



Determinants of Employee Performance in Public Sector Organizations: The Role of Workload, Incentives, and Leadership Style

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ABSTRACT

This study examines the influence of workload, incentives, and leadership style on employee performance in a public sector organization, specifically at the Class I TPI Immigration Office Makassar. Despite extensive research on employee performance, empirical evidence integrating these variables simultaneously within public service institutions remains limited. This study adopts a quantitative approach using a census sampling technique involving 116 employees. Data were collected through structured questionnaires and analyzed using multiple linear regression with IBM SPSS. The findings reveal that workload has a significant negative effect on employee performance, indicating that excessive job demands reduce productivity and effectiveness. In contrast, incentives and leadership style demonstrate significant positive effects, suggesting that fair compensation systems and adaptive leadership practices enhance employee motivation and performance outcomes. Among the variables, incentives emerge as the most dominant factor, followed by leadership style, while workload contributes negatively. Simultaneously, all independent variables significantly influence employee performance, with the model explaining 85% of the variance. These results highlight the importance of balanced workload management, equitable incentive systems, and effective leadership in improving organizational performance. The study contributes to the human resource management literature by providing empirical evidence from a public sector context and offering a comprehensive framework that integrates workload, incentives, and leadership style. Practically, the findings provide strategic insights for policymakers and organizational leaders to enhance employee performance and public service quality.

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. In today's increasingly competitive organizational

environment, employee performance has become a crucial determinant of institutional effectiveness, particularly within public sector organizations that are expected to provide high-quality public services.

Employee performance is defined as the work outcome achieved by individuals or groups in accordance with their duties, authority, and responsibilities (Robins, 2007; Moehariono, 2009). Performance is influenced by several organizational and individual factors, including workload, incentives, and leadership style. Workload refers to the tasks that must be completed within a specific period (Munandar, 2001). Excessive workload can create work stress, reduce concentration, and ultimately decrease employee performance (Sunyoto, 2012; Moekijat, 2009). In the context of

public organizations, employees are often required to complete administrative and service-oriented responsibilities simultaneously, which may create an imbalance between job demands and employee capacity. Putri and Puspitasari (2023) confirmed that workload and remuneration significantly affect employee performance, indicating that organizations must carefully manage employee workloads to maintain productivity and effectiveness.

In addition to workload, incentives are considered an important factor influencing employee motivation and performance. Hasibuan in Reny (2016) defines incentives as stimuli provided based on employee performance, while Sarwoto explains incentives as a motivational tool intended to encourage stronger work enthusiasm. Incentives are expected to improve employee morale, strengthen organizational commitment, and encourage employees to achieve organizational targets effectively. Previous research by Pramesti and Fuady (2022) found that incentives positively influence employee performance. This finding highlights the importance of fair and performance-based compensation systems, particularly in institutions where employees have varying employment statuses and responsibilities.

Another important factor affecting employee performance is leadership style. Leadership plays a strategic role in directing employees, coordinating organizational activities, and encouraging employees to achieve organizational objectives. 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) explains leadership as an effort to influence people to work voluntarily toward shared goals. Effective leadership can create a supportive work environment, improve communication, and strengthen employee motivation. Wachid (2020) demonstrated that leadership style has a positive and significant impact on employee performance, suggesting that leadership quality is a critical determinant of organizational success.

The local phenomenon observed at the Class I TPI Immigration Office Makassar indicates the existence of several human resource management issues related to employee performance. High workloads combined with a limited number of employees often result in suboptimal work

outcomes and reduced efficiency in completing organizational tasks. Furthermore, unequal incentive distribution between permanent civil servants (PNS) and non-permanent employees (PPNPN) may influence employee motivation and perceptions of fairness within the organization. Leadership style differences resulting from changes in section heads also affect the consistency of employee performance and work coordination. These conditions demonstrate the importance of understanding how workload, incentives, and leadership style collectively influence employee performance within the public service sector.

Several previous studies have examined factors affecting employee performance. Said, Said, and Jam'an (2020) found that compensation was the most dominant factor influencing lecturers' performance. Yulia (2018) reported that work facilities significantly affected employee performance, whereas workload did not significantly influence performance. In contrast, Pramesti and Fuady (2022) confirmed that leadership style, workload, and incentives positively affect employee performance. Although prior studies have explored similar variables, inconsistencies in findings remain, particularly regarding the effect of workload on employee performance. Furthermore, previous studies were conducted in different organizational contexts, such as educational institutions and private organizations, leaving limited empirical evidence related to public sector institutions, especially immigration offices in Indonesia.

Based on the existing literature, this study identifies a research gap concerning the limited investigation of workload, incentives, and leadership style simultaneously in the context of public service institutions. In addition, differences in employee status between PNS and PPNPN employees at the Class I TPI Immigration Office Makassar create unique organizational dynamics that have not been adequately explored in previous studies. Therefore, this study seeks to address the following research problem: to what extent do workload, incentives, and leadership style influence employee performance at the Class I TPI Immigration Office Makassar?

Accordingly, the objective of this study is to analyze the influence of workload, incentives, and leadership style on employee performance at the

Class I TPI Immigration Office Makassar. Specifically, this research aims to examine whether workload, incentives, and leadership style significantly affect employee performance both individually and collectively.

