

The Influence of Transformational Leadership, Work Motivation and Workload on the Performance of Employees of the Boyolali Regency Regional Secretariat

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Abstract

This research is designed to understand the relationship between transformational leadership, work motivation, work discipline, and how these three impact employee performance within the Boyolali Regency Regional Secretariat. This research is classified as quantitative research, this is because all stages, starting from proposal formulation, research process, hypothesis formulation, data collection in the field, data analysis, drawing conclusions, to report writing involve measurement, careful calculation, and application of relevant formulas, to produce precise data. A total of 125 employees at the Boyolali Regency Regional Secretariat were a sample taken in this study. It was analyzed using a census approach to collect data, which was then by conducting a test of the validity, reliability, and normality of the questionnaire. Furthermore, the research data was analyzed using the Validity Test, Reliability Test, and Simple Linear Regression, with the help of SPSS 26 software. Primary data collection was carried out directly using questionnaires as instruments. The study concluded that employee performance is positively and significantly influenced by each of the factors of transformational leadership, work motivation, and workload.

Keywords:

workload; transformational leadership; employee performance; work motivation

Introduction

The success rate of an organization is greatly influenced by the performance of its employees (Warongan et al., 2022). Organizations use a variety of methods to develop an individual's potential and work achievements. In general, performance can be assessed from the way employees perform actions when carrying out tasks or work (Inuwa, 2016). Gorang (2022) performance reflects the work achievements of employees according to their responsibilities in the organization. In order for

employee performance to remain consistent and optimal, every organization needs to pay attention to transformational leadership, work motivation, and workload (Abadiyah & Maufuzah, 2022).

Transformational leadership is a crucial element in efforts to improve employee performance (Qalati et al., 2022). Suyitno & Utomo (2017) Transformational leadership refers to leaders who focus on the problems and development needs of their followers, as well as motivate them to achieve goals. Exemplary leaders have the capacity to drive change in the organization (Hao & Yazdanifard, 2015). A work environment conducive to performance improvement can be created through a leadership style that inspires, motivates, stimulates intellectually, and gives individual attention to each subordinate (Nata Wasistha & Rahyuda, 2018). The strong and inspiring vision of transformational leaders fosters the enthusiasm and dedication of employees to achieve exceptional results (Yulianeu, 2023). Transformational leadership is expected to create a conducive work environment thanks to motivation, intellectual stimulation, and personal attention, which ultimately encourages employees to excel beyond expectations.

Based on the data presented by Rivai (2020), it is clear that transformational leadership styles significantly improve employee output. According to Kusumadewi et al. (2023), there is strong evidence that transformational leadership positively affects employee performance. The findings contradict those of Fadilah et al., on the other hand. The research found no statistically significant relationship between transformative leadership and either increased or decreased employee performance in 2023.

Encouraging employee morale is one way to boost work performance (Kuswati, 2020). Afandi & Khamidi (2018) a sincere desire to do activities with pleasure and earnestness, in order to achieve quality results, arises from a person's internal motivation that is inspired and encouraged. Strong motivation is needed in every job so that individuals are willing to work and able to achieve high performance with enthusiasm, passion, and dedication (Hasmalawati, 2018). Work motivation is a



strong internal drive that makes employees carry out their duties and responsibilities with enthusiasm, dedication, and seriousness (Abbas, 2023). Strong motivation encourages employees to perform optimally. This can be seen from their enthusiasm and enthusiasm which triggers hard work, concentration, and creativity in completing the work. Strong motivation will encourage employees to be more initiative, responsible, and tenacious in overcoming various work obstacles (Septiannoor, 2024). Findings from the research of Hakman et al. (2021), and Candra (2022), that continuous work motivation is proven to have a strong effect, which means on the performance of working individuals. Work motivation is not a significant determinant on employee performance, according to this study, which contradicts the conclusions of Kasyifillah and Prijati (2023).

Workload can be interpreted as an individual's way of looking at tasks that require specific abilities or thinking and are immediately completed in a limited period of time, both physical and psychological (Syamsu et al., 2019). Employee workload arises due to crucial roles and the many tasks and responsibilities they must carry out (Zysman & Costinot, 2022). One of the potential causes of performance decline is the workload itself (Erlina et al., 2018). Workload, which is the total work that must be completed by an organizational unit within an agreed period, is an important determinant of employee work outcomes (Asnora, 2020). Less than optimal performance in employees is often caused by a lack of time to complete tasks and accumulated responsibilities (Irawati & Carrollina, 2017).

