

# The Impact of Leadership Style and Workload on Performance of Employees in the Sub-District Office of Bima District, Indonesia

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**Abstract.** This research investigated how leadership style and workload affect employee performance in the sub-district offices of Bima Regency. Employing a causal associative research design, this study aimed to assess the impact of these variables on employee performance. A census approach was used in this research, gathering data from 90 workers across various sub-district offices. Data analysis revealed that leadership style has a positive and significant impact on employee performance, indicating that effective leadership enhances employee productivity. On the other hand, workload has a substantial adverse effect on performance, suggesting that excessive workload reduces employee productivity. Moreover, leadership style and workload have a significant combined effect on employee performance, underscoring their interrelated impact. These results emphasise the significance of effective leadership in managing workloads to enhance employee performance in the sub-district offices of Bima Regency.

**Keywords:** Leadership Style; Workload; Employee Performance; Causal Associative Research; Bima Regency.

## INTRODUCTION

In line with the rapid development of the world, advances in science and technology have ushered in the post-industrial era of information and computerisation; this is in line with the statement, authors [1], namely: the internationalisation process, changes in information technology, total quality, and diversity that have led to a change in the world paradigm, have also forced managers to undergo these changes". These developments have implications for the implementation of various government organisations.

According to authors [2], performance is the result that a person achieves in carrying out tasks assigned to them based on their skills, experience, seriousness, and time. The factors that affect performance are stated according to Vroom's [3] model as follows: a person's performance depends on motivation and work ability (ability), where the motivation factor consists of components including values, instrumentality, and expectations.

According to authors [4], future organisations require leaders who can integrate vision and mission, human resources and competitive strategies that are creative and innovative, to compete and become world-class organisations. In the same sense, it can be said that whether an organisation is good or not depends on the quality of its leaders and other personnel [5].

In the context of a very paternalistic public bureaucracy, staff (subordinates) always depend on their leader [6]. A leader who lacks leadership skills cannot adequately accomplish very complex tasks. At the same time, the initiating structure leadership style suggests that a leader designs the roles of himself and his subordinates to achieve formal group goals [7].

Authors [8, 9] categorise leadership styles into two primary behaviours, namely, Consideration and Initiating Structure. The Consideration leadership style refers to the level at which leaders act in a warm and supportive manner, showing attention to subordinates or employees.

Additionally, leaders can assess whether the workload/tasks assigned to their employees are excessive. If the workload/tasks feel heavy to employees, it may reduce employee morale and ultimately impact employee performance. Roach, in authors [10], argues that the level of pressure and excessive workload are factors that can affect a person's performance. Meanwhile, authors [11] define workload as production capacity multiplied by time, and labour requirements are defined as workload divided by the average employee labour contribution per month.

According to authors [12], workload refers to the total time spent by employees on activities during working hours. At the same time, authors [13] stated that workload is the sacrifice a person must incur by allocating their capacity to achieve the level of performance required for a job with specific demands.

According to authors [14], workload analysis involves examining the achievement of activities and programs, including the realisation of activities/programs, indicators and measures of work, weight/program workload, and the percentage of achievement of activities or work programs against indicators and measures of work. Formulated by authors [15], workload analysis is a method that helps determine the number of employees required to carry out a specific set of jobs within a given time frame.

Achieving performance according to the function of the output of an activity (result/outcome) and direction to employees who have sufficient ability and competence, open communication, and supporting employees' efforts to apply their abilities. Leaders give authority to employees who are considered to have the ability and willingness to determine how, when and where to carry out an activity needed. Leaders assign tasks and responsibilities to all employees based on the primary tasks and functions of the Sub-District Office of Bima Regency in each sub-section, ensuring that each employee has a clear understanding of their respective roles and duties.

Researchers made initial observations related to services at the Sub-District Office in Bima Regency. From the results of these observations, it is evident that the composition of employees at the Sub-District Office in Bima Regency still presents several issues, including multiple positions that impact employee workload. Workload is often excessive for some employees, but less so for others, resulting in fatigue and constraints on

carrying out work according to established procedures.

## METHOD

The type of research carried out in this study is cause-effect (causal) associative research. The purpose of causal associative research is to determine the effect of one variable on another. In this study, the associative method was employed to investigate the impact of leadership style and workload on employee performance at the District Office in Bima Regency.

*Population:* 90 employees in sub-district offices in Bima Regency; the researchers used the census method to collect respondents.

*Data Type and Source.* This study primarily uses qualitative data, which the researchers convert into quantitative data. They obtain scores from each answer in the questionnaire distributed to respondents. The researchers use the following data sources in this research:

- 1) Primary data in the form of information contained in the research questionnaire, namely questionnaires covering respondents' assessment of leadership style, workload and employee performance at the Sub-District Office of Bima Regency.
- 2) Secondary data obtained from other sources (related agencies) such as document data and others that serve as supporting data, namely workload data, data on the number of employees and other data. The instrument used in this study was a questionnaire with a Likert scale to measure leadership style, workload, and employee performance.

