GOODWILL Journal of Economics, Management, and Accounting
e-ISSN: 3063-8194 *p-ISSN*: 3063-9840
Volume 5 Number 1 April 2025

Analysis of The Influence of Workload, Incentives, and Leadership Style on Employee Performance at the Class I Tpi Immigration Office Makassar

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Article Info

Keywords:
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Abstract

The purpose of this study is to examine the influence of workload, incentives, and leadership style, both partially and simultaneously, on improving employee performance at the Class I TPI Immigration Office Makassar. This research was conducted at the Class I TPI Immigration Office Makassar. Data were collected through observation, interviews, and documentation, and analyzed using quantitative descriptive analysis with multiple linear regression methods. Organizational management needs to formulate strategies for workload management, incentive provision, and the application of effective leadership styles. These strategies should include planning, implementation, and continuous policy control with the aim of achieving performance targets, maintaining a balance between productivity, job satisfaction, and employee loyalty, thereby enhancing the quality of public services provided by the Class I TPI Immigration Office Makassar. The findings of this study indicate that the three independent variables Workload (X_1), Incentives (X_2), and Leadership Style (X_3) have different effects on the dependent variable, Employee Performance (Y). Workload has a significant negative effect on employee performance, while incentives and leadership style have a significant positive effect. Incentives and leadership style contribute the most positively to employee performance, whereas excessive workload decreases performance.

1. Introduction

Human resources are a vital asset and one of the key sources of organizational competitive advantage. Organizational success is largely determined by the ability to manage employees to work with discipline, responsibility, and alignment with organizational goals. Hasibuan (2017) states that the functions of human resource management include planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, and termination. Essentially, human resource management is the art of managing relationships and workforce roles effectively and efficiently to achieve both organizational and employee objectives.

Employee performance is the work outcome achieved by individuals or groups in accordance with their tasks, authority, and responsibilities (Robins, 2007; Moehariono, 2009). Factors influencing performance include workload, incentives, and leadership style. According to Munandar (2001), workload refers to the tasks that must be completed within a certain period. Excessive workload may cause stress and reduce performance (Sunyoto, 2012; Moekijat, 2009). Putri and Puspitasari (2023) confirmed that workload and remuneration significantly affect employee performance.

In addition, incentives play an important role in motivating employees to perform optimally. Hasibuan in Reny (2016) defines incentives as stimuli provided based on performance, while Sarwoto emphasizes incentives as a motivational tool to encourage stronger work enthusiasm. Pramesti and Fuady (2022) found that incentives have a positive influence on employee performance.

Another crucial factor is leadership style. Siagian in Sutrisno (2023) defines leadership as the ability to influence others to willingly carry out the leader's directives. Similarly, Terry in Sutrisno (2023) considers leadership as the effort to influence people to work voluntarily toward shared goals. Wachid (2020) demonstrated that leadership style has a

positive and significant impact on employee performance.

The phenomenon at the Class I TPI Immigration Office Makassar shows that high workloads with a limited number of employees result in suboptimal performance. Moreover, unequal incentive distribution between permanent civil servants (PNS) and non-permanent employees (PPNPN) affects work motivation. Leadership style also varies with changes in section heads, influencing the consistency of employee performance.

Previous studies relevant to this research include Said, Said, and Jam'an (2020), who found compensation as the most dominant factor affecting lecturers' performance; Yulia (2018), who reported that work facilities significantly affect performance, whereas workload does not; and Pramesti & Fuady (2022), who confirmed that leadership style, workload, and incentives positively affect performance. The distinction of this study lies in its object of analysis, focusing on employees at the Class I TPI Immigration Office Makassar with workload, incentives, and leadership style as the independent variables.

2 Research Methods

2.1 Research Approach and Design

This study employs a quantitative approach. Quantitative research is characterized by a structured, systematic, and rigid design, with processes arranged from beginning to end and not subject to change. Careful planning is essential, as the research typically covers broader areas, more complex variations, and emphasizes objective measurement (Echdar, 2017). The quantitative method allows social phenomena to be measured objectively by breaking them down into problems, variables, and indicators, where each variable is measured using numerical symbols that represent relevant categories. Using this approach, the study examines the influence of workload, incentives, and leadership style on employee performance at the Class I TPI Immigration Office Makassar.

The type of research applied in this study is a survey method, in which data are collected through questionnaires. This study is classified as associative research, which aims to examine the relationship between two or more variables. According to Sugiyono (2015), associative research analyzes causal relationships, distinguishing between independent and dependent variables. In this study, the independent variables (X) are workload (X1), incentives (X2), and leadership style (X3), while the dependent variable (Y) is employee performance.