Researchers Arifin and Rahmadani (2022) and Rohimah et al. (2023) found that a sustainable workload significantly affects workers' productivity. Workload does not significantly affect employee performance, according to this study, which contradicts the results of Polakitang et al. (2019).

Literature Review

Transformational Leadership

As stated by Sudewa & Riana (2020), transformational leadership is a type of exceptional leadership that motivates employees to reach previously unattainable company goals. This is accomplished by providing them with the attention, development, and support they need to carry out their responsibilities effectively and maximize their contributions to the organization's vision and mission. Transformational leadership can be measured using certain indicators, such as idealistic influence (charisma), the ability to inspire followers, the drive for intellectual stimulation, and individual consideration of the needs of each team member (Ermawati & Ardana, 2018). Bryman in Jufrizen (2020), explained that as part of the new leadership trend, transformational leadership focuses more on the charismatic nature and sensitivity that leaders have.

When workers are happy in their jobs, it shows that they are satisfied with their lives overall. Company performance may be enhanced via the use of transformational leadership styles, which aim to inspire and motivate individuals to reach their full potential. Transformational leadership involves the process of setting organizational goals, moving followers to achieve those goals, and advancing the quality of the team and their values. Every leader is expected to be an example through attitudes and actions that will always be in the spotlight of employees. Their transformational leadership manifests through consistent words, attitudes, and behaviors, both according to personal and other judgments. Research conducted by Rivai (2020) and Kusumadewi et al. (2023) indicates that transactional leadership has a substantial and favorable effect on employee performance. This provides the groundwork for the first hypothesis:

H1: Transformational Leadership has a positive and significant effect on employee performance at the Boyolali Regency Regional Secretariat

Work Motivation

Asti & Meidarti (2020), the driving force in humans that triggers activities, or efforts is called work motivation. Although entrepreneurial motivation does not automatically exist, it can be acquired, honed, and improved. Astiti (2014), the power from within that encourages a person to optimize their potential through creativity and innovation in creating new ideas related to performance is work motivation. Samsudin (2015), the process of influencing or encouraging individuals or groups from external factors so that they voluntarily carry out the tasks that have been set is called motivation. Sunyoto (2015), work motivation refers to an internal stimulus that directs a person to do tasks or activities to achieve what he wants.

Mangkunegara (2016), motivation is defined as an external effort to influence or encourage individuals or groups to do a predetermined job. The greater the motivation, the stronger the determination to complete the task and achieve the



desired goal. According to Rivai (2013), compared to less motivated employees, individuals with strong internal motivation will be more dedicated in each task, triggering a desire to achieve the best performance. Findings from the research of Hakman et al. (2021) and Candra (2022) Motivated employees tend to work better, and this is very evident in its positive impact. Based on this, a second hypothesis is formulated:

H2: Work motivation has a positive and significant effect on employee performance at the Boyolali Regency Regional Secretariat

Workload

Tanjung and Rachmalia (2019) In simple terms, workload is the total work that needs to be completed by an organization or individual office holder. This work is organized and has a deadline for completion. By applying workload analysis, job analysis, and other management techniques, the goal is to measure the efficiency and effectiveness of the work unit. Rohman & Ichsan (2021). It is important to align the workload with the employee's capabilities, because misalignment can lead to obstacles that interfere with their subsequent performance. Fransiska & Tupti (2020) when work or activities accumulate too much, this can create tension and is known as workload. When employees take on multiple or more tasks, this means they have to devote time, and effort. Therefore, the workload must be aligned with the employee's capacity. If the ability of workers is too high, they can be saturated, but if it is too low, fatigue will strike. Therefore, the distribution of workload needs to be proportional to the employee's ability to boost performance. Findings from the research of Arifin & Rahmadani (2022) and Rohimah et al. (2023) Employee performance can improve positively and significantly due to the right workload. Based on this, a third hypothesis is formulated:

H3: Workload has a positive and significant effect on employee performance at the Boyolali Regency Regional Secretariat

Employee Performance

Mangkunegara in Jufrizen (2020), Performance refers to the output produced by individuals, including their quality and quantity, in accordance with the mandate given. Wibowo in Jufrizen (2020), the concept of performance is rooted in the word *performance*, which actually refers to work results or achievements, but more than that, performance also includes the process of implementing work as a whole. Edison et al (2017) Performance evaluation is based on measurable achievements in a specific period of time, in line with agreed requirements and commitments. Gabriella & Tannady (2019), performance as a result of employee acquisition when carrying out tasks, which is assessed based on the criteria applicable to the work undertaken.

