

The Influence of Workload and Leadership Style on Employee Performance

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Abstract

This research is motivated by the problem of the performance of DPRD Secretariat employees which is considered less than optimal. The purpose of this study is to analyse the effect of workload and leadership style on organizational commitment and its impact on employee performance. The approach used is quantitative with the Structural Equation Modelling-Partial Least Square (SEM-PLS) method. The population of this study was all DPRD Secretariat employees, with a sample of 80 people taken through saturated sampling techniques. The results of the study indicate that workload has a significant effect on organizational commitment, indicating that good workload management can increase employee loyalty. In addition, leadership style also has a significant effect on organizational commitment, where an inspiring and supportive leadership style can strengthen employee engagement. Workload and leadership style have been shown to have a significant effect on performance, indicating that appropriate workload and effective leadership can increase employee productivity and work results. Organizational commitment also has a significant effect on performance, where employees with high commitment show greater dedication. In addition, organizational commitment mediates the effect of workload and leadership style on employee performance. This study emphasizes the importance of workload management, the application of appropriate leadership styles, and strengthening organizational commitment in efforts to improve the performance of DPRD Secretariat employees.

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1. Introduction

Employee performance is a key indicator of organizational success, both in the private and government sectors. In a public organization environment, optimal performance is needed to provide services to the community and support the effectiveness of governance (El-Ghalayini, 2017). The Bondowoso Regency DPRD Secretariat as an administrative service element for the Regional People's Representative Council has an important role in ensuring the smooth implementation of legislative, supervisory, and budgeting functions. However, in its implementation, employee performance in the DPRD Secretariat environment has not yet achieved optimal results. This is indicated by the mismatch between the work program targets and the performance achievements produced, as well as various internal obstacles such as the lack of competent human resources, uneven distribution of workload, and weak work evaluation systems. Therefore, effective HR management is a key factor in increasing productivity and achieving optimal work results (Priyandi et al., 2020).

In the context of government, HR is defined as the totality of the abilities, knowledge, skills, expertise, and physical and mental well-being of state apparatus employees in carrying out their duties and responsibilities. Human resource management in the context of government, HR is defined as the totality of the abilities, knowledge, skills, expertise, and physical and mental well-

being of state apparatus employees in carrying out their duties and responsibilities. Human resource management.

Law Number 23 of 2014 concerning Regional Government states that the Regional Government Organizer consists of the regional head and the DPRD assisted by the Regional Apparatus. In Government Regulation of the Republic of Indonesia Number 12 of 2018 concerning Guidelines for the Preparation of Rules of Procedure for the Regional Representative Council of Provinces, Regencies, and Cities, it is emphasized that the DPRD as an element of the regional government organizer has a role and responsibility in realizing efficiency, effectiveness, productivity, and accountability in the implementation of regional government through the implementation of the rights, obligations, duties, authorities, and functions of the DPRD in accordance with the provisions of laws and regulations.

The Bondowoso Regency DPRD Secretariat faces various problems in carrying out its main tasks and functions that affect the effectiveness of services to the DPRD. One of the main obstacles is the dynamics of regulations that continue to change, resulting in adjustments that do not always run optimally. In addition, limited human resources (HR), both in terms of quantity and competence, are factors that hinder the achievement of performance targets. For example, the lack of technical personnel in controlling office facilities and infrastructure, as well as limited IT personnel, have an impact on the effectiveness of internal administration and communication services. The impact of these various problems is directly reflected in the low performance of DPRD Secretariat employees, both in terms of quantity and quality of work output. The mismatch between planning and implementation of activities causes many strategic programs to fail to achieve the expected targets. In addition, the competency gap between functional positions and organizational needs further slows down the achievement of goals, thus impacting the quality of services provided by the DPRD Secretariat to DPRD members and the public. This problem can be studied more deeply through the approach of various variables that affect performance, including workload, leadership style, and organizational commitment as intervening variables.

Workload is the number of tasks or responsibilities that must be completed by an individual in a certain period of time, which can affect the effectiveness and efficiency of work. In the Bondowoso Regency DPRD Secretariat environment, the distribution of workload between employees is still not running proportionally. Robbins & Judge (2017) explained that a workload that is too high can cause work stress and reduce productivity, while a workload that is too low can reduce employee motivation and sense of responsibility. In addition, Mathis & Jackson (2015) emphasized that measuring workload must consider the physical and mental aspects of the job, including the number of tasks, the level of difficulty, and the time available to complete them. Good workload management will create a balance between job demands and individual capacity, thus having a positive impact on overall organizational performance.

