

The Effect of Leadership, Working Environment and Workload on Employee Performance: The case of Human Resource Development Agency of South Sumatera Province Region (BPSDM)

Syafa Salsa Billa, Fatimah & Junaidi

Universitas Muhammadiyah Palembang

Email: syafasalsabilla30@gmail.com,
fatimahma@yahoo.co.id, junaidipagaralam@gmail.com

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Abstract

This study aims to determine 1) The Influence of Leadership, Work Environment, and Workload on the Performance of Employees of the Regional Human Resources Development Agency of South Sumatra Province 2) The Influence of Leadership on the Performance of Employees of the Regional Human Resources Development Agency of South Sumatra Province 3) The Influence of Work Environment on the Performance of Employees of the Regional Human Resources Development Agency of South Sumatra Province 4) The Influence of Workload on the Performance of Employees of the Regional Human Resources Development Agency of South Sumatra Province. This type of research is Associative. The variables used by the researcher are leadership, work environment, workload, and employee performance. The sample in this study was 96 employees of the Regional Human Resources Development Agency of South Sumatra Province who were selected using Simple Random Sampling. The primary data used in this study was collected through a questionnaire. The data analysis technique used was Multiple Linear Regression. The results of this study indicate that (1) leadership, work environment, and workload together have a positive and significant effect on employee performance, (2) leadership has a positive and significant effect on employee performance, (3) work environment has a positive and significant effect on employee performance (4) workload has a positive and significant effect on employee performance.

Keywords: Leadership, Working Environment, Workload, Employee Performance

1. Introduction

Human resources can be interpreted as people who provide energy, expertise, creativity, and effort in managing assets owned by an organization. It is undisputable that this is one of the valuable assets that is then a central factor in managing an organization. Without human resources as system managers, an organization will certainly fail to achieve its goals. However, not only a sense of belonging but also these human resources should be qualified with the

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principle of 'the right man in the right place at the right time,' which means that the right person should be assigned to the right job at the right time, ensuring maximum productivity and efficiency. Competent human resources with good performance can support an organization's success. On the other hand, incompetent human resources with poor performance are a competitive problem that can put the company in a losing condition ([Potu, 2013](#)).

A company or agency's success hinges on the potential of its human resources. When leaders and employees make exemplary contributions and carry out their duties optimally, the company's goals are within reach. The individual performance of employees is a key determinant of an organization's success, which is why continuous improvement is a priority to ensure the company's goals are met.

The South Sumatra Provincial Human Resources Development Agency was first established in 1985 under the name of the South Sumatra Provincial Education and Training Agency. Then, in the context of implementing [Law Number 22 of 1999](#) concerning regional government and Government Regulation Number 84 of 2000, the South Sumatra Provincial Education and Training Agency changed to become the South Sumatra Provincial Education and Training Agency in accordance with South Sumatra Regional Regulation Number 12 of 2000 concerning the technical, organizational structure of the South Sumatra Provincial Government. In 2008, the Education and Training Agency changed its organizational structure, which previously had 22 structural positions, downsized to 13 structural officials, in accordance with Regional Regulation Number 9 of 2008 concerning the organization and work procedures of the inspectorate, regional development planning agency, and the South Sumatra Provincial Technical Institution. In 2017, the South Sumatra Provincial Education and Training Agency changed its nomenclature to become the South Sumatra Provincial Human Resources Development Agency in accordance with Regional Regulation Number 14 of 2016 concerning the formation and composition of the South Sumatra Provincial Regional apparatus. This change is to implement the provisions of Law Number 23 of 2014 concerning regional government and Government Regulation Number 18 of 2016 concerning regional apparatus. In 2017, the Regional Human Resources Development Agency of South Sumatra Province began implementing the financial management pattern of the regional public service agency (PPK-BLUD) based on the Decree of the Governor of South Sumatra Number 201/KPTS/BPKAD/2017 concerning the determination of the status of the financial management pattern of the regional public service agency of the Regional Human Resources Development Agency of South Sumatra Province. Employee Performance, According to Afandi (2018), is the result of the thoughts and energy of an employee towards the work he does. The performance of employees greatly influences the success of an agency. If employee performance is good, the performance of the agency/company will increase. However, high-performance expectations can sometimes lead to increased stress and pressure on employees, potentially causing burnout and decreased job satisfaction. Conversely, if employee performance is poor, it can cause a decline in the performance of the agency/company. High performance will make employees more loyal to the organization, more motivated, work with a happy feeling, and have an impact on achieving high work productivity ([Chandra & Priyono, 2016](#)). However, sometimes, it can cause individuals to be unable to free themselves from the pressure they face. If this condition continues, it can lead to workload ([Nurhendar, 2007; Alkubaisi, 2015](#)).

