

THE INFLUENCE OF LEADERSHIP STYLE AND WORKLOAD ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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ABSTRACT

This study aims to analyze the impact of leadership style and workload on employee performance, with job satisfaction serving as an intervening variable at Grand Asrilia Hotel, Bandung. The sample for this research was selected using a non-probability sampling technique, involving 117 employees. The data were analyzed using path analysis. The findings indicate that: (1) leadership style has a significant effect on job satisfaction; (2) workload does not significantly affect job satisfaction; (3) leadership style and workload jointly influence job satisfaction; (4) leadership style significantly impacts employee performance; (5) workload does not significantly affect employee performance; (6) job satisfaction has a significant effect on employee performance; and (7) leadership style, workload, and job satisfaction collectively influence employee performance. Sobel test results reveal that job satisfaction mediates the relationship between leadership style and employee performance but does not mediate the relationship between workload and employee performance.

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1. INTRODUCTION

Employee performance is a critical determinant of organizational success, as it reflects the efficiency and effectiveness with which employees achieve organizational goals. Numerous studies have highlighted the significant influence of leadership style and workload on employee performance (Bass & Avolio, 1994; Robbins & Judge, 2017). Leadership style shapes employee motivation, job satisfaction, and commitment, fostering a conducive work environment (Northouse, 2021). Conversely, excessive workload can result in stress and burnout, negatively affecting job satisfaction and performance (Demerouti et al., 2001).

Job satisfaction has been identified as a pivotal factor that mediates the relationship between organizational factors and employee performance. It

encapsulates an employee's contentment with their role and working conditions, which in turn affects their productivity and engagement. The interplay between leadership style, workload, and job satisfaction has garnered increasing attention in contemporary management research, particularly within educational institutions where employee performance directly impacts educational quality and institutional reputation (Cheng, 2003; Yukl, 2013).

Despite extensive research, there remains a lack of consensus regarding the mechanisms by which leadership style and workload influence employee performance through job satisfaction, especially in non-profit organizations such as educational foundations. This study aims to bridge this gap by examining the relationships between these variables at the Grand Asrilia Hotel, a four star hotel in Bandung, West Java. Using path analysis,

this study investigates the direct and indirect effects of leadership style and workload on employee performance, with job satisfaction serving as the intervening variable.

The findings of this research are expected to contribute to the growing body of knowledge on employee performance management, offering practical insights for educational institutions to enhance organizational effectiveness.

This study was conducted on employees of Grand Asrilia Hotel, located at Jl. Pelajar Pejuang 45 No.123, Turangga, Kec. Lengkung, Kota Bandung.

Literature Review

Organizational Behavior

Organizational behavior (OB) explores individual and group dynamics within organizational settings. Modern studies highlight its interdisciplinary nature, incorporating psychology, sociology, and data science to address key workplace challenges such as employee engagement, motivation, and decision-making processes (Kahneman et al., 2021). Emerging areas include the impact of artificial intelligence and algorithms on organizational decision-making, where research reveals both skepticism and growing acceptance among employees based on transparency and perceived accuracy (Dietvorst et al., 2018; Logg et al., 2019).

Organizational culture and leadership styles remain pivotal in shaping employee behavior and overall performance. Studies emphasize the critical role of inclusive and adaptive leadership in fostering innovation and resilience, particularly in volatile environments like those shaped by the COVID-19 pandemic (Cameron & Quinn, 2020; Greenberg, 2021). Positive cultural practices enhance trust and reduce resistance to organizational change, enabling smoother transitions and sustained productivity.

Leadership Style

Leadership style is a critical component influencing organizational outcomes such as employee performance, job satisfaction, and organizational culture. Different styles of leadership, including transformational, transactional, autocratic, and laissez-faire, have been extensively studied in recent years to understand their unique impacts on workplace dynamics and efficiency.

1) Transformational Leadership

Transformational leadership emphasizes inspiring and motivating employees to exceed their own self-interest for the benefit of the organization. Studies indicate that this style fosters higher levels of job satisfaction, organizational commitment, and employee performance. Transformational leaders effectively build trust and encourage innovation, thereby driving organizational success in dynamic environments (Bass & Avolio, 2000; Garzón-Lasso et al., 2024).