Theoretically, this study contributes to the development of human resource management literature by providing empirical evidence regarding the relationship between workload, incentives, leadership style, and employee performance in the context of public sector organizations. This research also enriches previous findings by examining these variables simultaneously within an immigration office setting, which remains relatively underexplored in prior studies. Practically, the results of this study are expected to provide insights for organizational leaders and policymakers at the Class I TPI Immigration Office Makassar in formulating strategies to improve employee performance through better workload management, fair incentive systems, and effective leadership practices. The novelty of this study lies in its focus on employees at the Class I TPI Immigration Office Makassar and its integration of workload, incentives, and leadership style variables in explaining employee performance within a public sector institutional context.

2. Literature Review

2.1 Conceptual and Theoretical Foundations

2.1.1 Workload

Workload refers to the intensity and volume of tasks that employees must complete within a specified period. Vanchapo (2020) defines workload as a process or activity that must be completed by a worker within a given timeframe. Similarly, the Indonesian Ministry of Administrative and Bureaucratic Reform Regulation No. 1 of 2020 describes workload as a set of activities to be carried out by an organizational unit or jobholder within a certain period. Koesomowidjojo (2017) and Linda (2014) emphasize that workload represents the tasks assigned to employees and the efforts required to complete them, while Permendagri (2008) conceptualizes it as the product of work volume and time norms.

Workload levels can be categorized into three: in accordance with standards, below standard, and above standard (Mudayana, 2013). If workload aligns with job standards, employees can perform

optimally; however, excessive workload may cause stress, decreased productivity, and reduced performance (Lisnayeti & Hasanbasri in Rolos, Sambul, & Rumawas, 2018). Kahneman (in Rolos et al., 2018) further explains that workload is a competition for limited mental resources, where multitasking increases the likelihood of reduced performance.

a. Indicators of Workload

Several scholars have proposed indicators to measure workload. O'Donnell and Eggemeier classify workload measurement into subjective assessment, performance-based observation (e.g., time taken to complete tasks), and physiological measures such as muscle activity or pupil response. Putra (in Rolos et al., 2018) identifies four workload indicators: (1) work targets, (2) work conditions, (3) time utilization, and (4) work standards. Similarly, Koesomowidjojo (2017) highlights workload indicators as work volume, type of tasks, and time allocation. Hart and Staveland (in Astianto, 2014) categorize them into task demands, effort, and performance outcomes.

b. Factors Influencing Workload

Rodahl (in Prihatini) distinguishes workload determinants into external and internal factors. External factors include physical and mental demands of tasks, organizational arrangements (e.g., shift schedules, delegation of authority, compensation systems), and work environment conditions (physical, chemical, biological, and psychological stressors). Internal factors are related to employee characteristics, such as gender, age, body size, nutrition, health status, motivation, perception, and job satisfaction.

Overall, the literature emphasizes that workload significantly affects employee performance, where excessive demands can lead to stress and inefficiency, while balanced workloads support productivity and job effectiveness.

2.1.2 Incentives

Incentives are organizational efforts to fulfill employees' needs and motivate them to improve performance. They are variable rewards given in addition to regular compensation, depending on employee achievements. Handoko (in Sumarsid, 2019) defines incentives as stimuli offered to

employees to encourage them to perform at or above established standards. Similarly, Hasibuan (2016) views incentives as additional compensation provided to employees whose performance exceeds standard expectations. Mangkunegara (in Ruslan, 2020) emphasizes that incentives represent both monetary recognition and organizational acknowledgment of employees' contributions.

Incentives serve as motivational tools to enhance work spirit, discipline, productivity, and loyalty. They also function as retention mechanisms for high-performing employees (Ranupandojo & Husnan, 2012). Thus, incentives are not merely financial rewards but also a strategic management practice to align employee behavior with organizational goals.

a. Indicators of Incentives

Scholars classify incentive indicators into several dimensions. According to Sinambela (2021), incentives consist of four main types:

- 1) Material Incentives – including wages, bonuses, commissions, profit-sharing, pensions, and social security.
- 2) Non-Material Incentives – recognition such as titles, certificates, promotions, facilities, or verbal appreciation.
- 3) Labor Insurance – protection against work-related risks such as health, disability, and death.
- 4) Other Employee Services – additional facilities and benefits aimed at improving employees' living standards.

Hasibuan (2013) further simplifies incentive indicators into three categories:

- 1) Financial Incentives – e.g., bonuses, commissions, and retirement benefits.
- 2) Non-Financial Incentives – such as promotions, recognition, and job security.
- 3) Social Incentives – positive work atmosphere, peer support, and team acknowledgment.

b. Factors Influencing Incentives

The amount and form of incentives are influenced by multiple factors. Sinambela (2021) identifies three main determinants:

- 1) Job Position – higher positions with broader responsibilities receive greater incentives.
- 2) Performance – high-performing employees are rewarded more generously to stimulate continuous achievement.

- 3) Organizational Profitability – companies with higher profitability can afford better incentive schemes, which in turn benefit both employees and the organization.

2.1.3 Leadership Style

Leadership is a crucial factor in organizational success since leaders are responsible for directing and influencing others toward achieving common goals. Terry (in Sutrisno, 2023) defines leadership as the ability to influence people willingly in order to achieve collective objectives. Mulyasa (in Sinambela, 2021) further explains leadership style as the distinctive manner in which leaders influence their subordinates, reflected in consistent behavioral patterns when managing organizational members.

