Published by Yayasan Amerta Insan Unggul

DOI: 10.65246

p-ISSN 3063-9840 | e-ISSN 3063-8194

GoodWill Journal of Economics, Management, and Accounting

journal homepage: https://jurnal.amertainstitute.com/index.php/GoodWill/index



The Effect of Leadership Style and Workload on Employee Work Quality at the Population and Civil Registration Office of Barru Regency

Fanny Fitri Fadillah[1], Zalkha Soraya[2], Alamsjah[3]
Management Study Program, Universitas Muhammadiyah Makassar
Email: fanifitrifadillah@gmail.com; zalkha.soraya@unismuh.ac.id; alamsjah@unismuh.ac.id

ARTICLE INFO

Keywords:
Leadership Style; Workload; Work Quality; Population; Civil Registration Office

Publication History:
Received: 15 May 2026
Screening: 25 May 2026
Review: 21 June 2026
Revision requested: 28 July 2026
Revised: 15 August 2026
Accepted: 29 October 2026

ABSTRACT

Employee work quality is essential for ensuring effective and reliable public services, particularly in government institutions responsible for population administration and civil registration. Leadership style and workload are important factors that may influence employees' ability to perform their duties effectively. This study aimed to examine the effects of leadership style and workload on employee work quality at the Population and Civil Registration Office of Barru Regency. A quantitative research approach was employed, involving all 54 employees as respondents through a total population sampling technique. Data were collected through observation, questionnaires, and documentation. The data were analyzed using validity and reliability tests, classical assumption tests, and multiple linear regression with Statistical Package for the Social Sciences version 31. The results indicated that leadership style had a positive and significant effect on employee work quality ($t = 4.271$, compared with a critical t-value of 2.006; $p = 0.001$). Workload also had a positive and significant effect on employee work quality ($t = 3.775$, compared with a critical t-value of 2.006; $p = 0.001$). Furthermore, leadership style and workload simultaneously had a positive and significant effect on employee work quality. These findings highlight the importance of effective leadership and appropriate workload management in supporting employee performance in public service institutions. The study provides practical insights for organizational leaders and policymakers seeking to improve the quality of population administration and civil registration services through better leadership practices and workload allocation.

1. Introduction

Human resources are a strategic element in determining organizational success, particularly in public organizations oriented toward serving the community. Employee work quality is a key indicator of organizational effectiveness because it is directly related to the quality of services delivered to the public. Therefore, effective human resource management is essential for government institutions to achieve their organizational objectives. Human resource management involves organizing and developing employees' capabilities to support organizational goals and improve overall effectiveness (Erri et al., 2021). Employee work quality is determined not only by individual competencies but also by managerial and organizational factors, including leadership style and workload (Supriyadi & Zaharuddin, 2023). Understanding these factors is particularly important in public service institutions, where employees are expected to maintain accuracy, efficiency, and responsiveness while fulfilling administrative responsibilities and meeting community needs. Work quality is also closely associated with employee loyalty, which can reflect employees' commitment to fulfilling their responsibilities and contributing to organizational performance (Fadlan & Setyawan, 2024).

Leadership style plays an important role in shaping employee behavior, motivation, and engagement within public organizations. Leadership that encourages participation, open communication, and collaboration can foster a conducive and productive work environment. Previous research has indicated that leadership style positively and significantly influences employee work quality and

DOI: 10.65246

performance in both public and private organizations. Effective leaders function not only as decision-makers but also as facilitators who guide, develop, and empower employees in carrying out their duties and responsibilities (Cahyati & Adelia, 2024). In public organizations, leadership practices are particularly relevant because leaders are responsible for coordinating employees and directing their efforts toward organizational objectives. Research on leadership style and employee performance in public administration also highlights the importance of leadership in supporting the execution of employees' duties (Hasnawati et al., 2021). Consequently, examining leadership style is essential for understanding how managerial practices contribute to employee work quality, particularly in government institutions that require consistent coordination and service delivery.

In addition to leadership style, workload is a critical factor that may influence employee work quality. Workload encompasses the number of tasks assigned to employees, the complexity of those tasks, and the time available to complete them. An imbalanced workload, whether excessive or insufficient, may adversely affect employees' physical and psychological conditions, potentially resulting in work-related stress, fatigue, and reduced concentration. These conditions may ultimately compromise the quality of work outcomes. Conversely, an appropriately distributed workload can support operational efficiency, effectiveness, and employee productivity (Setiawan & Heriyanto, 2024). Workload should therefore be assessed in relation to the responsibilities assigned to employees and their capacity to complete tasks within the available time, as these are among the factors associated with employee workload (Nurhandayani, 2022). Furthermore, the relationship between work quality and productivity underscores the importance of ensuring that employees can complete their duties effectively without compromising the quality of their outputs (Sari & Sari, 2021). Thus, workload management is particularly relevant in public service institutions, where employees must complete administrative tasks accurately and within established service standards.