The Regional Human Resource Development Agency of South Sumatra Province, as part of the

work unit of South Sumatra Province, is guided by a clear vision and mission. The vision is to establish the agency as a center for enhancing the competence of civil servant resources in the region. The mission is to improve the quality and quantity of training facilities and infrastructure, enhance the quality and quantity of training implementation, and elevate the quality of civil servant resources. These guiding principles shape the work of the agency and its efforts to develop and support the region's human resources.

Based on the initial observations of employees of the Regional Human Resource Development Agency of South Sumatra Province, there is a phenomenon of problems in each variable, including performance, leadership, work environment, and workload. The performance phenomenon consists of work quality, work quantity, and punctuality. The quality of work, where employees feel less satisfied with the results of their work because the results of the work carried out by employees are often not assessed well by the community and leaders, can be seen from the quality of work from how effective the training and development provided to local government officials is, in this case measuring whether the results of the training can improve employee competence and contribute to improving the quality of public services. The quantity of work where budget or human resource limitations cause the number of training or development activities carried out not to reach the target. Timeliness is where delays in program implementation are due to administrative, logistical, or even external factors, such as changes in government policy or the unpreparedness of participants. The leadership phenomenon consists of analytical skills, communication skills, courage, listening skills, and assertiveness. The limitations of leaders indicate analytical skills in conducting in-depth analysis related to training needs or human resource development, which causes the policies taken to be not entirely adequate or relevant to conditions in the field. Communication skills are indicated by ineffective communication between leaders and staff with other agencies; this can hinder the coordination of training programs, development, policies, or task implementation. Courage is indicated by leaders who tend to avoid decisions that can cause controversy so that programs or policies that are actually needed are delayed or implemented optimally. Listening skills are indicated by leaders who do not listen enough to the needs or complaints of staff, so the decisions taken may be late. Assertiveness is indicated by the lack of clarity in communication between leaders and staff and between BPSDM and related parties, which can reduce assertiveness in decision-making.

The phenomenon of the work environment consists of lighting, air, and sound. Insufficient lighting can cause eye fatigue, decrease concentration, and affect employee health. While indoor air quality significantly affects employee comfort and health, if the indoor air is not fresh or has poor circulation, this can result in decreased concentration and decreased productivity. Not only that, but high noise or loud sounds in the office can also interfere with employee focus and concentration. The Workload phenomenon consists of time load, effort load, and pressure load. Time load is indicated by the delegation of work that is not the employee's main job, which results in additional workload outside of carrying out routine tasks. Effort load is indicated by a high workload that is not balanced with the employee's physical abilities, causing stress, which results in many tasks being neglected. Pressure load is indicated by limited time to complete dense tasks, especially during specific periods such as when holding extensive training or annual evaluations, high levels of stress, or mental fatigue due to repetitive and intensive tasks, especially when many training programs must be implemented in a relatively short time. The phenomenon related to workload among workers deserves special attention. Basically, employee performance can be improved in various ways, one of which is by

minimizing the level of stress that is likely to be experienced by each individual while working, in the sense that employee performance in an agency will be good if the workload felt by employees is low or under control.