2.2 Researcher's Role

This research plays an important role in providing an in-depth understanding of the factors that influence employee performance at the Class I Immigration Office TPI Makassar. The study examines the impact of workload, incentives, and leadership style on employee performance, offering a comprehensive analysis of both internal and external factors affecting organizational outcomes. From a theoretical perspective, this research contributes to the development of human resource management and organizational behavior studies, particularly within government institutions. From a practical standpoint, the results of this study are expected to provide strategic recommendations for improving employee performance through the optimization of workload distribution, incentive systems, and leadership approaches that are more effective and adaptive.

2.3 Research Site and Period

The research location refers to the place that serves as the object of the study. This research was conducted at the Class I Immigration Office TPI Makassar, located on Jalan Perintis Kemerdekaan No. Km.13, Kapasa, Tamalanrea District, Makassar City, South

Sulawesi. The research was carried out from June to August 2025.

2.4 Data Sources

This study utilized both primary and secondary data sources**.**

2.4.1 Primary Data

Sugiyono (2015) stated that primary data are data obtained from the first source, either individuals or groups, such as the results of interviews or questionnaire responses conducted by the researcher. A questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to be answered.

The type of questionnaire used in this study is direct and closed-ended, with the expectation that respondents can provide honest answers.

2.4.2 Secondary Data

According to Sugiyono (2015), secondary data refers to information obtained indirectly through intermediaries, collected and recorded by other parties. Secondary data may include documents, archives, official reports, journals, previous research findings, as well as data published by governmental and non-governmental institutions.

In this study, secondary data are gathered from various literatures, scientific articles, institutional documents, and other relevant sources related to the research topic. The purpose of using secondary data is to support, strengthen, and clarify the primary data collected, thereby ensuring that the research results are more comprehensive and accountable.

2.5 Data Collection Techniques

Data collection techniques are methods used to gather the necessary data to answer the research problem (Noor, 2011). In this study, data collection was carried out using questionnaires and literature research. A questionnaire is a data collection technique in which a list of questions is distributed to respondents with the expectation that they will provide responses to the statements listed. The respondents were drawn from a sample of 116 participants. In addition to questionnaires and literature reviews, secondary data were also obtained through literature research, by referring to various relevant sources related to the research theme, including books, journals, articles, and other written works

2.6 Data Analysis Techniques

The data analysis method used in this study is multiple linear regression, preceded by validity and reliability tests with the help of SPSS (Statistical Product and Service Solution).

2.6.1 Scale and Measurement of Data

According to Sugiyono (2017), the Likert scale is used to measure attitudes, opinions, and perceptions of individuals or groups toward social phenomena. In this study, responses were measured using a Likert scale with scores as follows: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1).

2.6.2 Instrument Testing

a. Validity Test: Factorial validity was tested using Confirmatory Factor Analysis (CFA) with SPSS v.25. An item is considered valid if its loading factor > 0.30 (Hair et al., 2019).
b. Reliability Test: Reliability refers to the consistency of measurement results. The reliability coefficient ranges from 0 to 1.0. The closer to 1, the more reliable the instrument. Coefficients > 0.70 indicate good reliability (Azwar, 2012).

2.6.3 Descriptive Analysis

Descriptive analysis was used to summarize sample data, including mean, minimum, maximum, frequency distribution, standard deviation, and percentages. Results are categorized as high, medium, or low (Azwar, 2012).

2.6.4 Classical Assumption Tests

a. Normality Test: Conducted using the One Sample Kolmogorov-Smirnov test. A good regression model requires normally distributed data (Sujarweni, 2016).
b. Multicollinearity Test: Conducted by examining VIF and tolerance values. No multicollinearity is indicated if VIF < 10 and tolerance > 0.10.
c. Heteroscedasticity Test: Conducted using a scatterplot between predicted values and residuals. A good model shows no clear pattern (Sujarweni, 2016).

2.6.5 Hypothesis Testing

a. Partial Test (t-test): Used to examine the effect of each independent variable (workload, incentives, leadership style) on the dependent variable (employee performance). If t-value > t-table or sig < 0.05, the hypothesis is accepted.
b. Simultaneous Test (F-test): Used to examine the joint effect of independent variables. If F-value > F-table or sig < 0.05, the hypothesis is accepted.
c. Coefficient of Determination (R^2): Used to measure how well independent variables explain the dependent variable. R^2 values closer to 1 indicate stronger explanatory power (Ghozali, 2016)

3 Results and Discussion

3.1 Research Results

3.1.1 Respondent Characteristics

This study involved 116 employees at the Class I Immigration Office TPI Makassar. The respondents are described based on age, gender, last education, and years of service.

3.1.1.1 Based on Age

Table 1 Description of Respondents by Age

Age	f	Percentage (%)
21–30 years	22	19.0
31–40 years	48	41.4
41–50 years	35	30.2
>50 years	10	8.6
Total	116	100

Source: Primary data processed, 2025.