2) Transactional Leadership

Transactional leadership focuses on structured roles and reward-punishment mechanisms to achieve specific objectives. While effective in stable environments, it is often criticized for limiting creativity and adaptability. Recent research shows that transactional leadership remains significant in enhancing short-term performance and maintaining operational stability (Liya, 2018; Mohamed, 2016).

3) Autocratic and Democratic Leadership

Autocratic leadership involves centralized decision-making, which can ensure quick resolution in crisis scenarios but often reduces employee morale. On the other hand, democratic leadership emphasizes collaboration, allowing employees to participate in decision-making, which fosters satisfaction and engagement. Studies in Ethiopian organizations demonstrate that democratic leadership positively correlates with employee motivation and team dynamics (Girma, 2019; Sudarsana & Girma, 2017).

4) Laissez-Faire Leadership

Laissez-faire leadership, characterized by minimal supervision, is most effective when employees are highly skilled and motivated. However, it can lead to a lack of direction and accountability in less structured environments. Research confirms that this style positively affects performance when combined with other leadership approaches, such as transformational leadership (Mohamed, 2016; Yiheyis, 2017).

5) Emerging Trends

Modern leadership studies are increasingly focusing on the adaptability of leadership styles in multicultural and virtual work settings. Hybrid models that combine transactional and transformational traits have been found to be particularly effective in addressing complex organizational challenges (Frontiers in Psychology, 2024).

Workload

Workload, defined as the amount of mental, physical, and temporal demand placed on individuals in their professional roles, has been extensively studied due to its implications for well-being, productivity, and organizational effectiveness. This section reviews the recent literature (2018-2024) addressing the dimensions, impacts, and management of workload.

Workload is multifaceted, encompassing quantitative aspects (e.g., the number of tasks or hours worked) and qualitative factors, such as task complexity and emotional labor. Studies suggest that excessive workloads, often driven by organizational expectations and resource limitations, can lead to stress and dissatisfaction among employees (Edú-Valsania et al., 2020). Variations in workload effects are also observed across demographics, with women and minority groups reporting higher administrative burdens and associated stress in certain sectors, such as academia (Kouritzin, 2020).

High workload levels are strongly associated with adverse outcomes, including burnout, reduced job satisfaction, and decreased organizational commitment. For instance, burnout, a progressive psychological syndrome triggered by chronic work stress, has been linked to high workload demands across professions (Bakker & Sanz-Vergel, 2020). Additionally, emotional exhaustion and depersonalization emerge as common symptoms, leading to impaired job performance and strained workplace relationships (Anggraeni, 2021). In education and healthcare sectors, workload is a significant predictor of burnout, further complicating efforts to maintain high-quality service delivery (Dall'Ora et al., 2023).

Effective workload management requires organizational interventions, such as job redesign, workload redistribution, and enhanced autonomy for employees. Empowering workers to adjust job demands and access resources can alleviate the negative effects of excessive workloads and promote engagement (Akca & Küçüköğlu, 2023). Strategies like flexible scheduling and adequate staffing have also shown promise in mitigating workload-induced stress and improving overall well-being (Mohd Mahudin & Zaabar, 2022).

Workload remains a critical factor influencing individual and organizational outcomes. By understanding its multifaceted nature and adopting evidence-based management strategies, organizations can create sustainable work environments that enhance employee well-being and productivity.

2. RESEARCH METHOD

This study employs a quantitative research method. Quantitative research focuses on the collection and analysis of numerical data to identify patterns, relationships, and trends. The approach is structured and systematic, utilizing statistical tools to test hypotheses and draw conclusions. By adopting this method, the study aims to provide objective and measurable insights into the research problem, ensuring the validity and reliability of the findings.

Based on calculations using the Slovin formula, the sample size determined for this study was set at 117 respondents out of a total of 350 employees at Grand Asrilia Hotel. This approach was taken to simplify the data processing and enhance the quality of the test results. The sample was selected using a non-probability sampling technique, specifically incidental sampling, where the researcher did not provide equal opportunities for every member of the population (employees) to be chosen as a sample. Instead, employees deemed suitable as data sources were selected randomly by chance.

3. RESULT AND DISCUSSION

The study focuses on the impact of leadership style and workload on employee performance, with job satisfaction as a mediating variable. Results

indicate that leadership style significantly influences job satisfaction and employee performance, whereas workload does not have a direct effect on either. These outcomes underscore the importance of effective leadership in enhancing employee outcomes.