Robbins (2016) emphasizes that leadership involves influencing others and exercising managerial authority to guide a team toward its goals. Similarly, Taryaman (2016) views leadership as both a science and an art of motivating individuals to collaborate rather than compete destructively. According to Rivai (2014) and Hasibuan (2014), leadership style represents a set of behaviors and strategies that leaders adopt to direct, motivate, and sustain employee productivity. In essence, leadership style is the consistent behavioral approach leaders employ in guiding their followers, which combines traits, philosophy, and attitudes to create effective influence.

a. Indicators of Leadership Style

Hersey and Blanchard (1992) introduce the Situational Leadership Model, identifying four leadership styles based on subordinate maturity:

- 1) Telling/Directing Style – leaders give specific instructions and closely supervise tasks, emphasizing authority and task orientation.
- 2) Selling/Coaching Style – leaders still provide direction but increasingly involve subordinates through two-way communication and guidance.
- 3) Participating Style – leaders and subordinates engage in joint decision-making, emphasizing trust and collaboration.
- 4) Delegating Style – leaders entrust responsibility and authority to capable subordinates, allowing them independence in task execution.

In addition, Kartono (2016) highlights that leadership style reflects traits, habits, temperament,

and personality that shape a leader's consistent behavioral patterns. Siagian (2002) provides further indicators to assess leadership style, including:

- 1) Building mutual trust between leaders and subordinates,
- 2) Valuing and considering subordinates' ideas and feelings,
- 3) Ensuring comfortable working conditions and welfare,
- 4) Recognizing subordinate status and contributions professionally,
- 5) Maintaining job satisfaction as a central factor in employee performance.

Leadership style is not merely about authority but about the consistent behaviors and strategies adopted by leaders to guide, motivate, and support subordinates. Effective leadership styles foster trust, recognition, welfare, and participation, which in turn improve employee performance and organizational achievement.

2.1.4 Performance

Pabundu (Busro, 2021) defines performance as the outcome of work produced by an employee, which is intended to achieve predetermined objectives. Similarly, Rivai (Busro, 2021) describes performance as the willingness of an individual or group to carry out certain activities and complete them in accordance with responsibilities, producing results as expected.

Guritno and Waridian (Busro, 2021) further argue that performance is a comparison between the work achieved by employees and the standards that have been established. When the performance achieved meets or exceeds predetermined standards or targets, it can be considered good performance. Conversely, the wider the gap between target and achievement, the lower the performance is categorized.

In line with this, Dessler (Busro, 2021) explains that performance refers to work achievements, namely the comparison between work results and established standards. Performance is essentially the outcome or productivity, both in quality and quantity, produced by an individual or team in carrying out responsibilities given by the organization.

Mathis and Jackson (Busro, 2021) emphasize that performance is essentially what employees do or do not do. Tasks that must be carried out are

considered as part of performance, while tasks that should not be carried out by employees are also categorized within the scope of performance.

a. Performance Indicators

Tambunan (Busro, 2023) outlines that performance indicators can be assessed through two main factors. First, human factors such as strong motivation, labor supply, work ethic, work productivity, and employee quality. Second, economic or business factors including raw materials, access to financial resources, economic value, and the market segments served.

According to Robbins (in Anwar Prabu Mangkunegara, 2014), performance can be measured through several dimensions and indicators. These include: (1) Work Quality, which is assessed through neatness, accuracy, and results achieved; (2) Work Quantity, which evaluates how long and how quickly tasks are completed; (3) Responsibility, which refers to employee awareness in carrying out assigned tasks, measured by outcomes and decision-making; (4) Cooperation, referring to willingness to collaborate vertically and horizontally, both within and outside the organization; and (5) Initiative, which reflects the ability to solve problems without waiting for instructions from superiors.

Hersey, Blanchard, and Johnson, as cited by Wibowo (2017), identify seven performance indicators. These are: (1) Goals, as the desired future condition that individuals or organizations actively seek to achieve; (2) Standards, which determine when objectives are successfully completed; (3) Feedback, used to evaluate performance progress and identify improvements; (4) Means, referring to resources that support the achievement of goals; (5) Competence, which reflects the ability to carry out assigned tasks effectively; (6) Motives, which are reasons or drives encouraging individuals to act; and (7) Opportunities, which provide chances for employees to demonstrate performance.

Robbins (2016) proposes five key performance indicators. These include: (1) Work Quality, measured through employee perceptions of outcomes and task completion; (2) Work Quantity, assessed through the number of units or cycles completed; (3) Timeliness, which evaluates whether tasks are completed on schedule; (4) Effectiveness, which refers to maximizing organizational resources

to achieve optimal results; and (5) Independence, which evaluates the extent to which employees can perform their roles without external assistance or supervision.

Hasibuan also identifies several performance indicators, namely: (1) proficiency, or a good understanding of work; (2) experience; (3) commitment to working properly; (4) adequacy of completion time; (5) willingness to perform assigned tasks; (6) work environment; and (7) comprehension of job requirements. Similarly, Handoko emphasizes five aspects of performance, namely effective and efficient task execution, accuracy and objectivity, task scope, timeliness, and alignment of tasks with organizational planning.

b. Factors Influencing Performance

Masram (2017) outlines several factors that influence employee performance. The first is effectiveness and efficiency, where effectiveness refers to the successful achievement of objectives, while efficiency relates to minimizing unnecessary consequences and optimizing outcomes.

The second factor is authority, which represents formal communication or power within an organization. Authority allows one member to direct another in carrying out specific work activities, ensuring alignment with organizational goals.

The third factor is discipline, defined as compliance with rules and regulations in force within the organization. Discipline ensures order and consistency in achieving organizational objectives.

The fourth factor is initiative, which is linked to creativity and the ability to generate ideas for organizational planning and goal achievement. Employees who demonstrate initiative contribute positively to problem-solving and innovation within the organization.