Methods



This study uses quantitative methods and a cross-sectional approach. This means that the influencing and the affected variables are measured simultaneously at the same time. All 125 employees of the Boyolali Regency Regional Secretariat were involved as samples (census method). To collect data, we distributed questionnaires directly to them. Before analysis, we tested the questionnaire to ensure the validity, reliability, and normality of the data. Furthermore, the data was processed using the Validity Test, Reliability Test, and Simple Linear Regression with the help of the SPSS 26 program.

Results

Data Quality Test

Validity Test

A total of 125 employees from the population were used as samples for instrument trials. The validity test was carried out by distributing questionnaires to the 125 respondents to identify valid or not question items from each sub-variable. All calculations of this validity test are processed using SPSS 26.

Table 1. Validity Test

Variabel	R Table	R Count	Information
Transformational leadership	0.174	0,774	Valid
	0.174	0,75	Valid
	0.174	0,835	Valid
	0.174	0,784	Valid
	0.174	0,854	Valid
Work motivation	0.174	0,693	Valid
	0.174	0,780	Valid
	0.174	0,829	Valid
	0.174	0,735	Valid
	0.174	0,442	Valid
Workload	0.174	0,717	Valid
	0.174	0,754	Valid
	0.174	0,824	Valid
	0.174	0,761	Valid
	0.174	0,735	Valid
Employee performance	0.174	0,820	Valid
	0.174	0,757	Valid
	0.174	0,669	Valid
	0.174	0,730	Valid
	0.174	0,838	Valid

Source: Questionnaire results processed 2025

Based on Table 1, all statements used to measure the variables of transformational leadership, work motivation, workload, and employee performance are declared valid. This is because the r-calculated value of each statement is greater than the r-table (0.174), with a confidence level of 5%.

Reliability Test

A variable is rated reliable if its Cronbach's Alpha value, tested using SPSS 26, exceeds 0.60; On the other hand, a variable is considered unreliable if the value is less than 0.60.

Table 2. Reliability Test Results

Variabel	Alpha Value	R Standard	Information
Transformational leadership	0,861	0,60	Reliabel
Work motivation	0,741	0,60	Reliabel
Workload	0,810	0,60	Reliabel
Employee performance	0,817	0,60	Reliabel

Source: Questionnaire results processed 2025

Table 2 demonstrates that all four variables (0.861, 0.741, 0.810, and 0.817) have Cronbach's Alpha values greater than 0.60. Because of the great reliability and validity of all the questions in the survey, we may draw this conclusion.

Classic Assumption Test

Normality Test

The normality test functions to check the distribution of data in a population. Data is considered normal when the data points are spread around the line.