## RESULTS AND DISCUSSION

The research conducted in Bima District, West Nusa Tenggara, provides valuable insights into the impact of leadership style and workload on employee performance. The study involved 90 respondents from various backgrounds, revealing significant trends in age, gender, work tenure, and education level.

The researchers conducted the study in Bima Regency, West Nusa Tenggara Province, focusing on the Sub-District Offices spread across eighteen Sub-Districts: Madapangga, Bolo, Soromandi, Donggo, Belo, Woha, Langgudu, Lambu, Palibelo, Parado, Sanggar, Tambora, Lambitu, Monta, Ambalawi, Wawo, Wera, and Sape. The study's re-

spondents exhibited a diverse range of characteristics. The age distribution showed that 18% were under 40 years old, 34% were between 41 and 50 years old, and 48% were over 51 years old. Gender representation included 57% male and 43% female participants. In terms of work experience, 27% had less than 20 years, 40% had between 21 and 30 years, and 33% had more than 31 years. Notably, 88% of respondents held a bachelor's degree, indicating a highly educated workforce.

### 1) Research Variables Description

**Leadership Style.** This variable is assessed through a validated questionnaire, which is reliable, with a Cronbach's Alpha greater than 0.600. The analysis includes a descriptive statistical approach to understand the distribution of responses related to leadership style.

Table 1 – Descriptive Statistics of Leadership Variables

Interval Class	Frequency	%	Category
12-22	-	-	Low
23-32	2	2	Fairly High
33-42	10	11	High
43-60	78	87	Very High
Total	90	100	

The results of the descriptive analysis in the table above show that the average employee rated the leadership style in the very high category, with 78 people (87%) falling into this category. Additionally, 10 people (11%) were in the high category, and 2% were in the moderately high category.

**Workload:** Similar to the leadership style, this variable is also evaluated using a questionnaire. The items related to workload are validated, ensuring that they accurately measure the intended construct.

Table 2 – Descriptive Statistics of Workload Variable

Interval Class	Frequency	%	Category
12-22	64	71	Low
23-32	26	29	Fairly High
33-42	-	-	High
43-60	-	-	Very High
Total	90	100	

The results of the descriptive analysis in the table above show that the average employee rated the workload in the low category, with 64 people (71%) and 26 people (29%) in the high category.

**Employee Performance:** The researchers measure this dependent variable using a set of questionnaire items, all of which they have validated based on r-hitung values greater than r-table, indicating their validity.

Table 3 – Description of Employee's Performance Variable

Interval Class	Frequency	%	Category
12-22	-	-	Low
23-32	4	4	Fairly High
33-42	11	12	High
43-60	75	83	Very High
Total	90	100	

The results of the descriptive analysis in the table above indicate that the average employee performance is very high, with 75 people, or 83%, falling into the high category. Additionally, 11 people, or 12%, are in the high enough category, and 4% are in the low enough category.

### 2) Classical Assumption Test

**Normality:** The normality test results indicate that the data is normally distributed, as shown by the Kolmogorov-Smirnov test with values of Asymp. Sig. (2-tailed) for leadership (0.061), workload (0.246), and performance (0.186), all of which are greater than 0.05; this indicates that the null hypothesis (H0) is accepted, suggesting a normal distribution of the data.

Table 4 – Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test				
		Leadership	Workload	Performance
N		90	90	90
Normal Parameters <sup>a</sup>	Mean	50.17	20.06	47.26
	Std. Deviation	6.586	2.810	6.730
Most Extreme Differences	Absolute	.152	.108	.115
	Positive	.068	.108	.080
	Negative	-.152	-.088	-.115
Kolmogorov-Smirnov Z		1.441	1.024	1.090
Asymp. Sig. (2-tailed)		.061	.246	.186

a. Test distribution is Normal.

**Multicollinearity:** This test aims to determine whether there is a correlation between the inde-

pendent variables in the regression model. A good regression model is free from multicollinearity.

Table 5 – Summary of Multicollinearity Test Results

No	Description	Tolerance	VIF
1	Leadership (X1)	0.993	1.007
2	Workload (X2)	0.993	1.007

Symptoms of multicollinearity occur if the tolerance value is < 0.10 or the VIF value > 10. Based on the results of the multicollinearity test in Table 4.12 above, it is evident that the VIF value is less than 10 and the tolerance value is greater than 0.10. Therefore, the researchers conclude that the data does not exhibit any symptoms of multicollinearity.

*Heteroscedasticity:* This test is conducted to detect whether the variance of residuals from one observation to another is constant. If the signifi-

cance level is greater than 0.05, it indicates that heteroscedasticity does not occur.

Table 6 – Summary of Heteroscedasticity Test Results

No	Description	Significance	Description
1	Leadership (X1)	0.73	No heteroscedasticity
2	Workload (X2)	0.66	No heteroscedasticity

The table shows that there is no heteroscedasticity in the regression model.

*Linearity:* This test aims to determine whether a linear relationship exists between the independent variable and the dependent variable. If the significance value is greater than 0.05, it can be concluded that there is no linear relationship. Overall, Uji Asumsi Klasik is crucial for ensuring the validity of the regression model used in data analysis.