Previous studies have examined the effects of leadership style and workload on employee performance and work quality. Their findings generally indicate that these factors have significant effects, both individually and jointly (Sumantri, 2025). Nevertheless, the existing research discussed in this study provides limited insight into how leadership style and workload jointly relate to employee work quality under the specific conditions of public service organizations. In particular, further investigation is needed into the relationship between leadership practices and actual workload distribution in population administration and civil registration offices, where employees face substantial service demands, strict regulatory requirements, and increasing administrative responsibilities (Fharadila, 2025). This contextual limitation provides a basis for examining these factors within a local government institution rather than assuming that findings from other organizational settings apply equally to this environment. More broadly, human resource management perspectives emphasize that organizational outcomes are shaped by the interaction between employees' capabilities, organizational arrangements, and the management of human resources (Surajiyo et al., 2020). However, the extent to which these factors operate together in a specific local public service setting requires further empirical examination.

The Population and Civil Registration Office of Barru Regency is a public institution that faces community demands for fast, accurate, and transparent services (Muthmainnah, 2025). Although the institution implements a democratic and participatory leadership style that may support employee work quality, practical challenges remain in workload allocation. One identified issue concerns the assignment of complex tasks to newly appointed employees, which may create work pressure, reduce operational efficiency, and compromise the quality of work outcomes. These conditions raise questions about whether the existing leadership approach and workload distribution adequately support employees in fulfilling their responsibilities. Previous research examining workload and employee work quality provides a relevant basis for investigating whether task demands are associated with the quality of employees' work in this institutional context (Wahidah et al., 2024). Accordingly, the research problem addressed in this study is whether leadership style and workload significantly influence employee work quality at the Population and Civil Registration Office of Barru Regency, both partially and simultaneously.

DOI: 10.65246

This study aims to analyze the effect of leadership style on employee work quality, examine the effect of workload on employee work quality, and determine the simultaneous effect of leadership style and workload on employee work quality at the Population and Civil Registration Office of Barru Regency. By investigating these relationships within a specific local government institution, the study seeks to contribute empirical evidence to the field of public sector human resource management. Theoretically, it extends the contextual understanding of leadership style and workload as factors associated with employee work quality in public service organizations. Practically, the findings are expected to provide useful insights for institutional leaders in evaluating leadership practices, improving workload allocation, and developing management strategies that support more consistent and effective service delivery. The novelty of this study lies in its simultaneous examination of leadership style and workload in the context of population administration and civil registration services in Barru Regency, with particular attention to the challenges of participatory leadership and workload distribution.

2. Literature Review

2.1. Conceptual and Theoretical Foundations

Human resource management provides the conceptual foundation for understanding employee work quality in public service organizations. Employee work quality is influenced by managerial practices and organizational conditions, particularly leadership style and workload (Supriyadi & Zaharuddin, 2023). Leadership style refers to the approach adopted by leaders to guide employees, facilitate communication, and involve them in organizational decision-making. A democratic and participatory leadership style may support employee work quality by encouraging collaboration, providing clear direction, and strengthening employee involvement in task completion (Cahyati & Adelia, 2024). Workload refers to the amount and complexity of tasks assigned to employees in relation to the time and resources available to complete them. Appropriate workload management can promote efficiency and productivity, whereas an imbalance between assigned tasks and employee capacity may reduce concentration and compromise work quality (Setiawan & Heriyanto, 2024). These concepts provide the theoretical basis for examining leadership style and workload as factors associated with employee work quality in public service institutions.

2.2. Review of Empirical Studies

Previous empirical studies have examined the relationships between leadership style, workload, and employee performance or work quality. Ruauw (2022) found that leadership style significantly influenced the work quality of temporary employees at the Communication and Information Office of Manado City. This finding supports the importance of leadership practices in guiding employees toward achieving work standards. Regarding workload, Astuti and Sari (2025) reported a positive and significant relationship between workload and employee performance, suggesting that workload may contribute to better outcomes when it is appropriately managed in accordance with employees' capacities. Furthermore, Badrianto et al. (2022) examined leadership style, work environment, and workload in relation to employee performance, while Astuti and Sari (2025) also reported that leadership style and workload jointly influenced employee performance. Collectively, these studies provide empirical support for examining the individual and combined effects of leadership style and workload. However, differences in organizational settings and outcome measures indicate the importance of further investigation in local government institutions responsible for population administration and civil registration.