Leadership style refers to the approach used by a leader in influencing, guiding, and directing his subordinates to achieve organizational goals. The leadership style in the Bondowoso Regency DPRD Secretariat tends not to show adequate objectivity in decision-making or in assigning tasks and rewards. According to Luthans and Youssef-Morgan (2017), an effective leadership style can increase employee motivation and loyalty, create a conducive work environment, and improve individual and team performance. Meanwhile, Dessler (2017) emphasized that good leadership does not only focus on giving instructions, but also on the ability to support, empower, and inspire subordinates. Therefore, choosing the right leadership style, such as transformational or participatory leadership, can have a significant impact on achieving organizational performance.

Organizational commitment is the extent to which an employee feels emotionally and psychologically bound to his/her workplace and is willing to contribute to achieving organizational goals. Organizational commitment in the Bondowoso Regency DPRD Secretariat environment appears to have not been evenly internalized across all levels of employees. Although some employees show high dedication in carrying out their duties, there are still groups who lack a sense of ownership and responsibility for achieving organizational goals. According to Colquitt et al. (2015), high organizational commitment encourages employees to stay in the company, work with full dedication, and make maximum contributions. In addition, Noe et al. (2020) stated that organizational commitment can be influenced by factors such as job satisfaction, organizational culture, and fairness in the reward system. Employees with high

commitment tend to be more loyal and have intrinsic motivation to improve their performance, thus having a positive impact on the overall effectiveness of the organization.

This study aims to analyze the influence of workload and leadership style on organizational commitment, as well as its impact on employee performance at the Bondowoso Regency DPRD Secretariat. In addition, this study also tests the extent to which organizational commitment mediates the relationship between workload and leadership style. On employee performance. The scope of the study focused on all ASN employees who work in the DPRD Secretariat. The approach used in this study is a quantitative approach with the Structural Equation Modelling- Partial Least Square (SEM-PLS) method, which allows analysis of direct and indirect relationships between variables in one research model.

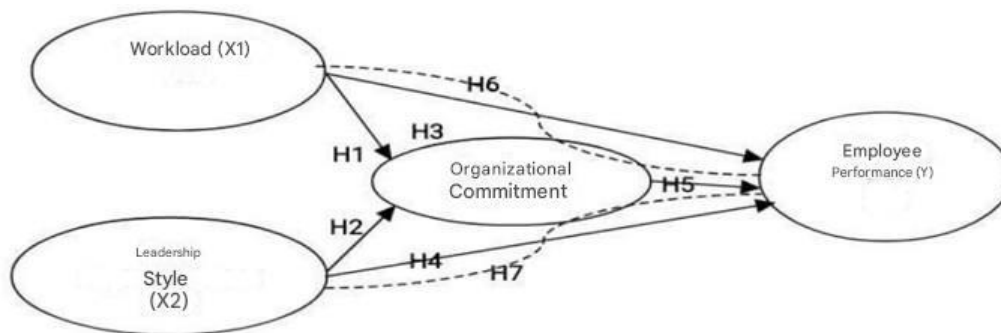


Figure 1. Conceptual Framework
Source: Development by Reseachar (2025)

Based on the explanation of the influence of workload and leadership style on performance through organizational commitment as an intervening variable, the hypothesis in this study is as follows:

- H1: Workload has an effect on organizational commitment at the DPRD Secretariat Bondowoso.
- H2: Leadership style influences organizational commitment at the DPRD Secretariat Bondowoso.
- H3: Workload affects the performance of Bondowoso DPRD Secretariat employees.
- H4: Leadership style influences the performance of DPRD Secretariat employees Bondowoso.
- H5: Organizational commitment has an effect on the performance of DPRD Secretariat employees. Bondowoso.
- H6: Workload influences employee performance through organizational commitment at the Bondowoso DPRD Secretariat.
- H7: Leadership style influences employee performance through organizational commitment at the Bondowoso DPRD Secretariat.

2. Methods

The method used in this study is a descriptive and verification method with a quantitative research approach. According to Sugiyono (2022) the definition of a descriptive approach is: "Research conducted to determine the existence of independent variable values, either one or more variables (independent) without making comparisons or connecting with other variables". Meanwhile, according to Moch. Nazir (2011) the definition of a descriptive approach is as follows: "A method in researching the status of a group of people, an object, a set of conditions, a system of thought, or a class of events in the present.

According to Sugiyono (2022), the definition of population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were 80 employees of the Bondowoso Regency DPRD Secretariat.