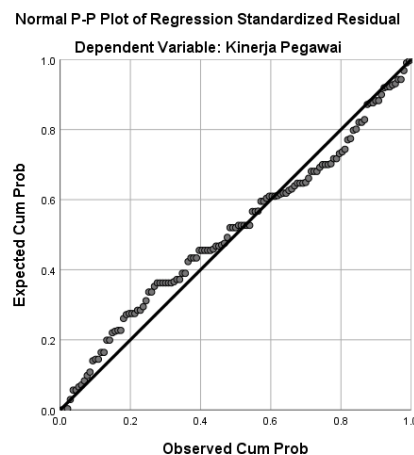


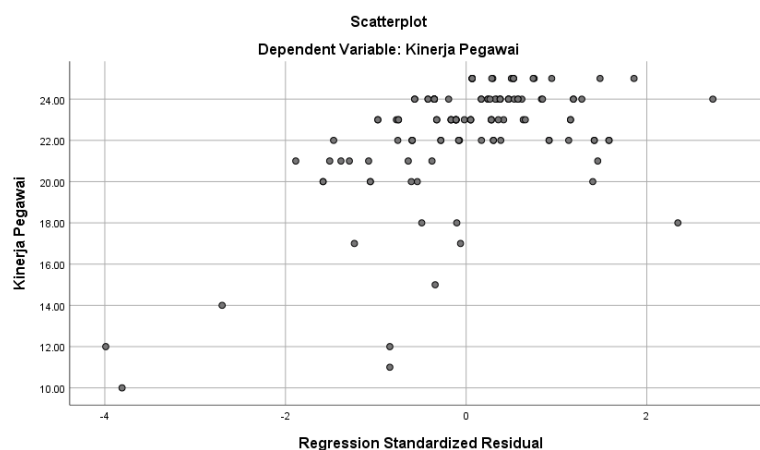
Figure 2. Normality Chart Test

Source: Questionnaire results processed 2025

The data points' distribution follows the graph's diagonal axis, suggesting that the data is distributed regularly, according to the test findings shown in Figure 2.

Heteroscedasticity Test

The study applied a heteroscedasticity test to check whether the variation or spread of error (residual) at each data point in the regression model was different. If so, it means that there is heteroscedasticity.



Gambar 3. Uji Grafik Heteroskedastisitas

Source: Questionnaire results processed 2025

Referring to Figure 3, the spread of the dots looks random, both above and below the zero line on the Y axis.

Multicollinearity Test

In order for the results of the analysis to be accurate and can describe the data correctly, it is necessary to check the multicollinearity. This happens if the free variables are interconnected. To detect it, it can be seen based on the VIF value. If the VIF value is less than 10, then there is no multicollinearity problem.

Table 3. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Transformational leadership	0.376	2.661
Work motivation	0.411	2.432
Workload	0.435	2.301

Source: Questionnaire results processed 2025

Referring to Table 3, it can be clearly seen that independent variables (transformational leadership, work motivation, and workload) do not show multicollinearity in the regression model. This is evidenced by the VIF value of each variable that is below 10

(and above 0.10), indicating that there is no too strong correlation between these variables.

Model Feasibility Test

In order to ensure that the regression model applied is suitable for the research, it is necessary to conduct a Model Feasibility Test (F Test). The model is considered valid if the significance value is less than 0.05 (or equal to 5%).

Table 4. Model Feasibility Test

Model	F	Sig.
Regression	95.574	0.000 ^b
Residual		
Total		

Source: Questionnaire results processed 2025

Based on Table 4. The results of the F test showed a value of 95.574 with a significance of 0.000. Since this significance value is smaller than 0.05, the regression model in this study is feasible to test the hypothesis.

Coefficient of Determination (R Square)

We performed a coefficient of determination (R²) analysis in multiple linear regression tests. The goal is to measure the extent to which variables such as transformational leadership, work motivation, and workload together can explain or affect employee performance.

Table 5. Determination Test

		Adjusted R
R	R Square	Square
0.839 ^a	0.704	0.696

Source: Questionnaire results processed 2025

Referring to Table 5, the Adjusted R Square number of 0.696 means that 70% of employee performance fluctuations can be explained by three main factors: transformational leadership, work motivation, and workload. Meanwhile, the remaining 30% is the impact of other variables that are not included in this research model.

Multiple Regression Analysis

This study applied multiple linear regression analysis to see how transformational leadership, work motivation, and workload affect employee performance.

Table 6. Multiple Regression Test



Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
(Constant)	1.593	1.235		1.290	0.200
Transformational leadership	0.232	0.081	0.232	2.870	0.005
Work motivation	0.341	0.078	0.336	4.356	0.000
Workload	0.359	0.074	0.365	4.859	0.000

Source: Questionnaire results processed 2025

After performing multiple linear regression analysis of the data in Table 6, the following multiple regression model equations were obtained:

$$Y = 1.593 + 0.232X_1 + 0.336X_2 + 0.365X_3 + e$$

Based on the results of the calculation, the following explanation was obtained:

A positive value constant indicates that if independent variables (transformational leadership, work motivation, and workload) are constant, employee performance will show positive values. Transformational leadership has positive values. This means that the regression coefficient indicates a positive direction, which indicates that increased transformational leadership will improve employee performance. Work motivation also shows positive values. This means that the regression coefficient has a positive direction, which can be interpreted that any increase in work motivation will increase employee performance. Similarly, workloads show positive values. This indicates that the regression coefficient has a positive direction, so any increase in workload will increase employee performance.