2.3. Identification of the Research Gap

Although previous studies have established the relevance of leadership style and workload to employee performance and work quality, empirical evidence remains context-dependent. The available studies include temporary employees in a municipal government office and employees in other organizational settings, which may differ from the administrative demands of population and civil registration services. At the Population and Civil Registration Office of Barru Regency, the implementation of democratic and participatory leadership coexists with workload allocation challenges, including the assignment of complex tasks to newly appointed employees. These circumstances raise the question of whether

DOI: 10.65246

leadership style and workload individually and jointly influence employee work quality in this particular institutional context. Accordingly, this study addresses the contextual research gap by examining both independent variables simultaneously within a local government public service institution.

2.4. Development of the Conceptual Framework

This study conceptualizes leadership style and workload as independent variables associated with employee work quality as the dependent variable. Leadership style (X1) represents the leadership approach used to direct and involve employees in their work, while workload (X2) represents the tasks and responsibilities employees must complete. Employee work quality (Y) represents the outcome of employees' work in fulfilling their responsibilities within the organization. The framework proposes that leadership style and workload each have a partial effect on employee work quality and that both variables jointly influence work quality. The conceptual framework is presented in Figure 1.

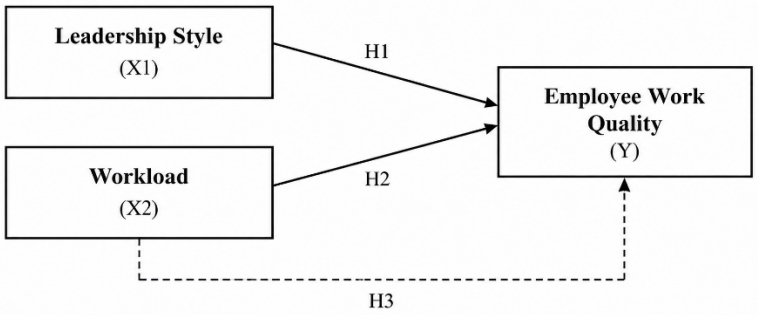


Fig. 1. Conceptual Framework of the Study

2.5. Hypotheses or Research Propositions

The hypotheses are developed from the conceptual relationships between leadership style, workload, and employee work quality, supported by the empirical findings discussed above. The positive and significant relationship between leadership style and work quality reported by Ruauw (2022) provides a basis for the first hypothesis. The findings of Astuti and Sari (2025) support the second hypothesis concerning workload. Evidence from Badrianto et al. (2022) and Astuti and Sari (2025) further motivates the examination of the combined influence of leadership style and workload. Accordingly, the hypotheses are formulated as follows:

H1: Leadership style has a positive and significant effect on employee work quality at the Population and Civil Registration Office of Barru Regency.

H2: Workload has a positive and significant effect on employee work quality at the Population and Civil Registration Office of Barru Regency.

H3: Leadership style and workload simultaneously have a significant effect on employee work quality at the Population and Civil Registration Office of Barru Regency.

3. Research Methods

3.1. Research Design

This study employed a quantitative approach with a descriptive-verificative design to examine the effects of leadership style and workload on employee work quality. The descriptive approach was used to describe the characteristics of the research variables, while the verificative approach was applied to test the hypotheses concerning the relationships between the independent variables and the dependent variable using numerical data.

3.2. Research Context and Setting

The research was conducted at the Population and Civil Registration Office of Barru Regency, Indonesia. The institution was selected as the research setting because its public service responsibilities require employees to maintain work quality when performing administrative duties and delivering population and civil registration services. The study focused on leadership style and workload as factors associated with employee work quality in this organizational context.

3.3. Population and Sample / Research Participants

The population consisted of all 54 employees of the Population and Civil Registration Office of Barru Regency. A saturated sampling technique was used because the population was relatively small, allowing all population members to be included as respondents. Therefore, the research sample comprised 54 employees.

DOI: 10.65246

Table 1. Respondent Characteristics by Gender

No.	Gender	Number of Respondents	Percentage
1	Male	23	42.6%
2	Female	31	57.4%
	Total	**54**	**100%**

Source: Research data, processed by the authors.

The table shows that 23 respondents (42.6%) were male, while 31 respondents (57.4%) were female. Thus, the study included all 54 employees of the institution.

3.4. Data Sources and Data Collection

Data were collected through observation, questionnaires, and documentation. The questionnaire consisted of closed-ended statements measured using a five-point Likert scale to assess leadership style, workload, and employee work quality. Observation and documentation were used to obtain supporting information relevant to the research objectives and institutional context.

3.5. Measurement of Variables and Research Instruments

This study examined three variables: leadership style (X1), workload (X2), and employee work quality (Y). Leadership style was measured using six indicators based on Busro, as cited in Ruauw (2022). Workload was measured using five indicators attributed to Ali et al. (2024) as cited in Indrayana and Putra (2024). Employee work quality was measured using four indicators based on Hasibuan, as cited in Ceswirdani et al. (2017). All variables were measured using a modified five-point Likert scale ranging from 1 to 5.