2. Literature Review

Performance is the result or level of success of a person as a whole in carrying out tasks during a certain period compared to various possibilities, such as work result standards, targets, or goals that have been determined in advance and agreed upon together. Leadership, a crucial factor in influencing performance, is essentially the embodiment of a leader's behavior and their ability to guide. This embodiment typically takes on a specific pattern or form.

Leadership is the process of influencing or giving examples by leaders to their subordinates in an effort to achieve organizational goals ([Handoko, 2011](#)). To achieve maximum performance, the company must be able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally. According to [Slamet \(2007\)](#), leadership is the strength, spirit, and ability possessed by a person who can influence others who follow the results of his thoughts or do what is expected as determined. Leaders need to be involved in two-way communication so that it has a good impact on channeling employee aspirations, providing support and encouragement to employees, making it easier for employees to interact, and involving employees in decision-making.

The behavior pattern of an agency leader is a crucial determinant of the agency's success in achieving its goals. This is because it is intricately related to the application of cultural values to all members. Leaders and organizational culture form a unified entity that significantly influences the achievement of the agency's goals. The work environment, another significant factor influencing performance, encompasses all elements that surround employees during their work, whether physical or non-physical, direct or indirect. It can have a profound impact on individuals during their work ([Potu, 2013](#)). The work environment is the collective atmosphere experienced by employees when working together in an organization—a set of environmental conditions that employees directly or indirectly perceive. Creating a conducive work environment is not a task that an organization can achieve easily. The organization must be able to motivate its employees so that they are inspired to fulfill their duties and enhance overall productivity.

As [Kasmir \(2019\)](#) points out, a comfortable work environment is a key factor in boosting employee motivation. A clean, quiet, and well-lit workspace can significantly enhance employee productivity. Conversely, a dirty, noisy, and poorly lit workspace can lead to decreased motivation and productivity. The workload is also one of the factors that influence performance in an agency, as it can be said to arise from the interaction between task demands and the work environment, the skills possessed, behavior, and perceptions of workers ([Kasmarani, 2012](#)). Workload is a significant factor that influences an agency's performance. It can be seen as a form of a person's response, both physically and mentally, to a change in their environment that is perceived as disturbing and causes them to feel threatened. Every aspect of the workforce can be a workforce that determines the extent of the situation faced.

The Influence of Work Environment Leadership and Workload on Employee Performance at the South Sumatra Provincial Human Resources Development Agency. According to [Kasmir \(2019\)](#), several factors influence performance, namely ability and expertise, knowledge, work plan, personality, motivation, leadership, leadership style, organizational culture, job

satisfaction, work environment, loyalty, commitment, and work discipline. This is supported by research by [Muawwanah & Liana \(2024\)](#), who conducted a study, "The Influence of Leadership Style, Work Environment, and Workload on Employee Performance at PDAM Tirta Moedal Semarang." Her research found that leadership style, work environment, and workload together have a positive and significant effect on employee performance—the Influence of Leadership on Employee Performance at the South Sumatra Provincial Human Resources Development Agency. According to [Rivai \(2013\)](#), who stated that leadership is a series of characteristics used by leaders to influence subordinates to achieve organizational goals, or it can be said that leadership style is a model of behavior and strategy that is preferred and often adopted by leaders. This is supported by the research of [Zebua \(2022\)](#), who conducted a study, "The Influence of Work Environment and Leadership on Employee Performance with Work Discipline as an Intervening Variable at the Public Works and Spatial Planning Service of Nias Regency." Based on the results of the research test conducted show that the work environment variable has a positive and significant effect on work discipline, the leadership variable has a positive and significant impact on work discipline, and the work environment and leadership variables simultaneously have a positive and significant effect on work discipline.