2.2 Review of Empirical Studies

Recent empirical studies have consistently highlighted the importance of workload, incentives, and leadership style in influencing employee performance across both public and private sector organizations. However, the direction and magnitude of these relationships vary depending on organizational context, employee characteristics, and institutional conditions.

Several studies emphasize the significant influence of workload on employee performance. Research Methodology: Thesis, Dissertation, and Scientific Work explained that excessive workload can reduce employee effectiveness due to fatigue and psychological stress. Empirical findings by Fani and Permana Study (2024) demonstrated that workload and work stress negatively affect employee performance in public service institutions. Similarly, Nabila and Syarvina Study (2022) found that high workload pressures reduce productivity and work quality. These findings are supported by Simanjuntak et al. Study (2021), who concluded that workload significantly decreases employee performance when employees experience work overload and insufficient recovery time. Nevertheless, contrasting evidence was identified by Yulia Study (2018), who reported that workload did not significantly affect employee performance, indicating inconsistencies in previous findings and suggesting that contextual factors may moderate the relationship.

Incentives have also been widely recognized as a major determinant of employee performance. According to Human Resource Management, incentives function as motivational tools that encourage employees to improve productivity and organizational commitment. Empirical research conducted by Pramesti and Fuady Study (2022) confirmed that incentives positively and significantly influence employee performance. Likewise, Gemalita Study (2019) revealed that financial and non-financial incentives increase employee morale and work effectiveness. More recent findings by Ekobelawati et al. Study (2023) emphasized that incentives indirectly strengthen organizational commitment and job satisfaction, which ultimately improve employee performance. Although most studies indicate positive effects, several researchers note that ineffective or unequal incentive systems may reduce motivation and create perceptions of injustice among employees, particularly within public sector institutions.

Leadership style has also been empirically proven to influence employee performance. Organizational Behavior explained that leadership determines how organizational members are directed and motivated toward achieving institutional goals. Research by Adelia and Gunawan Study (2023) found that transformational

and participative leadership styles positively affect employee discipline and performance. Similarly, Mukhtar and Pinto Study (2023) concluded that adaptive leadership significantly improves organizational outcomes by fostering employee engagement and trust. In the public sector context, Nirmayani et al. Study (2022) demonstrated that leadership style positively affects civil servant performance through effective communication and organizational culture. However, some studies indicate that leadership effectiveness depends on situational conditions, organizational structure, and employee maturity levels, suggesting that leadership style may not produce uniform outcomes across institutions.

From a methodological perspective, most previous studies employed quantitative approaches using survey questionnaires and multiple linear regression analysis. While these studies provide measurable evidence regarding the relationship between workload, incentives, leadership style, and performance, several limitations remain evident. First, many studies focus primarily on private-sector organizations, leaving limited evidence within public service institutions. Second, prior studies often examine these variables separately rather than integrating them simultaneously into a comprehensive model. Third, inconsistencies in empirical findings regarding workload effects indicate the need for further investigation within different organizational contexts. Therefore, this study seeks to address these limitations by examining the simultaneous effects of workload, incentives, and leadership style on employee performance in the context of the Class I TPI Immigration Office Makassar.

2.3 Identification of the Research Gap

Based on the theoretical and empirical review, several research gaps can be identified. First, previous studies have produced inconsistent findings regarding the relationship between workload and employee performance. Some studies, such as Fani and Permana Study (2024) and Simanjuntak et al. Study (2021), found that workload negatively affects performance, whereas other studies reported insignificant relationships. These inconsistencies indicate that the effect of workload may vary depending on institutional characteristics and organizational environments.

Second, most prior empirical studies have concentrated on private companies and manufacturing sectors, while limited studies have examined government institutions and public service organizations. Public sector institutions possess unique bureaucratic structures, administrative systems, and performance evaluation mechanisms that differ from private organizations. Therefore, findings from private-sector studies cannot be generalized directly to public institutions such as immigration offices.

Third, previous studies frequently investigated workload, incentives, and leadership style independently, with limited integration of these variables into a single comprehensive framework. As a result, there remains insufficient understanding regarding how these factors simultaneously interact in shaping employee performance within public organizations.

Fourth, there is still limited empirical evidence focusing specifically on the Indonesian immigration sector, particularly at the Class I TPI Immigration Office Makassar. The institutional phenomenon characterized by high workload, unequal incentive distribution between permanent and non-permanent employees, and varying leadership styles creates a unique organizational context requiring further investigation.

Accordingly, this study contributes to the literature by integrating workload, incentives, and leadership style simultaneously in a public sector context, while also extending empirical evidence within Indonesian government institutions, particularly immigration offices.

2.4 Development of the Conceptual Framework

Employee performance is influenced by various organizational and managerial factors, particularly workload, incentives, and leadership style. In this study, workload is conceptualized as the amount and intensity of tasks assigned to employees within a specified period. Excessive workload may reduce employee effectiveness, increase stress, and negatively affect performance outcomes. Previous empirical findings indicate that employees experiencing work overload tend to show lower productivity and reduced job satisfaction.

In contrast, incentives represent both financial and non-financial rewards provided by

organizations to motivate employees and improve work achievement. Effective incentive systems encourage employees to work more productively, strengthen organizational commitment, and increase job satisfaction. Empirical evidence consistently demonstrates that fair incentive distribution positively contributes to employee performance.

Leadership style reflects the behavioral approach used by leaders in directing, motivating, and influencing subordinates. Leadership practices characterized by participation, communication, trust, and support are associated with higher employee engagement and performance. Transformational and participative leadership styles are particularly effective in improving organizational outcomes within public institutions.