Table 7 – Summary of Linearity Test Results

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Leadership * Performance	Between Groups	(Combined)	1109.349	16	69.334	1.840	.042
		Linearity	332.174	1	332.174	8.814	.004
		Deviation from Linearity	777.175	15	51.812	1.375	.183
	Within Groups		2751.151	73	37.687		
	Total		3860.500	89			
Workload * Performance	Between Groups	(Combined)	125.488	16	7.843	.992	.475
		Linearity	32.021	1	32.021	4.050	.048
		Deviation from Linearity	93.467	15	6.231	.788	.686
	Within Groups		577.234	73	7.907		
	Total		702.722	89			

3) Multiple regression analysis. Multiple regression analysis is conducted to determine the statistical relationship between independent variables (leadership style and workload) and a dependent variable (employee performance). The study aims to assess both the partial and simultaneous effects of the independent variables on the dependent variable.

*Partial Influence:* The analysis reveals the partial influence of each independent variable on employee performance.

The coefficients indicate that leadership style has a positive effect (0.542) while workload has an adverse impact (-0.613) on employee performance, both with significant p-values (0.00)

Table 8 – Summary of Partial Effect Analysis Results

Independent Variable	Partial Coefficient	t-value	Sig.
Leadership Style	0.542	3.725	0.00
Workload	-0.613	3.350	0.00
Constant		4.724	

*Regression equation:*

$$Y = \alpha (4.724) + \beta_1 X_1 (0,542) + \beta_2 X_2 (-0,613) + e$$

*Simultaneous Influence:* Simultaneous influence analysis of all independent variables on the dependent variable is shown in Table 9.

Table 9 – Summary of Simultaneous Effect Analysis Results

Model Summary				
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	.378a	.143	.123	6.301
a. Predictors: (Constant), Leadership, Workload				
b. Dependent Variable: Performance				

The simultaneous analysis shows that the combined effect of leadership style and workload on employee performance is represented by an R value of 0.378, indicating a moderate relationship. The R<sup>2</sup> value of 0.143 indicates that the independent variables explain approximately 14.3% of the variance in employee performance.

*Hypothesis Testing.* Hypothesis testing is conducted to determine whether the proposed hypotheses in the research can be accepted or rejected. The process involves two main tests:

*Simultaneous Test (Uji-F):* This test evaluates the combined impact of two independent variables (leadership style and workload) on the dependent variable (employee performance). If the significance level (sig) is less than 0.05 or if the calculated F-value (F-hitung) is greater than the F-table value (F-tabel), the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted. In this study, the calculated F-value is 7.260, which is greater than the F-table value of 6.031, with a significance level of 0.01; this indicates that the alternative hypothesis is accepted, confirming that leadership style and workload have a positive and significant effect on employee performance.

*Partial Test (Uji-t):* This test evaluates the individual influence of each independent variable on the dependent variable. If the significance level is less than 0.05 or if the calculated t-value (t-hitung) is greater than the t-table value (t-tabel), the null hypothesis (H0) is rejected. The results show that the t-value for leadership style is 3.725 (greater than the t-table value of 1.986) with a significance level of 0.00, indicating a positive and significant effect on employee performance. For workload, the t-value is 3.350 (also greater than the t-table value of 1.986) with a significance level of 0.00, indicating a negative and significant effect on employee performance. In summary, this research confirms the critical impacts of both leadership style and workload on employee performance through hypothesis testing.

*Leadership Style and Employee Performance.* The findings indicate a strong correlation between leadership style and employee performance. A significant 87% of respondents rated their superiors' leadership style as very high, characterised by charisma, decisiveness, and authority. Effective leadership fosters trust and motivation among employees, resulting in improved performance outcomes. The analysis confirmed that leadership style has a significant positive effect on employee performance, suggesting that good leadership can effectively motivate employees.

*Workload and Employee Performance.* Conversely, the study revealed that excessive workload hurts employee performance. While 71% of respondents rated their workload as low, the analysis indicated that an excessive workload could lead to decreased work quality due to physical fatigue and reduced concentration, suggesting that a manageable workload is crucial for maintaining high performance levels among employees. The findings highlight the importance of balancing workload to optimise employee performance.

In summary, the research highlights the crucial roles of leadership style and workload in shaping employee performance in Kabupaten Bima. Effective leadership is linked to higher employee motivation and performance, while manageable workloads contribute to maintaining high-quality work. Organisations in the region should prioritise fostering strong leadership and ensuring balanced workloads to enhance overall employee performance.

## CONCLUSIONS

The researchers drew the research conclusions after analysing the data and discussing the results. Leadership Style Has a Positive and Significant Effect on the Performance of Sub-district Employees in Bima Regency; this means that the good or bad performance of employees is highly dependent on the leadership style of their supervisor.

Workload Has a Negative and Significant Effect on the Performance of Sub-district Employees in Bima Regency. The higher the workload, the lower the employee performance.

Leadership style and workload have a significant, simultaneous influence on the performance of sub-district employees in Bima Regency; this means that leadership style has a positive impact on both workload and employee performance.

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