Overview of Correlation Results

The correlation analysis reveals significant relationships among all variables, as indicated by p-values less than 0.05. Leadership style (X1) showed a strong correlation with job satisfaction (Y) and employee performance (Z), with coefficients of 0.692 and 0.681, respectively. In contrast, workload (X2) demonstrated a weaker relationship with these variables, emphasizing the dominant role of leadership style in influencing job satisfaction and performance outcomes.

Relationship Between Leadership Style and Job Satisfaction

The strong positive correlation ($r = 0.692$, $p < 0.01$) indicates that an effective leadership style significantly enhances job satisfaction among employees. Leaders who exhibit clarity, support, and motivational behaviors contribute to higher satisfaction levels, as supported by previous studies.

Impact of Workload on Job Satisfaction

Workload has a low correlation with job satisfaction ($r = 0.268$, $p < 0.05$). This suggests that while workload may influence satisfaction to some extent, other factors, such as leadership and organizational support, play a more critical role in determining employee contentment.

Determinants of Job Satisfaction (Adjusted $R^2 = 0.484$)

The coefficient of determination indicates that 49% of the variation in job satisfaction can be explained by leadership style and workload. Leadership style has a significant positive impact, whereas workload does not show a meaningful effect when evaluated individually.

Influence on Employee Performance (Adjusted $R^2 = 0.603$)

The combined effects of leadership style, workload, and job satisfaction explain 60% of the variance in employee performance. Leadership style and job satisfaction significantly contribute to performance, while workload does not demonstrate a direct effect.

Simultaneous Effect of Independent Variables on Job Satisfaction

The F-test results ($F = 55.47$, $p < 0.01$) confirm that leadership style and workload together significantly impact job satisfaction. This suggests the need for balanced managerial practices that combine effective leadership with manageable workloads to enhance employee morale.

Simultaneous Effect on Employee Performance

The F-test results for performance ($F = 59.68$, $p < 0.01$) highlight that leadership style, workload, and job satisfaction collectively influence

performance. However, job satisfaction plays a crucial mediating role in this relationship, amplifying the indirect effects of leadership and workload.

Mediation Analysis for Leadership Style and Performance

The Sobel test confirms that job satisfaction mediates the relationship between leadership style and employee performance ($t = 6.24$, $p < 0.01$). This indicates that leaders who foster satisfaction among employees can achieve better performance outcomes.

No Mediation Effect for Workload and Performance

In contrast, job satisfaction does not mediate the relationship between workload and employee performance. This finding highlights that workload, whether high or low, does not directly or indirectly contribute significantly to employee outcomes in the context of this study.

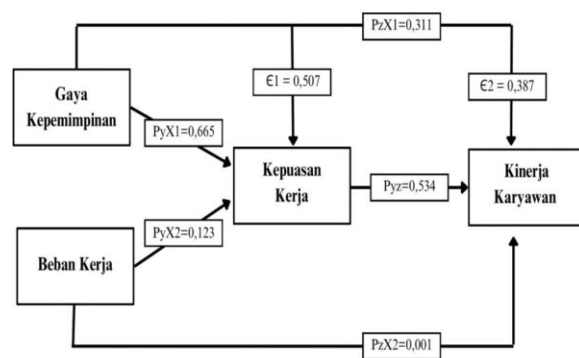


Fig. 1.1. Structural Equation Path Diagram
Implications for Organizational Strategies

The results emphasize the importance of prioritizing leadership development to enhance job satisfaction and performance. While managing workloads is necessary to prevent burnout, its direct impact on satisfaction and performance is limited. Organizations should focus on fostering a positive leadership culture and supporting employee satisfaction as strategic levers for success.

4. CONCLUSION

The study aims to examine the influence of Leadership Style and Workload on Employee Performance, with Job Satisfaction as an intervening variable, among employees of Grand Asrilia Hotel. Based on the analysis and discussion conducted using the path analysis method, the conclusions are as follows:

1. There is a partial and significant influence of leadership style on job satisfaction.
2. There is no partial influence of workload on job satisfaction.

3. There is a partial and significant influence of job satisfaction on employee performance.
4. There is a partial and significant influence of leadership style on employee performance.
5. There is no partial influence of workload on employee performance.
6. There is an indirect influence of leadership style on employee performance through job satisfaction.

There is an indirect influence of workload on employee performance through job satisfaction.

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