The work environment variable has a positive and significant impact on employee performance, while the leadership variable also has a positive and significant effect on employee performance. Furthermore, the simultaneous interaction of the work environment and leadership variables has a positive and significant effect on employee performance. Work discipline can mediate between the work environment and employee performance. Work discipline is able to mediate between leadership and employee performance. The Influence of the Work Environment on Employee Performance at the Regional Human Resource Development Agency of South Sumatra Province. According to Armstrong ([Kisworo, 2012](#)), "the work environment consists of the system of work, the design of jobs, working conditions, and the ways in which people are treated at work by their managers and co-workers." The work environment consists of the work system, job design, working conditions, and the ways in which people are treated at work by their managers and co-workers. This is supported by research by Indri [Tolo et al. \(2016\)](#), who conducted a study, "The Effect of Work Skills, Work Discipline, and Work Environment on Employee Performance at the Manado Youth and Sports Service (Diaspora). The results of the study showed that work skills, work discipline, and work environment simultaneously have a significant influence on employee performance. The results of the study partially showed that work skills and work discipline have a substantial effect on employee performance.

In contrast, the work environment does not have a significant effect on employee performance—the Effect of Workload on Employee Performance at the Regional Human Resources Development Agency of South Sumatra Province. According to [Abang et al. \(2018\)](#), internal and external factors are the main factors. Internal factors have indicators of gender, age, motivation, health conditions, perceptions, and satisfaction and desires. External factors have indicators of work attitudes and procedures, complexity or difficulty, job responsibilities, and distance from the workplace. This is supported by research by [Surapto et al. \(2024\)](#), who conducted a study, "The Influence of Leadership, Workload, and Job Satisfaction on Employee Performance at Universitas Terbuka; the results of the study showed that there was a positive effect of agile leadership and work stress on employee performance, the results of the analysis test on job satisfaction on employee performance.

3. Research Method

The object of the study is Human Resource Development Agency of South Sumatera Province Region. The research method used is the associative method, which is a study to test the alleged relationship (influence) between one variable and another. The variables in question are to determine the effect of work discipline and work environment on employee performance, with motivation as an intervening variable at a Private Hospital in Palembang. The dependent variable is employee performance. Work quality, quantity, and punctuality are indicators of employee performance. The independent variables are leadership, working environment and workload. Analytical skills, communication skills, and courage are indicators of leadership. Lighting, air, and sound are indicators of the work environment. Time load, effort load, and pressure load are indicators of workload. The population in this study was all employees of the Regional Human Resources Development Agency of South Sumatra Province, totaling 110 permanent employees. The sample in this study used the Slovin formula with a 5% error rate, which resulted in a sample size of how many employees there were. In this study, the researcher took a random sample (simple random sampling) of 96 respondents from a population of 110 employees. To obtain data related to Work Environment Leadership and Workload on Employee Performance, an instrument in the form of a questionnaire was used. In this study, the primary data was primary data because the primary data was obtained through the distribution of questionnaires to respondents. The data analysis method used in this study is regression analysis.

4. Findings and Discussions

This multiple linear regression analysis is used to determine the influence of leadership variables, work environment, and workload on employee performance. The results of the multiple linear regression analysis can be seen in the following table:

Table 1. Regression Result

		Coefficients ^a		
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	6.177	1.904	
	Leadership	.237	.085	.290
	Working Environment	.314	.084	.386
	Workload	.258	.069	.267

a. Dependent Variable: Employee Performance

Based on the table of multiple linear regression result: $Y = 6.177 + 0.237 X_1 + 0.314 X_2 + 0.258 X_3$. Table 1 shows a constant value of 6.177, which indicates that if leadership, work environment, and workload are equal to zero, then employee performance remains at 6.177. The leadership regression coefficient value of 0.237 (positive) indicates that leadership has a positive effect on employee performance at the South Sumatra Provincial Human Resources Development Agency. This figure shows that if leadership increases, employee performance will increase, and vice versa; if leadership decreases, employee performance will decrease. The work environment regression coefficient value of 0.314 (positive) indicates that the work environment has a positive effect on employee performance at the South Sumatra Provincial Human Resources Development Agency. This figure shows that if the work environment increases, employee performance will increase, and vice versa; if the work environment

decreases, employee performance will decrease. The workload regression coefficient value is 0.258 (positive), indicating that workload has a positive effect on the performance of BPSDM employees in South Sumatra Province. This figure shows that if the workload increases, employee performance will increase, and vice versa; if the workload decreases, employee performance will also decrease.