3.6. Data Analysis Techniques

The data were analyzed using the Statistical Package for the Social Sciences (SPSS), version 31. The analytical procedures included descriptive statistical analysis, validity testing, reliability testing, and multiple linear regression analysis. Hypothesis testing involved partial t-tests to examine the individual effects of leadership style and workload, an F-test to assess their simultaneous effect on employee work quality, and the coefficient of determination (R^2) to determine the proportion of variation in employee work quality explained by the independent variables.

3.7. Validity, Reliability, and Trustworthiness

Validity testing was conducted to assess whether the research instrument measured the intended variables. Validity refers to the extent to which an instrument measures what it is intended to measure. Reliability testing was used to evaluate the consistency of responses to the questionnaire items. Following the criterion adopted in this study, an instrument was considered reliable when its Cronbach's alpha coefficient exceeded 0.60. These procedures were used to assess the quality and consistency of the measurement instruments before interpreting the regression results.

3.8. Ethical Considerations

The study involved employees as respondents and collected data through questionnaires, observation, and documentation. Ethical research practice requires voluntary participation, appropriate information about the research, confidentiality of respondents' information, and responsible data handling. However, the available manuscript does not specify whether informed consent was obtained or whether formal ethical approval was secured. These details should be reported based on the procedures actually implemented during the study.

3.9. Research Procedure

The research procedure began with identifying the research problem and determining the variables to be examined. The population and sample were then established, and the questionnaire was prepared based on the selected indicators. Data were collected through observation, questionnaires, and documentation. The collected data were subsequently analyzed using SPSS version 31 through validity and reliability testing, descriptive analysis, and multiple linear regression. Finally, the t-test, F-test, and coefficient of determination (R^2) were used to evaluate the hypotheses and interpret the effects of leadership style and workload on employee work quality.

DOI: 10.65246

3.10. Methodological Limitations

This study was limited to 54 employees at a single local government institution, which may restrict the generalizability of the findings to other organizations. The use of questionnaires may also introduce response bias because the data rely on respondents' perceptions. In addition, the analysis focused on leadership style and workload, while other factors that may influence employee work quality were not included in the model. These limitations should be considered when interpreting the findings and planning future research.

4. Results and Discussion

4.1. Research Results

4.1.1. Sample Description and Descriptive Statistics

The study involved 54 employees of the Population and Civil Registration Office of Barru Regency. Respondent characteristics were described according to gender, age, and educational attainment to provide an overview of the research sample.

Table 2. Respondent Characteristics by Gender

No.	Gender	Number of Respondents	Percentage
1	Male	23	42.6%
2	Female	31	57.4%
	Total	**54**	**100%**

Source: Research data, processed by the authors.

Table 2 shows that 31 respondents (57.4%) were female, while 23 respondents (42.6%) were male. Therefore, female employees constituted the majority of the respondents.

Table 3. Respondent Characteristics by Age

No.	Age Group	Number of Respondents	Percentage
1	20–25 years	12	22.2%
2	26–30 years	17	31.5%
3	31–35 years	12	22.2%
4	36–40 years	6	11.1%
5	41–45 years	4	7.4%
6	46–50 years	2	3.7%
7	Over 50 years	1	1.9%
	Total	**54**	**100%**

Source: Research data, processed by the authors.

Table 3 indicates that the largest age group was 26–30 years, comprising 17 respondents (31.5%). The age groups of 20–25 years and 31–35 years each comprised 12 respondents (22.2%). Meanwhile, 6 respondents (11.1%) were aged 36–40 years, 4 (7.4%) were aged 41–45 years, 2 (3.7%) were aged 46–50 years, and 1 (1.9%) was over 50 years old.

Table 4. Respondent Characteristics by Educational Attainment

No.	Educational Attainment	Number of Respondents	Percentage
1	Senior High School/Vocational High School	11	20.4%
2	Diploma	4	7.4%
3	Bachelor's Degree (S1)	34	63.0%
4	Master's Degree (S2)	5	9.3%
	Total	**54**	**100%**

Source: Research data, processed by the authors.

Table 4 shows that most respondents held a bachelor's degree (S1), accounting for 34

DOI: 10.65246

respondents (63.0%). Eleven respondents (20.4%) had completed senior high school or vocational high school, 4 (7.4%) held a diploma, and 5 (9.3%) held a master's degree (S2).

4.1.2. Data Quality and Preliminary Analysis

a. Validity Test

Instrument validity was assessed by comparing the calculated correlation coefficient ((r)-calculated) with the critical correlation value ((r)-table) of 0.268. The results for all questionnaire items are presented in Table 5.