According to Sugiyono (2022) sample is "Sample is part of the number and characteristics possessed by the population". The population has a large number, so the researcher uses a sample from the population. The sample is carried out because of the limitations of researchers in

conducting research in terms of funds, time, energy, and the very large population. Therefore, the sample taken must be able to represent the population, and the number of samples must be representative. The sampling technique in this study uses the Nonprobability Sampling technique, namely saturated samples.

Data collection techniques are the most important step in research, because the main purpose of research is to obtain data (Sugiyono, 2022). Data collection techniques are the methods used by researchers to obtain data in a study. The methods used in this study are as follows:

1. Observation

Sugiyono (2013) stated that observation is a complex process, a process composed of various biological and psychological processes. Two of the most important are the observation and memory processes. The observation process was carried out by researchers during pre-research in the field to determine the Performance of Bondowoso Regency DPRD Secretariat Employees.

2. Questionnaire

According to Sugiyono (2013), the questionnaire method is a data collection technique carried out by giving a set of written questions or statements to respondents to answer. The data that the researcher wants to obtain is by giving a questionnaire to the employees of the Bondowoso Regency DPRD Secretariat by giving values using a Likert scale.

3. Documentation

Documentation is a method of data collection by searching for data on things or variables in the form of notes, transcripts, books, newspapers, magazines, inscriptions, minutes, meetings, agendas, and so on, Sugiono (2012). From this data collection method, data documents in the Bondowoso Regency DPRD Secretariat Employees, especially in the fields of education and training, as well as previous research journals, were selected to make it easier for researchers to obtain the information needed during the research process.

4. Interview Method

The interview method is the process of obtaining information for research purposes by means of questions and answers while face to face between the interviewer and the respondent or person being interviewed. In this study, the respondents interviewed were employees of the Bondowoso Regency DPRD Secretariat.

In this research, the data processing stages used include several stages. (Santoso and Tjiptono, 2002):

1. Editing

The initial stage of data analysis is to edit the data that has been collected from the results of the field survey. This stage aims to identify errors in the sample.

2. Coding

Data in the form of qualitative data must be quantified, namely changing qualitative data or in the form of words (letters) into a number. The goal is to make it easier to enter data into a computer or into a tabulation sheet.

3. Scoring

The process of determining the score of the respondent's answer is done by making a classification of categories that depend on the respondent's assumptions or opinions. The method used for data processing and data analysis is descriptive statistics using a Likert scale.

4. Tabulation

Presenting the data obtained in the form of tables, so that readers are expected to be able to see the research results clearly. After the tabulation process is complete, it is then processed with the SPSS for Windows computer program.

3. Results and Discussion

3.1. Results

a. Convergent validity test

This test is conducted with the aim of determining the validity of each relationship between indicators and latent variables. This test is determined from the outer loading value and the Average Variance Extracted (AVE) value derived from each indicator.

Table 1. Convergent Validity Test (outer loading)

Indicator	Workload	Leadership Style	Organizational Commitment	Employee Performance	Information
X1.1	0.854				Valid
X1.2	0.845				Valid
X1.3	0.796				Valid
X1.4	0.867				Valid
X2.1		0.759			Valid
X2.2		0.721			Valid
X2.3		0.903			Valid
X2.4		0.883			Valid
X2.5		0.859			Valid
X2.6		0.791			Valid
Z1			0.895		Valid
Z2			0.882		Valid
Z3			0.741		Valid
Y1				0.924	Valid
Y2				0.875	Valid
Y3				0.943	Valid
Y4				0.899	Valid
Y5				0.888	Valid
Y6				0.782	Valid

Source: Data Processed (2025)

Based on the data above, it shows that the outer loading value for each indicator (X1.1, X1.2, X1.3, X1.4, X1.5, X2.1, X2.2, X2.3, X2.4, Z1, Z2, Z3, Z, Y, Y3, Y4) is more than 0.7, thus the research instrument can be declared valid (green numbers).

Then the AVE convergent validity value is presented as follows:

Table 2. Convergent Validity Test (AVE)

Research Variables	Average Value Variance Extraction (AVE)	Cut Off	Information
Workload	0.707	0.5	Valid
Leadership Style	0.676	0.5	Valid
Commitment	0.709	0.5	Valid
Employee Performance	0.786	0.5	Valid

Source: Data Processed (2025)

Based on the analysis results, it shows that the Average Variance Extracted results are above 0.5 (green numbers), which means that the instrument used in the study is said to be "Valid".

b. Reliability Test

Reliability Test in this study uses Cronbach's Alpha. The research instrument is said to be reliable if it has a value greater than 0.70 and achieves composite reliability above 0.70. In the Construct Reliability and Validity output, it is presented in the following table:

Table 3. Reliabilty Test

Research Variable	Cronbach's Alpha	Information
Workload	0.862	Reliable
Leadership Style	0.902	Reliable
Commitment	0.792	Reliable
Employee Performance	0.945	Reliable

Source: Data Processed (2025)

Based on the analysis results in table 3, the data above shows that the Cronbach's alpha value is greater than 0.70, thus the instrument used is reliable.

c. Classical Assumption Test

Multicollinearity testing can be done by looking at the Collinearity Statistics (VIF) value in the "Inner VIF Values" in the results of the partial least square Smart PLS 4.0 application analysis, then presenting the classic multicollinearity assumption table as follows:

Table 4. Classical Multicollinearity Assumption Test

Research Variables	Workload Organization	Leadership Style	Commitment	Employee Performance
Workload			3,780	4, 308
Leadership Style			3,780	4,085
Commitment				4,540
Employee Performance				

Source: Data Processed (2025)

Based on table 4 regarding the Classical Multicollinearity Assumption Test, the test results show that all research variables have a Variance Inflation Factor (VIF) value below 5.0, which indicates that there is no multicollinearity problem in the research model. The workload variable (X_1) has a VIF value of 4.308, the leadership style variable (X_2) is 4.085, the organizational commitment variable (Z) is 4.540, and the performance variable (Y) is 4.540. All VIF values are within the acceptable range ($VIF < 10$), which indicates that there is no high correlation between the independent variables in the research model. These results confirm that the regression model used has met the classic assumption of multicollinearity, so that the regression analysis can be continued without any problems that can affect the validity of the research results regarding the effect of workload and leadership style on employee performance through organizational commitment at the Bondowoso Regency DPRD Secretariat.

Purpose of the Normality Test is to determine whether each research data for each variable is normally distributed or not, meaning that the data distribution does not move away from the middle value (median) which results in a high standard deviation. It is said not to violate the assumption of normality if the Excess Kurtosis or Skewness value is in the range of $-2.58 < CR < 2.58$. Next, the classical normality assumption test table is presented as follows:

Table 5. Classical Normality Assumption Test

Indicator	Excess Kurtosis	Skewness	Information
X1.1	0.942	-1.170	Normal
X1.2	2.263	-1.387	Normal
X1.3	0.393	-0.971	Normal
X1.4	0.674	-1.100	Normal
X2.1	0.487	-0.740	Normal
X2.2	-0.244	-0.739	Normal
X2.3	2.377	-1.307	Normal
X2.4	2.003	-1.493	Normal
X2.5	1.963	-1.176	Normal
X2.6	0.969	-1.028	Normal
Z1	2.384	-1.537	Normal
Z2	1.895	-1.425	Normal
Z3	-0.099	-0.722	Normal

Y1	1,782	-1.184	Normal
Y2	1,364	-1.167	Normal
Y3	2,521	-1.609	Normal
Y4	2,556	-1,560	Normal
Y5	2,042	-1,824	Normal
Y6	1,485	-1.237	Normal

Source: Data Processed (2025)

Based on table 5 above, it can be interpreted that the distribution of all data the indicators are normally distributed.

d. Goodness Of Fit (GOF) Test

The goodness of fit (GOF) test aims to determine whether a data distribution from a sample follows a certain theoretical distribution or not. In Smart PLS 4.0, this test uses three measures of model fit, namely SRMR (Standardized Root Mean Square Residual), Chi Square and NFI (Normed Fit Index). The research model is said to be fit if the structural concept built in the research is in accordance with the facts that occur in the field, so that the research results can be accepted both theoretically and practically. The following is a goodness of fit test table:

Table 6. Goodness Of Fit (GOF) Test

Criteria	Saturated Model	Estimated Model	Cut Off	Information Model
SRMR	0.068	0.068	< 0.09	Good
d-ULS	0.875	0.875	> 0.05	Good
d_G	0.063	0.063	< 0.05	Good
Chi-Square	386,925	386,925	Expected Small	Good
NFI	0.770	0.770	0.5 (approaching 1)	Good

Source: Data Processed (2025)

Based on table 6 above, it can be seen that the SRMR value is 0.068, so the model is declared fit. The results refer to the SRMR value \leq 0.09, the model is declared feasible. Chi-Square is expected to be small and the NFI value > 0.5 or close to 1.

e. Determination Coefficient Test

The coefficient of determination (R^2) aims to measure how far the model's ability to explain the variation of the dependent variable. This test can be known through the R-Square value. In the R-Square Output, it is then presented in the determination coefficient test table as follows:

Table 7. Coefficient of Determination Test

Dependent Variable	R-Square	R-Square Adjusted
Z Organizational commitment	0.780	0.774
Y Performance	0.898	0.894

Source: Data Processed (2025)

Based on the table, it can be interpreted that:

- The variables Workload (X1) and Leadership Style (X2) define Organizational Commitment (Z) as 0.780 (78.0%), while the remaining 22.0% is contributed by other variables not included in this study.
- The variables Workload (X1) and Leadership Style (X2) define Performance (Y) by 0.898 (89.8%), while the remaining 10.2% is contributed by other variables not included in this study.

f. Structural Equation Analysis (Inner model)

The inner model aims to determine and test the relationship between exogenous and endogenous constructs that have been hypothesized. The presentation of the structural equation analysis table (inner model) can be seen as follows:

Table 8. Structural Equation Analysis (Inner model)

	Original Sample (O)	Sample	Standard Mean (M) Deviation (STDEV)	T Statistics (IO/STDEVI)	P Values
Workload -> Organizational Commitment	0.341	0.330	0.141	2,415	0.016
Workload -> Employee Performance	0.322	0.330	0.080	4,033	0,000
Leadership Style -> Commitment Organization	0.573	0.581	0.132	4,325	0,000
Leadership style -> Employee Performance	0.288	0.285	0.101	2,849	0.004
Organizational Commitment -> Employee Performance	0.388	0.379	0.105	3,713	0,000

Source: Data Processed (2025)

The results of the research analysis using Smart PLS (partial least square) analysis then the structural equation is made.

a. Structural equation (inner model)

$$Z = b_1X_1 + b_2X_2 + e$$

$$Z = 0.341X_1 + 0.573X_2$$

b. Structural equation (inner model) with intervening variables

$$Y = b_3X_1 + b_4X_2 + b_5Z + e$$

$$Y = 0.341 X_1 + 0.288X_2 + 0.388Z$$

The linear equation shows the meaning and can be explained as follows:

- 1) b1 (0.341): Regression coefficient of Workload (X1) for the test has an effect on Organizational Commitment (Z), meaning that the variable increases by 1 (one) unit. Then Financial Behavior increases by 0.341 assuming the variable (Leadership Style) has a constant value.
- 2) b2 (0.573): Experiential marketing regression coefficient (X2) for testing the influence on organizational commitment (Z), meaning an increase in the variable of 1 (one) unit.
- 3) So organizational commitment increases by 0.573 assuming the variable (workload) has a constant value.
- 4) b3 (0.322): Regression coefficient of Workload (X1) for the test of influence on Employee Performance (Y), meaning an increase in the variable of 1 (one) unit. Then Employee Performance increases by 0.322 assuming the variable (Leadership Style) has a constant value.
- 5) b4 (0.288): Regression coefficient of Leadership Style (X2) for the test of influence on Employee Performance (Y), meaning an increase in the variable of 1 (one) unit. Then Employee Performance increases by 0.288 assuming the variable (workload) is constant.
- 6) b5 (0.388): Regression coefficient of Organizational Commitment (Z) to test the influence on Performance employee (Y), meaning an increase in the variable by 1 (one) unit. Then employee performance increases by 0.388

g. Hypothesis Testing of Direct Influence Research

The research hypothesis test aims to determine whether there is an influence of the independent variable on the dependent variable by analyzing regression. Regression analysis is used to measure the strength of the relationship between two or more variables, also to show the direction of the relationship between the independent variable and the dependent variable. The structural model test image in PLS is presented as follows:

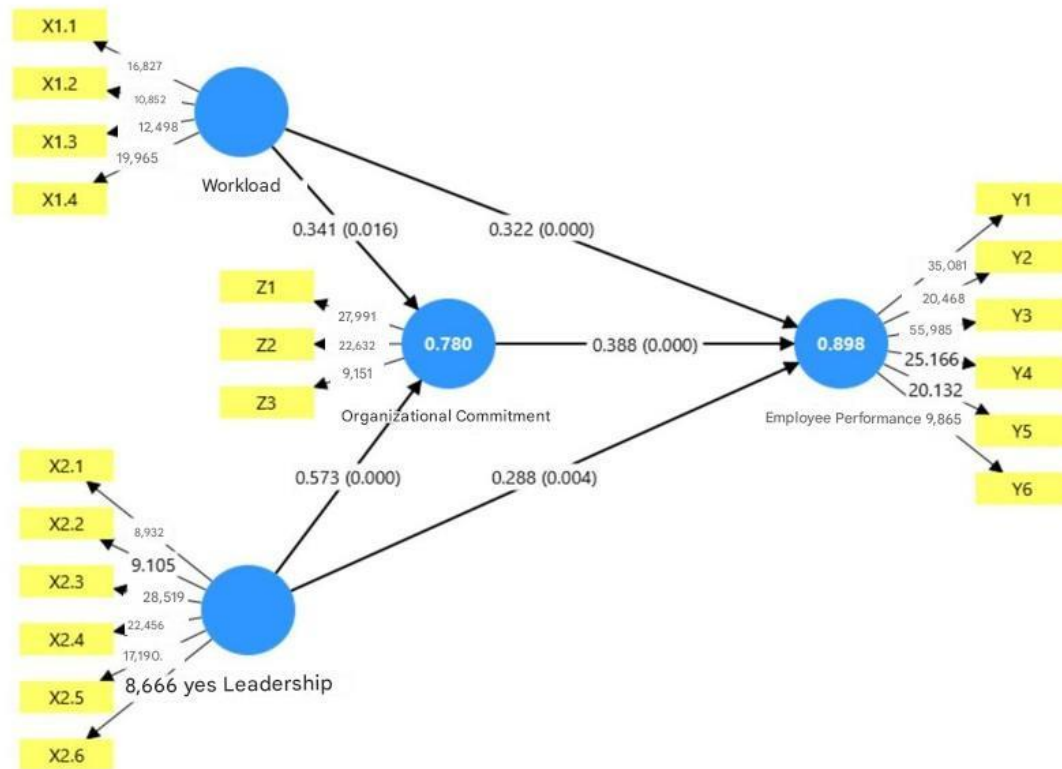


Figure 9. PLS Structural Model Test Results
Source: Data Processed (2025)

Based on the image above, the results of the hypothesis test using the Smart PLS application are presented in a table like the following:

Table 10. Research Hypothesis Testing

	Original Sample (O)	Sample	Standard Mean (M) Deviation (STDEV)	T Statistics (IO/STDEVI)	P Values
Workload -> Organizational Commitment	0.341	0.330	0.141	2,415	0.016
Workload -> Employee Performance	0.322	0.330	0.080	4,033	0,000
Leadership Style -> Commitment Organization	0.573	0.581	0.132	4,325	0,000
Leadership style -> Employee Performance	0.288	0.285	0.101	2,849	0.004
Organizational Commitment -> Employee Performance	0.388	0.379	0.105	3,713	0,000

Source: Data Processed (2025)

Based on the table above, the results of the hypothesis test are presented as follows:

- 1) Hypothesis 1. Workload (X1) has a significant effect on organizational commitment (Z)
The results of the first hypothesis test by referring to the original value of the positive sample (0.341) with a p value of 0.016 (<0.05), it can be concluded that Workload (Z) has a significant effect on Organizational Commitment (Z) on DPRD Secretariat Employees. Thus Hypothesis 1 is accepted.
- 2) Hypothesis 2. Leadership style (X2) has a significant influence on commitment. organization (Z)
The results of the second hypothesis test with reference to the original sample value are positive (0.573) with a P value of 0.000 (<0.05), so it can be concluded that leadership style

- (X2) has a significant effect on organizational commitment (Z) on DPRD Secretariat Employees. Thus Hypothesis 2 is accepted.
- 3) Hypothesis 3. Workload (X1) has a significant effect on performance (Y)
The results of the third hypothesis test with reference to the original sample value are positive (0.322) with a P value of 0.000 (<0.05), so it can be concluded that Workload (X1) has a significant effect on Performance of DPRD Secretariat Employees (Y). Thus Hypothesis 3 is accepted.
 - 4) Hypothesis 4. Leadership style (X2) has a significant effect on performance (Y)
The results of the fourth hypothesis test with reference to the original sample value are positive (0.288) with a P value of 0.004 (<0.05), so it can be concluded that leadership style (X2) has a significant effect on performance (Y) of DPRD Secretariat Employees. Thus, Hypothesis 4 is accepted.
 - 5) Hypothesis 5. Organizational commitment (Z) has a significant effect on performance (Y)
The results of the fifth hypothesis test with reference to the original sample value are positive (0.388) with a P value of 0.000 (<0.05), so it can be concluded that organizational commitment (Z) has a significant effect on the performance of DPRD Secretariat employees. Thus Hypothesis 5 is accepted.

h. Hypothesis Testing of Indirect Influence Research

The presentation of the research hypothesis test table (indirect influence) is presented as follows:

Table 11. Hypothesis Testing Through Intervening

Original Sample T Statistic standard	Sample (O)	Mean (M)	Standard Deviation (STDEV)	(IO/STDEVI)	P Values
Workload -> Organizational commitment -> Employee performance	0.132	0.187	0.062	3,054	0.034
Leadership style -> Organizational commitment -> Employee performance	0.222	0.076	0.051	1,380	0.007

Source: Data Processed (2025)

- 1) Hypothesis 6. Workload (Z) has a significant effect on performance (Y) through Organizational commitment (Z)
The results of the sixth hypothesis test with reference to the original sample value, namely (0.132) with a P value of 0.034 (<0.05), it can be concluded that Workload (X1) has a significant effect on Performance in DPRD Secretariat Employees. through Organizational Commitment (Z) has a significant effect. Thus Hypothesis 6 is accepted.
- 2) Hypothesis 7. Leadership style (Y) has a significant influence on performance (Y) through Organizational commitment (Z)
The results of the seventh hypothesis test with reference to the original sample value, namely (0.222) with a P value of 0.007 (<0.05), it can be concluded that Leadership Style (X1) on Performance of DPRD Secretariat Employees through Organizational Commitment (Z) has a significant effect. Thus Hypothesis 7 is accepted.

3.2. Discussion

The Influence of Workload on Organizational Commitment

The results of the first hypothesis test show that the amount of workload has a significant effect on employee commitment in the context of the DPRD Secretariat. This can be analyzed through four main indicators related to workload, namely work conditions, time utilization, goal achievement, and work environment situation. The work condition indicator showed a positive response of 73.8%, indicating that employees feel that the work situation they experience is quite supportive and comfortable. This good work environment plays a role in increasing employee

affective commitment (83.8%) because comfort at work creates an emotional bond with the organization. This finding is also in line with the results of previous studies. Research by Sulastris and Onsardi (2020) shows that excessive workload can reduce employee motivation and attachment to the organization, which has a negative impact on the level of commitment. Therefore, a high or uncontrolled workload has the potential to reduce the level of employee commitment, including in the DPRD Secretariat environment.

The Influence of Leadership Style on Organizational Commitment

The results of the second hypothesis test indicate that the type of leadership does not have a significant impact on organizational commitment at the Bondowoso Regency DPRD Secretariat. This can be seen from six leadership indicators, namely decision making, motivational ability, communication, leadership influence, responsibility, and emotional control. The indicators for decision making and motivation showed low positive responses (58.8% and 60.1%), with a fairly high number of neutral and negative respondents, indicating that leaders have not succeeded in increasing commitment effectively through these two elements. Meanwhile, communication skills (76.3%), leadership influence (81.3%), and emotional control (71.3%) received quite good responses, but were still not enough to have a significant impact overall. These results are supported by previous studies, such as a study by Farida and Fauzi (2020) which highlighted the importance of charismatic and liberal leadership styles in building employee engagement, as well as research by Gunawan et al. (2022) which showed that a participatory leadership style can increase emotional commitment. Therefore, collaborative and personally motivating leadership still has relevance in strengthening organizational commitment, although it is not the dominant main factor.

The Influence of Workload on Employee Performance

The results of the third hypothesis test indicate that the level of workload has a significant effect on employee performance at the DPRD Secretariat. This can be seen from the characteristics of the respondents, most of whom are in the productive age group between 31 and 50 years (72.5%) and have at least a bachelor's degree (62.5%). The distribution data of answers shows a good assessment of all workload indicators, especially in terms of time usage (77.6%) and work conditions (73.8%), which indicates the ability of employees to manage tasks well and efficiently. This finding is in line with various previous studies that also revealed a relationship between workload and performance. Sulastris and Onsardi (2020) found that excessive workload can be detrimental to performance because it causes mental and physical stress. These results are very relevant in the DPRD Secretariat environment, where work demands are at a high level and time is limited, so that workload management is an important aspect to maintain and improve performance.

The Influence of Leadership Style on Employee Performance

The results of the fourth hypothesis test indicate that the type of leadership has a significant impact on employee performance at the Bondowoso Regency DPRD Secretariat. This can be seen from the respondents' answers who tend to give positive assessments to various aspects of leadership. The majority of respondents came from the productive age group of 31–50 years (72.5%) and had a high level of education (62.5% were S1 graduates or higher), which shows that they are able to assess leadership styles in a rational and objective manner. The indicator that received the highest positive response was the influence of leadership style (81.3%), followed by communication skills (76.3%) and emotional management (71.3%). These findings indicate that leaders have a great influence and can communicate well, which has a direct impact on improving employee performance, especially in achieving goals and increasing work motivation. These findings are in line with previous studies, such as those conducted by Farida and Fauzi (2020), which revealed that an open and charismatic leadership style can increase work enthusiasm and the results achieved.