Hypothesis Test (t-Test)

To understand how important the role of each independent factor (i.e. transformational leadership, work motivation, and workload) is in explaining changes in employee performance, this study used a statistical test (Ghozali, 2013). The detailed results of this t-test are presented and described in Table 6. with the following explanation:

1. The results of the study show that transformational leadership has a strong and positive relationship with employee performance. This is evidenced by statistical data: the t-count value (2.870) far exceeds the t-table (1.657), and the significance value (0.00) is below the 0.05 limit. That is, we can conclude that the hypothesis (H1) regarding this positive influence is acceptable.
2. Data analysis shows that there is a positive and significant influence between work motivation and employee performance. The t-count number of 4.356 far exceeds the t-table (1.657), plus a very low significance value (0.00), below 0.05. Thus, the second hypothesis (H2) regarding this positive influence is acceptable.

3. This study shows that there is a strong and positive relationship between workload and employee performance. The statistical data, with a t-count value (4.856) higher than the t-table (1.657) and a significance level (0.00) below 0.05, clearly supports this finding. Therefore, the hypothesis (H3) regarding this positive influence is acceptable.

Discussion

1. The influence of transformational leadership on employee performance

There is a lot of evidence that reinforces that transformational leaders are very effective in boosting the productivity and performance of their employees. These findings are in line with research by Rivai (2020) and Kusumadewi et al. (2023) which also found similar positive and significant influences.

Employee satisfaction can be seen from their positive attitude towards work. In an organization, transformational leadership plays a role in influencing performance by motivating and guiding employees. Essentially, this process is about setting organizational goals, then guiding followers to align their behavior with achieving those goals. In addition, there are ongoing efforts to improve the quality of the group and its internal culture. Every transformational leader will set a good example through words, attitudes, and actions that will always be of concern to employees.

2. The effect of work motivation on employee performance

There are many studies that confirm that a strong work drive has a significant positive impact on employee work outcomes. These findings are in line with research by Hakman et al. (2021) and Candra (2022) who also found similar positive and significant influences.

According to Abbas (2023), the impulse from within that triggers a person to do something to achieve his goals is called motivation. A higher level of motivation will strengthen the determination to complete the work and achieve the desired target. According to Waruwu & Simanullang (2022), employees with strong motivation tend to be more dedicated in completing tasks, so they have a greater desire to achieve maximum performance than employees who are less motivated.

3. The effect of workload on employee performance

There are many studies that corroborate that workload has a significant impact on employee work outcomes. The study explained that workload has a positive and significant impact on employee performance. Consistent with the results of this research, the findings are in line with the research of Arifin & Rahmadani (2022) and Rohimah et al. (2023) also found similar positive and significant influences.

Employees often take on multiple tasks simultaneously, which requires a significant allocation of time, energy, and resources. Therefore, it is important to

match the workload to the employee's expertise. When a worker has the ability to exceed the demands of the job, they tend to feel bored. On the contrary, if his abilities are under demand, excessive fatigue will arise. Thus, the workload must be balanced with the employee's capacity so that it will improve overall performance.

Conclusion

Research at the Boyolali Regency Regional Secretariat has always shown that transformational leadership greatly affects employee performance positively. The sign is that the better transformational leadership, the more employee performance will improve. At the Boyolali Regency Regional Secretariat, testing proves that work motivation has a strong and positive relationship with employee performance. This means that when an employee's motivation increases, their performance also tends to increase significantly. This study reveals that a well-regulated workload greatly affects employee performance at the Boyolali Regency Regional Secretariat, meaning that optimal workload management can improve employee work outcomes.

Based on the conclusions, in order to improve performance at the Boyolali Regency Regional Secretariat, based on the findings, it is recommended to develop transformational leadership at all managerial levels. This can be done through ongoing training that emphasizes vision, inspiration, intellectual stimulation, and personal attention, complemented by regular evaluation for improvement. Always maintain and improve employee work motivation. This can be achieved by providing clear rewards, opening up better career opportunities, providing training to upskill upskill, and creating a positive work environment to keep employee morale high. Then to optimize employee performance, the Boyolali Regency Regional Secretariat needs to ensure that the workload is evenly divided and in accordance with individual abilities. This means regularly reviewing and adjusting tasks to avoid overload or underloading, so that each employee can make the maximum contribution. The implication of this study is that employee performance will improve substantially if organizations focus on strong leadership, high motivation, and fair distribution of tasks.

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