Based on the theoretical review and empirical findings, this study proposes that workload negatively influences employee performance, while incentives and leadership style positively influence employee performance. Furthermore, these variables are expected to simultaneously affect employee performance within the organizational context of the Class I TPI Immigration Office Makassar.

Conceptually, the framework of this study can be described as follows:

- Workload (X1) → Employee Performance (Y)
- Incentives (X2) → Employee Performance (Y)
- Leadership Style (X3) → Employee Performance (Y)

The three independent variables are also hypothesized to simultaneously influence employee performance.

2.5 Hypotheses or Research Propositions

The development of hypotheses in this study is based on theoretical arguments and recent empirical evidence concerning the relationship between workload, incentives, leadership style, and employee performance.

Previous studies demonstrated that excessive workload negatively affects employee productivity and effectiveness due to increased stress and fatigue. Fani and Permana Study (2024) and Nabila and Syarvina Study (2022) confirmed that workload significantly influences employee performance. Therefore, the following hypothesis is proposed:

H1: Workload has a negative and significant effect on employee performance at the Class I TPI Immigration Office Makassar.

Incentives are recognized as important motivational instruments that encourage employees to improve work achievement and organizational commitment. Empirical studies by Pramesti and Fuady Study (2022) found that incentives positively affect employee performance. Accordingly, the second hypothesis is formulated as follows:

H2: Incentives have a positive and significant effect on employee performance at the Class I TPI Immigration Office Makassar.

Leadership style also plays an important role in influencing employee attitudes, motivation, and productivity. Research conducted by Mukhtar and Pinto Study (2023) and Adelia and Gunawan Study (2023) showed that effective leadership styles positively influence employee performance. Therefore, the third hypothesis is proposed:

H3: Leadership style has a positive and significant effect on employee performance at the Class I TPI Immigration Office Makassar.

Finally, empirical literature suggests that workload, incentives, and leadership style collectively shape employee performance within organizations. The integration of these variables is expected to provide a more comprehensive explanation of employee performance. Hence, the following hypothesis is formulated:

H4: Workload, incentives, and leadership style simultaneously have a significant effect on employee performance at the Class I TPI Immigration Office Makassar.

3. Research Methods

3.1 Research Design

This study employs a quantitative research design using a survey method. Quantitative research is characterized by systematic procedures, objective measurement, and statistical analysis to test hypotheses and explain relationships among variables. According to Mixed Methods Research, quantitative research enables researchers to examine causal relationships between variables through numerical data and statistical testing.

The survey approach was selected because it allows data to be collected directly from respondents through structured questionnaires, enabling efficient measurement of employee

perceptions regarding workload, incentives, leadership style, and performance. The research design is associative in nature, aiming to analyze the influence of independent variables on the dependent variable. In this study, workload (X1), incentives (X2), and leadership style (X3) function as independent variables, while employee performance (Y) serves as the dependent variable.

The quantitative survey design is considered appropriate because it supports hypothesis testing, facilitates statistical generalization, and ensures methodological consistency in examining relationships among variables within public sector organizations.

3.2 Research Context and Setting

This research was conducted at the Class I TPI Immigration Office Makassar, located on Jalan Perintis Kemerdekaan KM.13, Kapasa, Tamalanrea District, Makassar City, South Sulawesi, Indonesia. The institution was selected because it represents a strategic public service organization responsible for immigration administration and border control services in Indonesia.

The research context is particularly relevant due to several organizational phenomena observed within the institution. Employees face relatively high workloads because of increasing service demands and limited human resources. In addition, differences in incentive distribution between permanent civil servants (PNS) and non-permanent employees (PPNPN) potentially affect employee motivation and job satisfaction. Leadership practices also vary across organizational units, influencing employee coordination and performance consistency.

The public sector setting provides an important contribution to the literature because most previous studies examining workload, incentives, and leadership style have focused primarily on private organizations. Therefore, this study extends empirical evidence within government institutions, particularly immigration offices in Indonesia.

The research was conducted from June to August 2025.

3.3 Population and Sample / Research Participants

The target population of this study consisted

of all employees working at the Class I TPI Immigration Office Makassar. The study involved 116 respondents representing employees from different organizational divisions and employment statuses.

This study applied a census or saturated sampling technique, in which all members of the population were included as research respondents. According to Research Procedures, saturated sampling is appropriate when the total population size is relatively manageable and researchers aim to obtain comprehensive representation of the research phenomenon.

The inclusion criteria for respondents were employees actively working during the research period and willing to participate voluntarily in the study. The use of all population members enhances the representativeness of the data and minimizes sampling bias, thereby strengthening the reliability and credibility of the research findings.

3.4 Data Sources and Data Collection

This study utilized both primary and secondary data sources. Primary data were collected directly from respondents through structured questionnaires distributed to employees at the Class I TPI Immigration Office Makassar. According to Mixed Methods Research, primary data are data obtained directly from original sources through surveys, interviews, or observations. The questionnaire employed a closed-ended format using a Likert scale to measure respondents' perceptions regarding workload, incentives, leadership style, and employee performance.

In addition to questionnaires, the study also used observation and documentation techniques to obtain contextual understanding of organizational conditions and employee activities. Secondary data were collected from books, scientific journals, institutional reports, regulations, and previous research relevant to the study variables. Secondary data were used to support theoretical development, strengthen empirical arguments, and provide contextual information regarding the research setting.

The data collection process was conducted systematically to ensure accuracy, minimize bias, and maintain consistency throughout the research process.