The F test is used to determine whether the variables of leadership, work environment, and workload simultaneously affect employee performance. The results can be seen in the following table:

Table 2. F-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3299.887	3	1099.962	64.146	.000 ^b
	Residual	1577.602	92	17.148		
	Total	4877.490	95			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership, Working Environment, Workload

Determining the F-Table with a confidence level of 95% and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V1 = k-1 = 4-1 = 3$ and $V2 = 96-4 = 92$ so the F-Table value = 2.70. Based on Table 2 F Test (Anova), the F-value is $64.146 > F\text{-Table } 2.70$ with a Sig F level of $0.000 < 0.05$, then H_01 is rejected, meaning that there is a significant influence of leadership, work environment and workload on employee performance.

The t-test aims to test the independent variables partially/individually against the dependent variables, with the following results:

Table 3. t-test

Coefficients ^a			
Model		t	Sig.
1	(Constant)	3.245	.002
	Leadership	2.805	.006
	Working Environment	3.720	.000
	Workload	3.736	.000

a. Dependent Variable: Employee Performance

Determine the t-table with a confidence level of 95%, an error rate (α) of 5% = 0.05, and degrees of freedom (df) = $n-k$. Then (df) = $0.05 / 2 (96-4)$ is (df) = 0.025 (92), so the t-table value is 1.986. Based on Table 3 t-test (partial), it can be seen as follows: the t-value for leadership is $2.805 > t\text{-table } 1.986$ with a sig.t level of $0.006 < 0.05$ (significant), then H_02 is rejected, meaning that there is a significant influence of leadership on the employee performance. The t-value for the work environment is $3.720 > t\text{-table } 1.986$ with a sig t level of $0.000 < 0.05$ (significant), then H_03 is rejected, meaning that there is a significant influence of the work environment on employee performance. The t-value for workload is $3.736 > t\text{-table } 1.986$ with a sig t level of $0.000 < 0.05$ (significant), then H_04 is rejected, meaning that there is a significant influence of workload on employee performance.

The Influence of Leadership, Work Environment and Workload on Employee Performance at

the Regional Human Resources Development Agency of South Sumatra Province. Based on the results of the multiple linear regression analysis obtained, the coefficient values of the leadership, work environment, and workload variables show a positive influence. This means that if leadership, work environment, and workload improve or increase, it will improve employee performance. Conversely, if leadership, work environment, and workload decrease, it will decrease employee performance. The results of the hypothesis test together show that leadership, work environment, and workload have a significant influence on employee performance at the Regional Human Resources Development Agency of South Sumatra Province. These results can explain that with leadership, work environment, and workload, employees can work optimally, which affects employee performance. The considerable Adjusted R Square value in the regression model shows the significant contribution of leadership, work environment, and workload to employee performance at the Regional Human Resources Development Agency of South Sumatra Province. This study shows that leadership, work environment, and workload can explain employee performance at the Regional Human Resources Development Agency of South Sumatra Province at 66.6%. This is in accordance with the theory put forward by [Kasmir \(2019\)](#) that several factors influence employee performance, including leadership and work environment. The results of this study are in line with previous studies by [Muawwanah & Liana \(2024\)](#), [Zebua \(2020\)](#), [Tolo et al. \(2016\)](#) and [Surapto et al. \(2024\)](#) show that leadership, work environment, and workload have a significant influence on employee performance.