Table 5. Validity Test Results

Variable	Statement Item	(r)-Calculated	(r)-Table	Remark
Leadership Style (X1)	X1.1	0.599	0.268	Valid
Leadership Style (X1)	X1.2	0.613	0.268	Valid
Leadership Style (X1)	X1.3	0.663	0.268	Valid
Leadership Style (X1)	X1.4	0.663	0.268	Valid
Leadership Style (X1)	X1.5	0.686	0.268	Valid
Leadership Style (X1)	X1.6	0.580	0.268	Valid
Workload (X2)	X2.1	0.607	0.268	Valid
Workload (X2)	X2.2	0.640	0.268	Valid
Workload (X2)	X2.3	0.578	0.268	Valid
Workload (X2)	X2.4	0.538	0.268	Valid
Workload (X2)	X2.5	0.575	0.268	Valid
Workload (X2)	X2.6	0.610	0.268	Valid
Employee Work Quality (Y)	Y.1	0.686	0.268	Valid
Employee Work Quality (Y)	Y.2	0.530	0.268	Valid
Employee Work Quality (Y)	Y.3	0.674	0.268	Valid
Employee Work Quality (Y)	Y.4	0.710	0.268	Valid
Employee Work Quality (Y)	Y.5	0.739	0.268	Valid
Employee Work Quality (Y)	Y.6	0.633	0.268	Valid
Employee Work Quality (Y)	Y.7	0.734	0.268	Valid
Employee Work Quality (Y)	Y.8	0.684	0.268	Valid

Source: Research data processed using SPSS version 31, January 2026.

Table 5 shows that all statement items had calculated correlation coefficients exceeding the critical value of 0.268. Accordingly, all questionnaire items for leadership style, workload, and employee work quality were classified as valid.

b. Reliability Test

Reliability was assessed using Cronbach's alpha, with a minimum threshold of 0.60, as adopted in the study.

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Standard Cronbach's Alpha Value	Number of Items	Remark
Leadership Style (X1)	0.701	0.60	6	Reliable
Workload (X2)	0.613	0.60	6	Reliable
Employee Work Quality (Y)	0.822	0.60	8	Reliable

Source: Research data processed using SPSS version 31, January 2026.

As shown in Table 6, leadership style had a Cronbach's alpha of 0.701, workload had a value of 0.613, and employee work quality had a value of 0.822. All three values exceeded the specified threshold of 0.60. Therefore, all three measurement scales were classified as reliable according to the

DOI: 10.65246

criterion adopted in this study.

4.1.3. Main Analytical Results

a. Multiple Linear Regression Analysis

Multiple linear regression was used to estimate the effects of leadership style and workload on employee work quality. The regression coefficients are presented in Table 7.

Table 7. Multiple Linear Regression Results

Coefficients[a]

Model	Variable	B	Std. Error	Beta	t	Sig.
1	Constant	-0.715	4.237		-0.169	0.867
1	Leadership Style	0.691	0.162	0.460	4.271	<0.001
1	Workload	0.679	0.181	0.404	3.755	<0.001

[a] Dependent variable: Employee Work Quality.

Source: Research data processed using SPSS version 31, January 2026.

Based on Table 7, the estimated multiple linear regression equation is:

Y=-0.715+0.691X1+0.679X2

The constant was -0.715. The unstandardized regression coefficient for leadership style was 0.691, while the coefficient for workload was 0.679. The standardized coefficients were 0.460 for leadership style and 0.404 for workload. The corresponding t-statistics were 4.271 and 3.755, respectively, with significance values below 0.001 for both variables.

b. Coefficient of Determination

The coefficient of determination was examined to assess the proportion of variation in employee work quality explained by leadership style and workload.

Table 8. Coefficient of Determination Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.754[a]	0.568	0.551	3.024

[a] Predictors: (Constant), Workload, Leadership Style.

[b] Dependent variable: Employee Work Quality.

Source: Research data processed using SPSS version 31, January 2026.

Table 8 shows an R value of 0.754, an R Square of 0.568, an Adjusted R Square of 0.551, and a standard error of the estimate of 3.024. The coefficient of determination (R^2) was 0.568, indicating that leadership style and workload jointly accounted for 56.8% of the variation in employee work quality. The remaining 43.2% was attributable to factors outside the model.

4.1.4. Hypothesis Testing Results / Key Findings

a. Partial t-Test

The partial t-test results are presented in Table 9. The critical t-value used in the study was 2.006, with a significance threshold of 0.05.

Table 9. Partial t-Test Results

Coefficients[a]

Model	Variable	B	Std. Error	Beta	t	Sig.
1	Constant	-0.715	4.237		-0.169	0.867
1	Leadership Style	0.691	0.162	0.460	4.271	<0.001
1	Workload	0.679	0.181	0.404	3.755	<0.001

[a] Dependent variable: Employee Work Quality.

Source: Research data processed using SPSS version 31, January 2026.