3.5 Measurement of Variables and Research Instruments

This study operationalized four main variables: workload, incentives, leadership style, and employee performance. All variables were measured using structured questionnaire instruments adapted from previous studies and relevant theoretical frameworks.

Workload was measured using indicators related to work targets, work conditions, time utilization, and work standards adapted from Practical Guide to Workload Analysis and previous workload studies. Incentives were measured through indicators covering financial incentives, non-financial incentives, social incentives, and employee welfare benefits based on the framework developed by Human Resource Management and Human Resource Management.

Leadership style was measured using indicators derived from situational leadership theory developed by Hersey and Blanchard, including directing, coaching, participating, and delegating leadership styles. Additional indicators included trust-building, communication, recognition, and employee support.

Employee performance was measured using indicators such as work quality, work quantity, responsibility, cooperation, initiative, timeliness, and effectiveness adapted from Organizational Behavior and Performance Appraisal.

All questionnaire items used a five-point Likert scale consisting of:

- 1 = Strongly Disagree,
- 2 = Disagree,
- 3 = Neutral,
- 4 = Agree,
- 5 = Strongly Agree.

The use of established indicators from prior literature enhances construct validity and ensures comparability with previous empirical studies.

3.6 Data Analysis Techniques

The data analysis in this study employed quantitative statistical techniques using IBM SPSS Statistics. The analytical procedures consisted of descriptive statistics, classical assumption tests, multiple linear regression analysis, and hypothesis testing.

Descriptive analysis was conducted to summarize respondent characteristics and variable

distributions using mean values, frequencies, percentages, minimum values, maximum values, and standard deviations.

Classical assumption tests included:

- Normality test using histogram and Normal P-P Plot analysis,
- Multicollinearity test using tolerance and Variance Inflation Factor (VIF),
- Heteroscedasticity test using scatterplot analysis.

Multiple linear regression analysis was applied to examine the influence of workload, incentives, and leadership style on employee performance. The regression model is formulated as follows:

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

Where:

- Y = Employee Performance,
- a = Constant,
- b_1, b_2, b_3 = Regression coefficients,
- X_1 = Workload,
- X_2 = Incentives,
- X_3 = Leadership Style,
- e = Error term.

Hypothesis testing included:

- Partial significance test (t-test),
- Simultaneous significance test (F-test),
- Coefficient of determination (R^2).

These analytical methods were selected because they are appropriate for testing causal relationships among variables within quantitative research designs.

3.7 Validity, Reliability, and Trustworthiness

To ensure research quality, validity and reliability testing were conducted prior to hypothesis testing. Validity testing was performed using Confirmatory Factor Analysis (CFA) with factor loading criteria greater than 0.30, following recommendations by Application of Multivariate Analysis with IBM SPSS 23 and Hair et al. (2019). All questionnaire items demonstrated acceptable loading values, indicating that the instruments validly measured their intended constructs.

Reliability testing was conducted using Cronbach's Alpha coefficients. According to Research Methodology, reliability coefficients above 0.70 indicate satisfactory internal consistency. The reliability results showed that all variables exceeded the minimum threshold, confirming that the

research instruments were reliable.

Furthermore, the study implemented standardized questionnaire procedures and consistent data processing techniques to maintain methodological rigor and minimize measurement errors.

3.8 Ethical Considerations

This study complied with ethical research standards to ensure participant protection and academic integrity. Participation in the research was voluntary, and respondents were informed about the objectives and procedures of the study prior to questionnaire distribution.

Respondents provided informed consent before participating, and their identities were kept confidential throughout the research process. The collected data were used solely for academic purposes and were analyzed anonymously to protect respondent privacy.

The researcher also ensured that no respondent experienced coercion, discrimination, or harm during the study. Ethical compliance strengthens the credibility and legitimacy of the research findings.

3.9 Research Procedure

The research procedure was conducted systematically through several stages. First, the researcher identified the research problem and conducted a literature review to develop the theoretical framework and hypotheses. Second, the research instruments were designed and adapted from relevant previous studies. Third, data collection was conducted through questionnaire distribution, observation, and documentation at the Class I TPI Immigration Office Makassar.

Fourth, the collected data were processed and analyzed using IBM SPSS Statistics, including validity testing, reliability testing, classical assumption testing, regression analysis, and hypothesis testing. Finally, the results were interpreted and discussed in relation to relevant theories and previous empirical findings to draw conclusions and formulate recommendations.

This systematic procedure enhances methodological transparency and facilitates future replication of the study.

3.10 Methodological Limitations

This study has several methodological limitations that should be acknowledged. First, the research was conducted within a single public institution, namely the Class I TPI Immigration Office Makassar, limiting the generalizability of the findings to other organizations or sectors.

Second, the study relied primarily on self-reported questionnaire data, which may be subject to response bias and social desirability bias. Third, the cross-sectional design only captures employee perceptions during a specific research period and does not fully explain changes over time.

Fourth, although the model explains a substantial proportion of employee performance variation, other factors such as organizational culture, work environment, job satisfaction, and employee competence were not included in the analysis. Despite these limitations, the study provides valuable empirical insights into the influence of workload, incentives, and leadership style on employee performance within Indonesian public sector organizations and offers important directions for future research.

4. Results and Discussion

4.1 Research Results

3.5.1 Sample Description and Descriptive Statistics

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.

a. 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%).

b. 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%.

c. Based on Last Education

Table 3. Description of Respondents by Last Education

Education Level	F	Percentage (%)
Senior High School	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%).

d. 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%).

4.1.2 Data Quality and Preliminary Analysis

a. 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.

b. 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.

c. Assumption Tests

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.

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.

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).

