Research Paper

The Influence of Workload and Leadership Style on Employee Performance at Karang Tengah Medika Hospital

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ABSTRACT: *This research aims to analyze the effect of workload and leadership style on the performance of non-medical employees at Karang Tengah Medika Hospital. This research design uses a quantitative causal approach. This research uses primary data collected using survey methods and distributing questionnaires and secondary data collected through interviews and observation. This research was conducted in September 2024 - February 2025. The population in this research was all non-medical employees of Karang Tengah Medika Hospital, totaling 70 employees. The sampling method used a saturated sampling technique where the entire population was sampled. This research uses a path analysis test via the SmartPLS 4 application. The results of the study show the influence of workload (p value = 0.013), leadership style (p value = 0.016). The f-square test shows leadership style (f2 = 0.160). Leadership style is the most influential factor than workload on employee performance.*

KEYWORDS: *Workload, Leadership Style, Employee Performance*

I. INTRODUCTION

Hospitals as health service institutions have an important role in providing optimal services to the community. To achieve this goal, health workers in hospitals must be professional and loyal to the organization. Employee performance shows the quality of the hospital's human resources, both those working in the medical and non-medical fields (Subahtiyar & Nawangwulan, 2021). The success of a hospital depends not only on medical personnel such as doctors and nurses, but also on the performance of non-medical personnel who support overall operations. Non-medical employees cover various fields such as administration, finance, cleanliness, security to technicians who ensure that hospital facilities run smoothly. Therefore, understanding the factors that influence the performance of non-medical employees is very important to increase the effectiveness and efficiency of hospital services.

Data obtained by researchers at the Human Resources Unit of Karang Tengah Medika Hospital in employee evaluations from 2019 – 2023:

Table 1.1 Results of Evaluation of Non-Medical Employees of RSKTM
Source: Data processed by HRD

Indicator	Evaluation (%)					Total
	2019	2020	2021	2022	2023	
Appearance	75	70	75	78	75	74,6
Attitude and Behavior	77	80	78	70	75	76
Discipline	70	80	75	75	75	75
Honesty	70	75	78	70	78	74,2
Leadership	65	75	70	75	70	71
Responsibility	75	78	80	75	75	76,6
Cooperation	65	78	75	70	75	72,6
Communication	70	80	75	75	75	75
Compliance	70	80	70	70	75	73
Sensitivity	65	75	70	70	70	70
Independence	70	78	75	70	70	72,6

Productivity	75	70	75	72	70	72,4
Skills/Knowledge	70	78	75	70	75	73,6
Average	**70,5**	**76,7**	**74,7**	**72,3**	**73,7**	**73,58**

Description:
> 86 - 100 = very good
70 - 86 = good
60 - < 70 = sufficient
45 - < 60 = lacking
< 45 = very lacking

From table 1.1 it can be seen that the performance of non-medical employees tends to be inconsistent, with fluctuations every year. Based on the performance evaluation over the past five years, the results are included in the good category, which indicates that the performance of non-medical employees needs to be improved in achieving the expected targets. Employee performance plays a key role in achieving company goals and increasing job satisfaction. After seeing the results obtained from the HRD data of Karang Tengah Medika Hospital that there were problems with achieving employee performance, the researcher then conducted a pre-survey questionnaire which was conducted in October 2024 via Google Form which was filled out by 40 non-medical employees.

Several factors that can affect the performance of non-medical employees include workload and leadership style. Workload is the number of working hours set for employees to complete their task (Sitorus et al., 2023). Excessive workload can cause physical and mental fatigue, reduce motivation and reduce employee productivity. Conversely, a well-managed workload can increase efficiency and job satisfaction. From the results of the pre-survey by filling out a questionnaire regarding the workload filled out by 40 non-medical employees by providing answers to 5 statements, so that the total number of answers collected was 200. So that the average of the sum of the percentage of answers from the 5 statements is 26 (65%) and 93 (232.5%) stating that the workload given is quite large so that employees are overwhelmed in receiving tasks and resulting in employees not focusing on their work. The distribution of tasks that do not match their educational background is also a concern because employees will feel burdened with the task.