The majority of respondents were aged 31–40 years (41.4%), while the smallest group was respondents aged over 50 years (8.6%).

3.1.1.2 Based on Gender

Table 2 Description of Respondents by Gender

Gender	f	Percentage (%)
Male	66	56.9
Female	50	43.1

Source: Primary data processed, 2025.

Most respondents were male (56.9%), while female respondents accounted for 43.1%.

3.1.1.3 Based on Last Education

Table 3 Description of Respondents by Last Education

Education Level	f	Percentage (%)
Senior High School (SMA)	10	8.6
Diploma	21	18.1
Bachelor	64	55.2
Master	20	17.2
Doctorate	1	0.9
Total	116	100

Source: Primary data processed, 2025.

The majority of respondents had a Bachelor's degree (55.2%), while the lowest proportion held a Doctorate (0.9%).

3.1.1.4 Based on Years of Service

Table 4 Description of Respondents by Years of Service

Years of Service	f	Percentage (%)
1–5 years	20	17.2
6–10 years	15	12.9
11–15 years	30	25.9
16–20 years	29	25.0
>20 years	22	19.0
Total	116	100

Source: Primary data processed, 2025.

The largest group of respondents had 11–15 years of service (25.9%), while the smallest group had 6–10 years of service (12.9%).

3.1.2 Validity and Reliability Tests

3.1.2.1 Instrument Validity

The results of the CFA on the workload scale with a total of ten items using SPSS v.25.0 for Windows showed factor loading values ranging from 0.516 to 0.720, indicating that no items were dropped. The results of the CFA on the incentive scale with a total of eleven items showed factor loading values ranging from 0.535 to 0.748, indicating that no items were dropped. The results of the CFA on the leadership style scale with a total of twelve items showed factor loading values ranging from 0.573 to 0.698, indicating that no items were dropped. The results of the CFA on the performance scale with a total of fifteen items showed factor loading values ranging from 0.513 to 0.711, indicating that no items were dropped.

3.1.2.2 Reliability

The results of the reliability test for each variable are presented in the following table.

Table 5 Reliability Test Results

Variable	Cronbach's Alpha	Description
Workload (X1)	0.834	Reliable
Incentives (X2)	0.861	Reliable
Leadership Style (X3)	0.866	Reliable
Performance (Y)	0.882	Reliable

Source: Primary data processed, 2025.

From Table 5, it can be seen that the reliability values of each variable are as follows: workload at 0.834, incentives at 0.861, leadership style at 0.866, and employee performance at 0.882. These values indicate that the research instrument used is reliable. Based on these results, it can be concluded that the scales for workload, incentives, leadership style, and performance employed in this study fall into the reliable category.

3.1.3 Assumption Tests

3.1.3.1 Normality Test

The normality test was conducted using the P-Plot and histogram. The results show that data points are distributed around the diagonal line, indicating that the residuals follow a normal distribution. The histogram also aligns with the theoretical normal curve, confirming that the regression model satisfies the normality assumption.

3.1.3.2 Multicollinearity Test

Multicollinearity was tested using tolerance and Variance Inflation Factor (VIF). A model is considered free of multicollinearity if the tolerance is above 0.10 and VIF is below 10 (Ghozali, 2016).

Table 6 Multicollinearity Test Results

Variable	Tolerance	VIF	Remark
Workload (X1)	0.202	4.947	No multicollinearity
Incentives (X2)	0.227	4.411	No multicollinearity
Leadership Style (X3)	0.190	5.253	No multicollinearity

Source: Primary data processed, 2025.

Since all VIF values are below 10 and tolerance values exceed 0.10, it can be concluded that the model is free from multicollinearity.

4.1.3.3 Heteroskedasticity Test

The scatterplot analysis shows that the residuals are spread randomly without forming any specific pattern. This indicates the absence of heteroskedasticity, meaning the regression model meets the homoscedasticity assumption (Sekaran & Bougie, 2019).

3.1.4 Linear Regression Analysis

3.1.4.1 Hypothesis Testing

3.1.4.1.1 Regression Results

The linear regression analysis produced the following results:

Table 7 Linear Regression Analysis Results

Model	B	SE	Sig.	Remark
Constant	36.695	9.264	—	—
Workload (X1)	-0.389	0.117	0.000	Significant
Incentives (X2)	0.463	0.098	0.001	Significant
Leadership Style (X3)	0.402	0.100	0.000	Significant

Source: Primary data processed, 2025.

Regression equation:

Y = 36.695 – 0.389X1 + 0.463X2 + 0.402X3

Workload negatively affects performance, while incentives and leadership style have a positive impact.