The leadership style variable (X1) had a t-statistic of 4.271, exceeding the critical t-value of

DOI: 10.65246

2.006. Its significance value was reported as less than 0.001 in the regression output and as 0.001 in the original narrative, both below the 0.05 threshold. Therefore, H1 was supported.

The workload variable (X2) had a t-statistic of 3.755, exceeding the critical t-value of 2.006. Its significance value was also below 0.001 in the regression output and reported as 0.001 in the original narrative. Therefore, H2 was supported.

b. Simultaneous F-Test

The simultaneous effect of leadership style and workload was evaluated using the F-test. The results are presented in Table 10.

Table 10. Simultaneous F-Test Results

ANOVA[a]

Model	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	613.221	2	306.611	33.536	<0.001[b]
1	Residual	466.279	51	9.143		
1	Total	1079.500	53			

[a] Dependent variable: Employee Work Quality.

[b] Predictors: (Constant), Workload, Leadership Style.

Source: Research data processed using SPSS version 31, January 2026.

Table 10 shows an F-statistic of 33.536, exceeding the critical F-value of 3.18. The significance value was below 0.001 in the statistical output, while the original narrative reported 0.001, which was below 0.05. Therefore, H3 was supported, indicating that leadership style and workload jointly had a statistically significant effect on employee work quality. The hypothesis-testing results are summarized as follows:

Table 11. Hypothesis-testing Results Summarized

Hypothesis	Relationship Tested	Statistical Result	Decision
H1	Leadership Style → Employee Work Quality	t = 4.271; critical t = 2.006; Sig. <0.001	Supported
H2	Workload → Employee Work Quality	t = 3.755; critical t = 2.006; Sig. <0.001	Supported
H3	Leadership Style and Workload → Employee Work Quality (simultaneously)	F = 33.536; critical F = 3.18; Sig. <0.001	Supported

Source: Research data processed using SPSS version 31, January 2026.

4.1.5. Visual Presentation of Results

The findings are presented in Tables 2-11 to provide a structured overview of respondent characteristics, instrument quality, regression estimates, explained variance, and hypothesis testing. Table 2 summarizes gender, Table 3 presents age distribution, and Table 4 describes educational attainment. Tables 5 and 6 report validity and reliability results, respectively. Tables 7 and 8 present the regression coefficients and coefficient of determination, while Tables 9 and 10 report the partial and simultaneous hypothesis-testing results. Table 11 report hypothesis-testing results summarized.

4.2. Research Discussion

4.2.1. Interpretation of Key Findings

The findings indicate that leadership style has a positive and significant effect on employee work quality at the Population and Civil Registration Office of Barru Regency. The regression coefficient of 0.691 and t-statistic of 4.271, exceeding the critical t-value of 2.006, support the first hypothesis. These results suggest that democratic and participatory leadership practices are associated with higher employee work quality. Two-way communication, clear guidance, and employee participation in decision-making may help create a supportive work environment in which employees feel valued and encouraged to fulfill their responsibilities effectively.

DOI: 10.65246

Workload also has a positive and significant effect on employee work quality, as indicated by a regression coefficient of 0.679 and a t-statistic of 3.755, exceeding the critical t-value of 2.006. This finding supports the second hypothesis and suggests that higher workload scores were associated with higher work quality in the studied institution. This relationship may reflect employees' ability to manage their assigned responsibilities effectively. However, the positive coefficient alone does not establish that every employee's workload was objectively proportionate or free from excessive pressure.

The simultaneous test further demonstrates that leadership style and workload jointly have a statistically significant effect on employee work quality, with an F-statistic of 33.536, exceeding the critical F-value of 3.18. The coefficient of determination (R^2) of 0.568 indicates that the two independent variables explain 56.8% of the variation in employee work quality, while the remaining 43.2% is attributable to factors outside the model. These findings indicate that leadership style and workload are relevant organizational factors in understanding employee work quality in the studied public service institution.

4.2.2. Comparison with Previous Studies

The finding concerning leadership style is consistent with Ruauw (2022), who reported that leadership style significantly influenced the work quality of temporary employees at the Communication and Information Office of Manado City. That study also indicated that participatory leadership could support employee work quality through increased motivation and work involvement. The present findings extend this evidence to the context of population administration and civil registration services in Barru Regency, where leadership practices are relevant to employees' daily administrative responsibilities.

The positive and significant effect of workload is consistent with Astuti and Sari (2025), who found that workload positively and significantly influenced employee performance. Their findings suggest that workload aligned with employee capacity may support productivity and work outcomes. Similarly, the present study identifies a positive association between workload and employee work quality. Nevertheless, the relationship should be interpreted in the context of how workload was measured, because a positive statistical coefficient does not necessarily imply that increasing workload without limits would improve work quality.