The Influence of Leadership on Employee Performance at the BPSDM Regional Office of South Sumatra Province. The results of the partial hypothesis test show a significant influence of leadership on employee performance at the BPSDM Regional Office of South Sumatra Province. These results explain that the good or bad leadership possessed by employees will determine the good or bad performance of the employees produced. Good leadership encourages employees to work productively and achieve organizational goals. In this study, leadership was shown to contribute significantly partially to employee performance. This is in accordance with the theory put forward by [Kasmir \(2019\)](#) that several factors influence employee performance, including leadership. Previous research studies conducted by [Muawwanah & Liana \(2024\)](#), [Zebua \(2020\)](#) showed that leadership has a positive and significant influence on employee performance. The results of the respondents' answers show that leadership has a significant effect on employee performance. It can be seen in the distribution of answers from respondents that there are the following problems: a. Analyst ability indicator, where there are still employees who state that leaders do not provide guidance to each member in working; b. Communicative indicator, where there are still employees who state that leaders do not have the initiative to communicate; c. Courage indicator, where there are still employees who state that leaders are influenced by pressure or other people's opinions when making a decision. As a result, this problem has an impact on employee performance in that there are still employees who cannot do a job carefully, and there is still a quantity of work that employees produce that does not show effectiveness in utilizing working time. There are still employees who are not used to completing work before the deadline. As a practical implication, the researcher suggests that leadership is expected to improve leadership. What needs to be improved regarding the analytical ability possessed by a leader is expected to be able to provide guidance to employees in carrying out work, improve communicative skills by always taking the initiative to give direction and communication to members, and increase courage in making decisions so as not to be influenced by other people's opinions. If these

improvements are made, it is expected to improve performance, especially since employees will try to work carefully, work targets can be achieved effectively, and employees can utilize time to complete work targets.

The Influence of the Work Environment on Employee Performance at the BPSDM Regional Office of South Sumatra Province. The results of the partial hypothesis test show a significant influence of the work environment on the performance of employees of the BPSDM Regional Office of South Sumatra Province. These results explain that the good or bad work environment owned by the company will determine the good or bad performance of the employees produced. In this study, the work environment was shown to contribute significantly partially to employee performance. This indicates that the fulfillment of the work environment, both physically and non-physically, can help employees in carrying out their work so that they can work optimally. This is in accordance with [Kasmir's theory \(2019\)](#) that several factors, including the work environment, influence employee performance. The results of this study are in line with previous research by [Muawwanah & Liana \(2024\)](#). [Tolo et al. \(2016\)](#) showed that the work environment has a significant influence on employee performance. This is in contrast to the research conducted by [Nabawi \(2019\)](#), which showed that the work environment has a positive but insignificant influence on the performance of employees of the PUPR Office of Aceh Tamiang Regency. The reason for the different results of [Nabawi's \(2019\)](#) research is that it is based on several aspects: The difference in indicators in [Nabawi's \(2019\)](#) research uses indicators of lighting, air temperature, use of color, and movement space. This study uses indicators of lighting, air circulation, and noise. The sample used in [Nabawi's \(2019\)](#) research was 81 respondents, while in this study, it used 96 respondents. The sampling technique for the research of [Rahmawan et al. \(2016\)](#) used the saturated sampling technique method, while this study used simple random sampling. The results of the respondents' answers show that the work environment has a significant effect on employee performance. It can be seen in the distribution of answers to respondents that there are the following problems: a. Lighting indicator, where there is still dim light, so that it does not speed up employees' completion of work; b. Air circulation indicator, where there are still employees who feel less productive when the air in the workspace feels fresh and comfortable; c. Noise indicator, where there is still a level of noise in the workplace that is not managed correctly so that it affects work productivity. As a result of this problem, employee performance is affected: There are still employees who cannot do a job carefully, there is still a quantity of work that employees produce that does not show effectiveness in utilizing working time, and there are still employees who are not used to completing work before the deadline. As a practical implication, the researcher suggests that the work environment is expected to improve the current work environment. What needs to be improved is the lighting in the workspace, air circulation, and noise in the work environment that can disturb employees. Hence, improvements need to be made with routine inspections of the work environment. If these improvements are made, it is expected to improve performance, especially since employees will try to work carefully, work targets can be achieved effectively, and employees can use their time to complete work targets.