4.1.3 Main Analytical 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:

$$Y = 36.695 - 0.389X_1 + 0.463X_2 + 0.402X_3$$

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

4.1.4 Hypothesis Testing Results

a. Partial Test (t-test):

- Workload (X1): $t = -3.313$, Sig. = 0.001 → Negative and significant.
- Incentives (X2): $t = 4.711$, Sig. = 0.000 → Positive and significant.
- Leadership Style (X3): $t = 4.017$, Sig. = 0.000 → Positive and significant. → H1, H2, and H3 are accepted.

b. 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.

c. Beta Coefficient Test:

Incentives ($\beta = 0.362$) have the strongest influence on employee performance compared

to leadership style ($\beta = 0.337$) and workload ($\beta = -0.270$).

d. 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 R² = 0.846 indicates high accuracy and model reliability

4.1.5 Visual Presentation of Results

The findings of this study demonstrate that incentives had the strongest positive effect on employee performance, followed by leadership style, while workload showed a negative influence. The regression model also exhibited strong explanatory power, indicating that the selected variables substantially contributed to explaining employee performance within the organizational context of the Class I TPI Immigration Office Makassar.

4.2 Research Discussion

4.2.1 Interpretation of Key Findings

a. The Effect of Workload, Incentives, and Leadership Style on Employee Performance

The fourth hypothesis test shows that workload, incentives, and leadership style simultaneously have a positive and significant effect on employee performance at the Class I TPI Immigration Office in Makassar. This finding highlights the synergy among these factors in creating a conducive work environment that supports high performance.

It emphasizes the importance of understanding how workload, incentives, and leadership interact in the workplace. As Harfiani (2020) notes, the right balance among these factors enables employees to perform at their best, showing that none of them should be viewed in isolation. A fair and well-managed workload ensures employees are not overwhelmed, which improves effectiveness and job satisfaction (Qoidah, 2021). When workload matches employee capacity and skills, it contributes positively to performance.

Incentives, both material and non-material, play a key role in motivating employees. The findings confirm that incentives perceived as fair and meaningful can enhance motivation,

engagement, and ultimately performance. Supportive leadership that recognizes individual contributions and promotes professional growth also significantly improves performance (Muktamar & Pinto, 2023). Leaders who adapt their style to meet team needs create an environment where employees can thrive (Kurniawan et al., 2023).

The study underscores the importance of integrated human resource policies and practices that align workload management, incentive systems, and leadership development to maximize employee potential. According to Ekobelawati (2023), balance among these factors also increases job satisfaction, which in turn contributes to employee retention, organizational commitment, and long-term performance.

Moreover, the findings highlight the need for targeted training and development not only for employees but also for leaders. Leaders must be equipped with the skills to manage workload, design effective incentives, and adopt responsive leadership styles (Sayitno, 2023).

This research also opens opportunities for further studies to explore how specific aspects of workload, incentives, and leadership can be optimized for maximum outcomes across different contexts and organizational cultures.

Overall, the findings emphasize the importance of a holistic approach to human resource management in public institutions, where the interaction of workload, incentives, and leadership style is jointly managed to enhance employee performance.

4.2.2 Comparison with Previous Studies

The findings regarding workload are consistent with the studies conducted by Fani and Permana Study (2024), Nabila and Syarvina Study (2022), and Simanjuntak et al. Study (2021), which concluded that excessive workload negatively affects employee performance. However, the findings differ from previous studies reporting insignificant relationships between workload and performance, indicating that organizational context may influence the relationship.

The positive influence of incentives aligns with the findings of Pramesti and Fuady Study (2022) and Gemalita Study (2019), which emphasized the importance of incentives in motivating employees and improving productivity.

Similarly, the findings regarding leadership style support previous studies by Adelia and Gunawan Study (2023), Muktamar and Pinto Study (2023), and Nirmayani et al. Study (2022), which found that supportive leadership positively affects employee performance.

4.2.3 Theoretical Contributions

This study contributes to the development of human resource management and organizational behavior literature by empirically confirming the simultaneous influence of workload, incentives, and leadership style on employee performance within a public sector context.

The findings strengthen theories related to workload management, motivational incentives, and situational leadership by demonstrating their relevance in government institutions. In particular, the study extends previous literature by integrating these variables into a single analytical framework rather than examining them separately.

The study also enriches empirical evidence concerning employee performance within Indonesian public institutions, especially immigration offices, which remain underexplored in previous research.

4.2.4 Practical and Policy Implications

The findings provide important practical implications for managers and policymakers at the Class I TPI Immigration Office Makassar and other public institutions.

First, organizational management should implement balanced workload distribution to prevent employee fatigue and maintain service quality. Human resource planning and task allocation should consider employee capacity and organizational demands.

Second, organizations should establish fair and transparent incentive systems that recognize employee contributions and performance achievements. Effective incentives may improve employee motivation, loyalty, and productivity.

Third, leadership development programs should be strengthened to encourage adaptive, participative, and supportive leadership practices. Leaders capable of building communication and trust are more likely to improve employee engagement and organizational effectiveness.

These implications are particularly relevant for public sector institutions seeking to enhance employee performance and public service quality.

4.2.5 Integration with the Research Gap

This study successfully addresses the research gap identified in the literature review. Previous studies primarily focused on private sector organizations and often examined workload, incentives, and leadership style separately. In contrast, this study integrates these variables simultaneously within a public sector context.

The findings also clarify inconsistencies in previous empirical evidence regarding workload by demonstrating that excessive workload negatively affects employee performance within immigration service institutions.