The simultaneous findings are also consistent with Badrianto et al. (2022) and Astuti and Sari (2025), who reported that leadership style and workload jointly influenced employee performance. The present study reinforces the relevance of considering both variables together when examining work quality in public organizations. Its contextual contribution lies in examining these relationships within a local government institution responsible for population administration and civil registration services.

4.2.3. Theoretical Contributions

Theoretically, this study contributes to human resource management research by providing empirical evidence on the relationships between leadership style, workload, and employee work quality in a local public service institution. The findings support the view that employee work quality is associated with both managerial practices and the conditions under which employees perform their duties.

The positive and significant coefficient for leadership style highlights the relevance of democratic and participatory leadership in the institutional context examined. The positive coefficient for workload also suggests that workload should not automatically be treated as a negative factor; its relationship with work quality may depend on how responsibilities are assigned and managed. Furthermore, the R^2 value of 0.568 supports the joint consideration of leadership style and workload in explaining employee work quality, while the remaining 43.2% indicates that the conceptual model does not encompass all potentially relevant determinants.

4.2.4. Practical and Policy Implications

The findings provide practical implications for the Population and Civil Registration Office of Barru Regency. Institutional leaders should maintain effective leadership practices by promoting two-way communication, providing clear guidance, and creating opportunities for employees to contribute ideas and participate in decision-making. Such practices may strengthen employees' sense of responsibility and engagement in their work.

DOI: 10.65246

Workload management should also be monitored continuously to ensure that task assignments are consistent with employees' responsibilities, capabilities, and available time. Supervisors should pay particular attention to the complexity of assigned tasks and the support provided to employees who are new to their roles. These measures may help the institution maintain work quality while reducing the risk of excessive work-related stress and avoidable administrative inefficiencies.

4.2.5. Integration with the Research Gap

The study addresses the identified contextual research gap by examining the individual and simultaneous effects of leadership style and workload on employee work quality in a local population and civil registration office. Whereas the prior studies discussed by Ruauw (2022), Badrianto et al. (2022), and Astuti and Sari (2025) provide evidence from other organizational settings or examine employee performance more broadly, this study focuses on work quality in the Population and Civil Registration Office of Barru Regency.

The findings demonstrate that both leadership style and workload are statistically significant predictors within the estimated model and that their combined explanatory contribution is 56.8%. Thus, the study provides context-specific evidence relevant to understanding employee work quality in local government public services. Its contribution is contextual rather than a claim that the relationships have not been examined in any other setting.

4.2.6. Acknowledgement of Study Limitations

Several limitations should be considered when interpreting the findings. First, the study relied on questionnaire-based survey data, which may be affected by response bias and differences in individual perceptions. Second, the research was conducted at only one government institution, limiting the generalizability of the findings to other public service organizations. Third, the model examined only leadership style and workload, although other factors, including work motivation, work environment, compensation, and career development, may also be associated with employee work quality. Consequently, the findings should be interpreted within the institutional and analytical scope of this study.

5. Conclusion

5.1. Summary of Key Findings

This study examined the effects of leadership style and workload on employee work quality at the Population and Civil Registration Office of Barru Regency. The findings demonstrate that leadership style had a positive and significant effect on employee work quality, with a t-statistic of 4.271 exceeding the critical value of 2.006 and a reported significance level of 0.001. Workload also had a positive and significant effect, with a t-statistic of 3.755 exceeding the critical value of 2.006 and a reported significance level of 0.001. Furthermore, leadership style and workload jointly had a statistically significant effect on employee work quality, as indicated by an F-statistic of 33.536, exceeding the critical value of 3.18, with a reported significance level of 0.001. The coefficient of determination (R^2) was 0.568, indicating that the two variables accounted for 56.8% of the variation in employee work quality.

5.2. Theoretical Contributions

This study contributes to human resource management research in the public sector by providing evidence concerning the relationships between leadership style, workload, and employee work quality within a local government institution. The findings support the relevance of examining leadership practices and workload together when explaining employee work quality. They also suggest that the relationship between workload and work quality should be interpreted in terms of the way workload is experienced and managed, rather than assuming that workload invariably has a negative effect. The study adds context-specific evidence to the understanding of employee work quality in local public service organizations.

5.3. Practical and Policy Implications

The Population and Civil Registration Office of Barru Regency should continue to maintain and improve leadership practices that encourage two-way communication, clear direction, and employee participation in decision-making. Providing opportunities for employees to express ideas and offer feedback may strengthen their involvement and responsibility in completing assigned tasks. In addition, workload allocation should be reviewed regularly to ensure that assignments remain

DOI: 10.65246

manageable and appropriate to employee capacity. Supervisory monitoring should help identify excessive workloads, complex task assignments, and situations in which employees require additional guidance or support. These measures may contribute to maintaining employee work quality and supporting effective public service delivery.