The Effect of Workload on Employee Performance at the BPSDM Regional Office of South Sumatra Province. The results of the partial hypothesis test show a significant effect of workload on the performance of BPSDM Regional Office of South Sumatra Province employees. These results explain that the good or bad workload of employees will determine the good or bad performance of the employees produced. This study proves that the hypothesis that was written at the beginning has been proven to have a significant effect on the workload

performance of BPSDM Regional Office of South Sumatra Province employees. The results of this study are in line with previous research conducted by [Muawwanah & Liana \(2024\)](#). [Surapto et al. \(2024\)](#) showed that workload has a significant effect on employee performance. This contrasts with the research conducted by [Keban et al. \(2023\)](#), which showed that workload has a positive but insignificant effect on the performance of employees of the Population and Civil Registration Service of Sikka Regency. The reason this study is different from the research of [Keban et al. \(2023\)](#) is that it is based on several aspects, namely: There are differences in the indicators used in the study of [Keban et al. \(2023\)](#) using indicators of targets to be achieved, work conditions and work standards. This study uses indicators of time load, mental load, and pressure load. Then, there is a difference in the sample used by [Keban et al. \(2023\)](#), which was 55 employees, while in this study, a sample of 96 employees was used. The sampling technique for the study by [Keban et al. \(2023\)](#) used the saturated sampling technique, while this study used simple random sampling. Based on the results of the respondents' answers show that workload has a significant effect on employee performance. It can be seen in the distribution of answers to the respondents that there are the following problems: a. Time load indicator in which there are still employees who state that they do not have to complete work according to the time determined by the leader; b. Metal load indicator, where there are still employees who state that the workload faced exceeds the employee's work ability; c. Pressure load indicator, where there are still employees who state that excessive work makes employees easily emotional. The impact of this problem impacts employee performance, namely that there are still employees who cannot do a job carefully, there is still a quantity of work that employees produce that does not show effectiveness in utilizing working time, and there are still employees who are not used to completing work before the deadline. As a practical implication, the researcher suggests that regarding employee workload, there should be a balance between the use of working time, the mental burden from giving work, and work pressure so that employees do not feel burdened by the tasks given. If these improvements are made, performance is expected to improve, especially because employees will try to work carefully, work targets can be achieved effectively, and employees can utilize time in completing work targets.

5. Conclusion

Based on the results of the study from the discussion, it can be concluded that 1. Leadership, work environment, and workload have a significant influence on the performance of BPSDM employees in the South Sumatra Province; 2. There is a significant influence of leadership on the performance of BPSDM employees in the South Sumatra Province; 3. The work environment significantly influences the performance of BPSDM employees in the South Sumatra Province. 4. There is a significant influence of workload on the performance of BPSDM employees in the South Sumatra Province. BPSDM employees in the South Sumatra Province should pay attention to leadership, work environment, and workload because these factors have been proven to have a significant effect on employee performance. Regarding leadership, it is expected to improve leadership, regarding the analytical skills possessed by a leader, it is expected to be able to provide guidance to employees in carrying out work, improve communicative skills by always taking the initiative to give direction and communication to members and increase courage in making decisions so as not to be influenced by other people's opinions. Regarding the work environment, it is expected to improve the current work environment, including lighting in the workspace, air circulation, and noise in the workplace environment that can disturb employees. Improvements need to be made with routine inspections of the work environment. Regarding employee workload, there should be a balance

between the use of working hours, the mental burden from being given work, and work pressure so that employees do not feel burdened by the tasks given.

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