Hypothesis Testing

1. Partial Test (t-test):
   a. Workload (X1): t = -3.313, Sig. = 0.001 → Negative and significant.
   b. Incentives (X2): t = 4.711, Sig. = 0.000 → Positive and significant.
   c. Leadership Style (X3): t = 4.017, Sig. = 0.000 → Positive and significant. → H1, H2, and H3 are accepted.
2. Simultaneous Test (F-test):

Table 8 F-Test (ANOVA) Results

Model	Sum of Squares	Mean Square	F	Sig.
Regression	3126.413	1042.138	211.514	0.000
Residual	551.828	4.927		
Total	3678.241			

Source: Primary data processed, 2025.

The F value (211.514) > F table (2.68) and Sig. = 0.000 < 0.05, meaning all independent variables jointly affect performance. H4 is accepted.

3. Beta Coefficient Test: Incentives (β = 0.362) have the strongest influence on employee performance compared to leadership style (β = 0.337) and workload (β = -0.270).
4. Coefficient of Determination:

Table 9 Coefficient of Determination

Model	R	R^2	Adjusted R^2	SE of Estimate
1	0.922	0.850	0.846	2.220

The model explains 85% of the variance in performance, with 15% explained by other factors. Adjusted R^2 = 0.846 indicates high accuracy and model reliability.

4. Closing

4.1 Summary of Findings

This study investigated the influence of workload, incentives, and leadership style on employee performance at the Class I TPI Immigration Office Makassar using a quantitative descriptive approach and multiple linear regression analysis. The results demonstrated that workload (X_1) negatively and significantly affects employee performance, while incentives (X_2) and leadership style (X_3) have positive and significant effects. The simultaneous analysis (F-test) revealed that all three independent variables jointly influence employee performance. The adjusted R^2 value of 0.846 indicates that 84.6% of employee performance variation can be explained by workload, incentives, and leadership style, while the remaining 15.4% is attributed to other factors not examined in this study.

These findings confirm that optimal workload management, fair and motivating incentive systems, and adaptive leadership styles play a critical role in enhancing public sector employee performance.

4.2 Theoretical Implications

From a theoretical perspective, this study contributes to the body of knowledge in human resource management and organizational behavior by reaffirming that performance outcomes are a function of interrelated psychological, managerial, and structural factors.

The negative correlation between workload and performance supports the Job Demand-Resource (JD-R) model, which posits that excessive demands diminish employee energy and efficiency. Conversely, the positive influence of incentives and leadership style aligns with Motivation Theory (Herzberg, 1959) and Transformational Leadership Theory (Bass,

1990), which emphasize the motivational power of fair rewards and visionary leadership in improving work outcomes. Thus, this research extends the empirical validation of these theories within the context of Indonesian government institutions, particularly immigration services, where bureaucratic culture and public accountability are crucial.

4.3 Practical Implications

Practically, the findings provide valuable input for policymakers and administrators at the Class I TPI Immigration Office Makassar and similar public organizations.

1. **Workload Optimization:** The organization must ensure an equitable distribution of workload through periodic workload analyses, recruitment adjustments, and digitalization of repetitive administrative processes to prevent burnout and performance decline.
2. **Incentive Structuring:** Incentive systems should be designed based on performance evaluation results, integrating both financial and non-financial rewards to sustain motivation across permanent (PNS) and non-permanent (PPNPN) employees.
3. **Leadership Development:** Leadership training programs emphasizing emotional intelligence, participatory communication, and transformational leadership behaviors are necessary to cultivate a performance-driven culture.
4. **Integrated HR Strategy:** Combining workload management, incentive policy, and leadership coaching into a unified human resource development framework will enhance organizational efficiency and service quality.

Such measures will not only improve employee performance but also strengthen institutional credibility and the overall quality of public services.

4.4 Limitations and Recommendations for Future Research

Although this study provides comprehensive insights, several limitations must be acknowledged:

1. The study was limited to one institution—the Class I TPI Immigration Office Makassar—therefore, generalization to other government agencies or private organizations should be made with caution.
2. The cross-sectional research design restricts causal inference; longitudinal or experimental studies could provide deeper understanding of variable dynamics over time.
3. Non-observed factors such as organizational culture, job satisfaction, and digital competency may also influence performance but were not included in the model.

Future research is encouraged to:

1. Expand the sample to include multiple immigration offices or other public service sectors for comparative analysis.
2. Integrate qualitative approaches (e.g., interviews, focus groups) to capture contextual and behavioral nuances.
3. Explore mediating or moderating variables such as motivation, job satisfaction, or organizational commitment to provide a more holistic model of performance determinants.

By addressing these aspects, subsequent research can enhance theoretical development and practical applications of human resource management in public institutions, particularly in improving service delivery and employee well-being.

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