be concluded that workload (H3) has a partial and significant effect on employee performance.

**Simultaneous Test (F)**

The simultaneous f test in this study was only used to determine whether the overall regression model was significant in explaining the variation in the dependent variables. This is done by examining whether the combination of the dependent variable, the independent variable and the interaction between the two together make a significant contribution to the dependent variable.

**Table 14.** Simultaneous test results (F).

| | ANOVAᵃ | | | | |
|---|---|---|---|---|---|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| | Regression | 120,478 | 3 | 40,159 | 35,534 | ,000ᵇ |
| 1 | Residual | 33,905 | 30 | 1,130 | | |
| | Total | 154,382 | 33 | | | |

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Beban Kerja , Lingkungan Kerja, Kepemimpinan Transformasional

*Sumber :Data diolah (2025)*

Based on the f-test results in Table 4.15, the calculated f-value for X1, X2, and X3 is 35.534, and the f-value for the table is 2.92, with a significance value of 0.000. Since the calculated f-value of 35.534 is greater than the f-value for the table of 2.92, and the significance value of 0.000 is greater than 0.05, it can be concluded that the hypothesis is simultaneously accepted and has a significant effect on (Y).

**Coefficient of Determination Test**

Measuring the coefficient of determination aims to determine the magnitude of the correlation and relationship between the dependent variable and the independent variable. The results of the R-square test are as follows:

**Table 15** Results of the Determination Coefficient Test.

**Model Summaryᵇ**

| Model | R | R Square | Adjusted Square | R Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,883ᵃ | ,780 | ,758 | 1,06309 |

a. Predictors: (Constant), Beban Kerja , Lingkungan Kerja, Kepemimpinan Transformasional

b. Dependent Variable: Kinerja Karyawan

Sumber*: Data diolah (2025)*

From the calculation of the multiple coefficient of determination using SPSS, the R-square coefficient of determination is 0.780, or 78%. This value shows that the variation in employee performance variables is influenced by transformational leadership variables (X1) and work environment (X2), workload (X3) the remaining 22% is related to other variables not examined in this study:

## Discussion

### The Effect of Transformational Leadership on Employee Performance

Based on the partial test results, the transformational leadership variable had a t-value of 9.598 > t-table 2.039, with a sig. 0.000 < 0.05. Therefore, it can be concluded that leadership partially influences employee performance, thus accepting H1. The regression coefficient for variable X1 is positive at 0.667, indicating that an increase in transformational leadership will also improve employee performance. Variable X1 influences employee performance because it contains five statements with 34 respondents. The test results indicate that transformational leadership influences employee performance. This is evident from the respondents' responses to the transformational leadership questionnaire, which generally fell in the very good category. The indicator "possessing charisma" was the statement most frequently agreed with, with 20 respondents choosing the agree option. These findings also reflect the characteristics of the leadership style implemented at PT. Pegadaian (Persero) Rantepao Branch. Furthermore, the results of the hypothesis test demonstrated that transformational leadership significantly influenced employee performance. This study confirms that transformational leadership is a crucial factor in improving employee performance. In other words, the quality of transformational leadership implementation also determines employee performance. Based on the descriptive analysis, the transformational leadership variable was categorized as high, thus positively impacting employee performance. These results align with research that found a significant partial effect of leadership on employee performance at PT. Pegadaian (Persero) Regional Office I Medan (Rahman, 2019)

### The Influence of the Work Environment on Employee Performance

Based on the partial test results, the work environment variable had a calculated t value of 2.299 > t table 2.039 and a sig value of 0.029 < 0.05. Therefore, it can be concluded that the work environment partially influences employee performance, thus accepting H1. The regression coefficient for variable X2 was positive at 0.177, indicating that an improvement in the work environment will also lead to an improvement in employee performance. Variable X2 has an effect on employee performance because there are 6 statement items in variable X2 with a total of 34 respondents. Based on the results of the survey.\

## 6. Conclusion

Based on the research analysis and discussion, the following conclusions can be drawn: (1). Transformational leadership (X1) has a partial significant effect on employee performance at PT. Pegadaian (Persero) Rantepao branch. These results indicate that Hypothesis H1 is accepted.(2) The work environment (X2) has a partial significant effect on employee performance at PT. Pegadaian (Persero) Rantepao branch. These results indicate that Hypothesis H2 is accepted. (3) Workload (X3) has a partial significant effect on employee performance at PT. Pegadaian (Persero) Rantepao branch. These results indicate that Hypothesis H3 is accepted.(4) Based on the simultaneous test (F), transformational leadership (X1), work environment (X2), and workload (X3) have a partial effect on employee performance (Y) at PT. Pegadaian (Persero) Rantepao branch. These results indicate that H4 is accepted.

### Research Limitations

This study only focused on three independent variables, whereas, based on the results of the determination test, 22% of the variance in employee performance was influenced by factors outside the model not examined in this study. Finally, data collection through questionnaires, which relied on respondents' subjective perceptions, has the potential to contain bias, so the results reflect the respondents' views at the time of the study.

### Recommendations

### *Theoretical Suggestions*

For future researchers interested in studying a similar topic, it is recommended to: Examine other variables not included in this study that contribute 22% to employee performance. Expand the scope of the research location to other institutions to obtain more comprehensive and generalizable results.

### *Practical Suggestions*

For PT. Pegadaian (Persero) Rantepao branch, to improve transformational leadership, branch leaders need to participate in leadership training that focuses on coaching, empowerment, and the ability to convey a vision in an inspiring manner to motivate the team. Optimize the Work Environment: Pay attention to the physical comfort of the room and build a supportive work culture through open communication and team building activities to strengthen team cohesion. Manage Workload, conduct regular workload evaluations and ensure each employee has a clear job description to prevent overload and maintain work-life balance.

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