5.4. Limitations of the Study

The findings should be interpreted in light of the study's reliance on questionnaire-based survey data, its focus on a single government institution, and its examination of only two independent variables. These conditions limit the extent to which the results can be generalized to other organizations and leave room for other factors that may explain differences in employee work quality. The findings therefore provide evidence specific to the studied institution rather than definitive conclusions applicable to all public service organizations.

5.5. Directions for Future Research

Future research could employ a mixed-methods approach combining quantitative and qualitative techniques to provide a deeper understanding of how leadership practices and workload allocation influence employee work quality. Studies involving multiple government institutions would help assess whether the findings are consistent across different organizational contexts. Further research could also incorporate additional variables, including work motivation, work environment, compensation, organizational culture, and career development, to develop a more comprehensive explanation of employee work quality. These extensions would help clarify the conditions under which leadership style and workload are most strongly associated with employee outcomes.

6. References

Ali, M., Rahman, A., & Putri, D. (2024). Workload analysis and employee performance. *Journal of Human Resource Management*, 12(1), 45–56.

Astuti, R., & Sari, D. P. (2025). Gaya kepemimpinan, beban kerja, dan kualitas kerja pegawai. *Jurnal Manajemen Publik*, 10(1), 22–34.

Badrianto, Y., Handayani, R., & Pratama, A. (2022). *Pengaruh gaya kepemimpinan, lingkungan kerja, dan beban kerja terhadap kinerja karyawan*. Jurnal Manajemen Sumber Daya Manusia, 8(2), 112–123.

Cahyati, I. K., & Adelia, M. (2024). Kepemimpinan dan Budaya Organisasi: Kunci Optimalisasi Kinerja di Tempat Kerja. *Indonesian Journal of Public Administration Review*, *1*(3), 14-14.

Ceswirdani, A., Yuliana, & Putra, R. (2017). Pengaruh kualitas kerja terhadap kinerja karyawan. *Jurnal Administrasi Bisnis*, 5(2), 98–105.

Erri, D., Rivai, V., & Sagala, E. J. (2021). *Manajemen sumber daya manusia untuk organisasi*. Jakarta: RajaGrafindo Persada.

Fadlan, M., & Setyawan, A. (2024). Loyalitas dan kualitas kerja karyawan. *Jurnal Manajemen SDM*, 9(2), 66–78.

Fharadila, M. I. (2025). *Pengaruh Gaya Kepemimpinan, Lingkungan Kerja, Dan Beban Kerja Terhadap Kinerja Guru Pada Sman 1 Cikande* (Doctoral dissertation, Universitas Satya Negara Indonesia).

Hasnawati, A., Rahman, F., & Lestari, N. (2021). Gaya kepemimpinan dan kinerja pegawai. *Jurnal Administrasi Publik*, 8(3), 120–131.

Muthmainnah, F. (2025). *Hierarchical Service Quality Di Mal Pelayanan Publik Kabupaten Barru= Hierarchical Service Quality In Public Service Malls Of Barru Regency* (Doctoral dissertation, Universitas Hasanuddin Makassar).

Nurhandayani. (2022). Faktor-faktor yang memengaruhi beban kerja pegawai. *Jurnal Manajemen SDM*, 7(1), 33–44.

Ruauw, R. (2022). *Pengaruh gaya kepemimpinan, upah, dan teknologi informasi terhadap kualitas kerja tenaga harian lepas pada Dinas Komunikasi dan Informatika Kota Manado*. Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi, 10(2), 123–134.

Supriyadi, S. T. P., & Zaharuddin, S. E. (2023). Evaluasi kinerja organisasi. *Manajemen & Evaluasi Kinerja Organisasi: Implementasi Pada Pendidikan Anak Usia Dini*, *1*, 308-320.

Setiawan, Z., & Heriyanto, H. (2024). Pengaruh Beban Kerja dan Motivasi Kerja terhadap Kinerja Karyawan dengan Gaya Kepemimpinan sebagai Variabel Kontrol. *Keizai*, *5*(2), 157-172.

Sumantri, S. (2025). *Model Kinerja Pegawai Berbasis Kepemimpinan Transformasional Dan Beban Kerja Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Kpp Madya Dua Semarang* (Doctoral dissertation, Universitas Islam Sultan Agung Semarang).

Sari, R., & Sari, D. (2021). Kualitas kerja dan produktivitas pegawai. *Jurnal Manajemen Organisasi*, 9(1), 40–50.

DOI: 10.65246

Surajiyo, S., Nasution, R., & Rahman, A. (2020). Dimensi sumber daya manusia dalam organisasi. *Jurnal Manajemen Strategis*, 5(1), 1–10.

Wahidah, S., Putra, I., & Lestari, R. (2024). Beban kerja dan kualitas kerja pegawai. *Jurnal Psikologi Kerja*, 11(1), 58–69.