Furthermore, the study contributes new empirical evidence from the Indonesian immigration sector, thereby enhancing understanding of employee performance determinants within government organizations.

4.2.6 Acknowledgement of Study Limitations

Several limitations should be considered when interpreting the findings. The study focused exclusively on employees at the Class I TPI Immigration Office Makassar, which may limit broader contextual interpretation across different organizations and sectors.

Additionally, employee perceptions were measured using self-reported questionnaires, which may be influenced by subjective responses and organizational conditions during the research period.

Despite these limitations, the findings provide meaningful empirical insights into employee performance determinants in public sector organizations and establish a foundation for future research involving broader institutional contexts and additional organizational variables.

5. Conclusion

5.1 Summary of Key Findings

This study aimed to examine the influence of workload, incentives, and leadership style on employee performance at the Class I TPI Immigration Office Makassar. The findings demonstrate that workload negatively and significantly affects employee performance,

indicating that excessive work demands reduce employee effectiveness and productivity. In contrast, incentives and leadership style positively and significantly influence employee performance, suggesting that employee motivation, recognition, and supportive leadership practices play important roles in improving organizational outcomes.

The simultaneous analysis further revealed that workload, incentives, and leadership style collectively have a significant effect on employee performance. Among the independent variables, incentives emerged as the strongest positive determinant of employee performance, followed by leadership style, while workload showed a negative contribution. Additionally, the regression model demonstrated strong explanatory power, indicating that the selected variables substantially explain variations in employee performance within the organizational setting.

Overall, the findings confirm that employee performance in public sector institutions is strongly influenced by managerial and organizational factors related to work management, motivation, and leadership practices.

5.2 Theoretical Contributions

This study contributes to the literature on human resource management and organizational behavior by extending empirical understanding of employee performance determinants within public sector organizations. The findings support theoretical perspectives emphasizing the importance of workload management, motivational incentives, and effective leadership in shaping employee outcomes.

The study contributes theoretically in several ways. First, it empirically confirms that excessive workload negatively affects employee performance within government institutions, thereby strengthening workload and occupational stress theories in the public sector context. Second, the findings reinforce motivational theories suggesting that incentives serve as important mechanisms for improving employee engagement and productivity. Third, the study supports leadership theories emphasizing that adaptive and participative leadership styles positively influence employee performance.

Moreover, this research contributes to the existing literature by integrating workload,

incentives, and leadership style simultaneously into a comprehensive analytical framework. Previous studies often examined these variables separately or primarily focused on private organizations. Therefore, this study addresses the identified research gap by providing empirical evidence from the Indonesian immigration sector, particularly within public service institutions that remain relatively underexplored in prior research.

5.3 Practical and Policy Implications

The findings of this study provide important practical implications for organizational leaders, managers, and policymakers within public sector institutions, particularly the Class I TPI Immigration Office Makassar.

First, organizational management should implement more balanced workload distribution systems to prevent employee fatigue, stress, and declining productivity. Human resource allocation and task assignment should be adjusted according to employee capacity and operational demands to maintain service effectiveness.

Second, organizations should strengthen fair and transparent incentive systems that recognize employee contributions and achievements. Both financial and non-financial incentives should be designed strategically to improve employee motivation, commitment, and work satisfaction. Particular attention should also be given to minimizing disparities in incentive distribution between permanent and non-permanent employees.

Third, leadership development programs should be enhanced to promote supportive, participative, and adaptive leadership styles. Leaders should be encouraged to build effective communication, trust, employee involvement, and professional support to create a positive organizational climate.

From a policy perspective, the findings highlight the importance of integrated human resource management strategies in improving employee performance and public service quality. Public institutions should formulate policies that simultaneously address workload management, employee welfare, and leadership effectiveness to achieve sustainable organizational performance.

5.4 Limitations of the Study

Several limitations should be considered in interpreting the findings of this study. First, the research was conducted exclusively at the Class I TPI Immigration Office Makassar, which may limit the broader applicability of the findings to other government institutions or organizational settings with different structures and cultures.

Second, the study relied on self-reported questionnaire data, which may reflect subjective perceptions and potential response bias among participants. Employees may have provided socially desirable responses or interpreted questionnaire items differently.

Third, the study focused only on three independent variables, namely workload, incentives, and leadership style. Other factors that may influence employee performance, such as organizational culture, job satisfaction, work environment, employee competence, and organizational commitment, were not included in the analysis.

Finally, the cross-sectional design limits the ability to observe changes in employee perceptions and organizational conditions over time. Consequently, the findings reflect organizational circumstances only during the specific research period.

5.5 Directions for Future Research

Based on the limitations and findings of this study, several recommendations for future research can be proposed.

First, future studies are encouraged to expand the research context by involving multiple public sector institutions or comparing public and private organizations to improve the generalizability of findings. Comparative studies across regions or organizational types may provide broader insights into employee performance determinants.

Second, future researchers may incorporate additional variables such as organizational culture, job satisfaction, work stress, employee engagement, organizational commitment, and work environment to develop more comprehensive models of employee performance.

Third, future studies may apply alternative analytical approaches such as Structural Equation Modeling (SEM), Partial Least Squares (PLS), or mixed methods designs to provide deeper

understanding of causal relationships and organizational dynamics.

Fourth, longitudinal studies are recommended to examine how workload, incentives, and leadership practices influence employee performance over time and across changing organizational conditions.

Finally, future research may explore moderating or mediating variables that explain the mechanisms through which workload, incentives, and leadership style affect employee performance, particularly within public service organizations and government institutions in Indonesia.

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