The Influence of Organizational Commitment on Employee Performance

The results of the fifth hypothesis test revealed that commitment to the organization has a significant effect on employee performance at the Bondowoso Regency DPRD Secretariat. This can be seen from the distribution of respondents' answers which indicate a high level of organizational commitment among employees. Most respondents are in the productive age range between 31 and 50 years (72.5%) and have a minimum of a bachelor's degree (62.5%), which indicates maturity in understanding the importance of loyalty to the organization. The affective commitment indicator received the highest response (83.8%), followed by ongoing commitment (81.3%), and normative commitment (58.8%). The high affective and ongoing commitment reflects an emotional attachment and rational reasons to remain in the organization, which directly drives increased performance, especially in terms of work motivation which showed a positive response of 88.7%. This finding is supported by previous studies. Dewi Astuti (2022) found that employees with a high level of commitment have greater motivation and are more consistent in achieving work targets.

The Influence of Workload on Employee Performance Through Organizational Commitment

The results of testing the sixth hypothesis in this study show that workload (X1) has a significant influence on employee performance (Y) through organizational commitment (Z) in the Bondowoso Regency DPRD Secretariat environment. These findings suggest that although workload is often considered a source of stress, in this context, it can have a positive impact on performance, provided that employees have a high level of organizational commitment. In other words, employees who have an emotional attachment and loyalty to the organization are able to cope with workload well and still show satisfactory performance. Organizational commitment here functions as a connecting variable that strengthens the relationship between workload and performance. Therefore, to improve employee performance at the Bondowoso Regency DPRD Secretariat, it is important to consider balanced workload management and strengthen organizational commitment. This finding is supported by various previous studies. Sulastris and Onsardi (2020) showed that excessive workload can reduce commitment organization and ultimately reduce employee performance. So, in the DPRD Secretariat environment, the impact of workload on performance is not only direct, but also depends on how much employees are attached and dedicated to their workplace.

The Influence of Leadership Style on Employee Performance through Organizational Commitment

Based on the results of the hypothesis testing, it was revealed that leadership (X2) has a positive and significant influence on employee performance (Y) through organizational commitment (Z) as an intervening variable in the Bondowoso Regency DPRD Secretariat environment. This means that the influence of leadership not only has a direct impact on improving performance, but also indirectly by building and strengthening employee commitment to the organization. When leaders can demonstrate a good leadership style—including providing clear direction, being sensitive to staff aspirations, and giving awards for achievements—a conducive work atmosphere will be created. A work environment like this can increase employee enthusiasm and loyalty which ultimately contributes to improving overall performance. This finding is in line with the results of previous studies. Farida and Fauzi (2020) revealed that effective leadership can increase organizational commitment, which in turn has an impact on improving employee performance. In the context of the DPRD Secretariat, leadership that is able to create emotional connections will produce more dedicated and high-achieving employees.

4. Conclusion

This study aims to examine in depth how workload and leadership style affect employee performance, both directly and indirectly through organizational commitment as a mediating variable. The findings show that well-managed workload can increase employee commitment to

the organization. This indicates that fair and proportional division of labor can strengthen employees' sense of responsibility and attachment to the institution where they work. A supportive and inspiring leadership style has also been shown to contribute to increasing organizational commitment. When leaders are able to provide clear direction and pay attention to the needs of their employees, employee loyalty and work enthusiasm tends to increase. This supports the importance of choosing the right leadership style in a dynamic bureaucratic work environment such as the DPRD Secretariat. Workload and Leadership style also has a direct effect on employee performance. Workload that is in accordance with individual capacity drives productivity, while effective leadership increases motivation and work results. Organizational commitment plays an important role in strengthening the influence of both factors on employee performance.

This means that the higher the employee's commitment to the organization, the greater the positive impact of workload and leadership style on improving performance. Overall, this study shows that proper workload management, implementation of effective leadership style, and strengthening organizational commitment are three crucial elements that are interrelated in supporting the achievement of optimal performance in the Bondowoso Regency DPRD Secretariat environment. The results of this study provide significant theoretical implications in the development of human resource management science, especially in the context of public organizations. The finding that workload has a significant effect on organizational commitment and employee performance strengthens theories that emphasize the importance of optimal workload management in organizations. Meanwhile, the finding that leadership style has no significant effect on organizational commitment provides a new perspective that in the context of public organizations with mature and highly educated employee characteristics, organizational structural factors may be more dominant than leadership factors in forming commitment. This indicates the need to develop a more contextual theoretical model for public organizations.

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