In addition, leadership style in the organization also plays an important role. Leadership style is the ability of an individual to lead and influence the behavior of others through effective communication, with the aim of achieving personal, group, and organizational goals (Ganyang, 2018). Based on the results of the pre-survey questionnaire regarding leadership style involving 40 non-medical employees with 5 statements, the total number of answers collected was 200. The average of the sum of the percentage of answers from the 5 statements was 14 (35%) and 10 (25%) expressed strong disagreement, which means that the leadership style in the hospital is lacking in motivating its employees to achieve organizational targets and goals.

This study was conducted with the aim of determining and analyzing the effect of workload and leadership style on the performance of non-medical employees. By understanding the relationship between these factors, the results of this study are expected to provide recommendations for hospital management in improving the welfare and productivity of non-medical employees. In addition, this study can also be a reference for other hospitals in implementing more effective human resource management strategies.

II.   RESEARCH METHODS

The method used in this study is a quantitative causal method. The purpose of this study was to determine the effect of workload and leadership style on employee performance at RS KTM. The dependent variable in this research is employee performance, while the independent variables are workload, leadership style, work environment and compensation. This research was conducted from September 2024 to February 2025 at RSKTM. Data sources were obtained from primary data and secondary data. The research population was 70 non-medical employees of RSKTM. This research uses saturated sampling, that is, all members of the population are sampled. The data collection technique used a questionnaire with a 4-scale Likert scale (Hertanto, 2017). Data analysis used Structural Equation Modeling (SEM) with SmartPLS software.

III.   RESULTS AND DISCUSSION

The questionnaire was distributed to 70 respondents who were non-medical employees at Karang Tengah Medika Hospital. The questionnaire was distributed using Google Form. The results of the descriptive analysis in table 4.2 show that of the 70 respondents studied, 70% of the respondents were female while the remaining 30% of the respondents were male.

Table 4.2 Distribution of Respondents by Gender
Source: Questionnaire Distribution Results

Respondent Profile	Category	Amount	Percentage
Gender	Female	49	70%
	Male	21	30%
	Total	**70**	**100%**

The following table shows information about the characteristics of respondents grouped by age:

Table 4.3 Distribution of Respondents by Age
Source: Questionnaire Distribution Results

Category	Amount	Percentage
21 -29 years	40	57,1%
30 – 39 years	17	24,3%
40 -49 years	13	18,6%
> 50 years	0	0

Based on the table above, it can be concluded that non-medical employees at Karang Tengah Medika Hospital are dominated by employees aged 21-29 years.

Table 4.4 Distribution of Respondents Based on Length of Service
Source: Questionnaire Distribution Results

Respondent Profile	Category	Amount	Percentage
Period of work	1 – 5 years	45	64,3%
	6 – 10 years	15	21,4%
	>10 years	10	14,3%
	Total	**70**	**100%**

The results of the descriptive analysis in Table 4.4 show that 64.3% of respondents who have worked for 1-5 years, which means that non-medical employee respondents at Karang Tengah Medika Hospital do not have sufficient work experience.

Table 4.5 Distribution of Respondents by Education Level
Source: Questionnaire Distribution Results

	Amount	Percentage
High School/ vocational high school	43	61,4%
Diploma	14	20%
Bachelor	13	18,6%
Total	**70**	**100%**

Based on table 4.5 above, of the 70 respondents whose last education was high school/vocational school, 43 respondents or 61.4% stated that non-medical employees at Karang Tengah Medika Hospital were dominated by employees with a last education level of high school/vocational school.

MEASUREMENT MODEL EVALUATION
To test the research hypothesis, all PLS model indicators must meet the requirements of convergent validity, discriminant validity, and composite reliability. This measurement model testing stage includes testing convergent validity, discriminant validity, and composite reliability.
Convergent Validity Test. Where all indicators have a loading factor value > 0.7 which indicates that all indicators are valid in measuring their constructs, so it can be concluded that the PLS model has met the requirements of convergent validity.
Discriminant Validity Test. On the reflective indicator, discriminant validity testing can be carried out by comparing the values in the cross loading table. If the correlation of the construct with the measurement item

is greater than the size of the other constructs, then this indicates that the latent construct predicts the size of their block better than the size of the other blocks.

Table 4.28 Results of the Full PLS Model Discriminant Validation Test
Source: Processed by researchers with SmartPLS 4

	Workload (X1)	Leadership Style (X2)	Employee Performance (Y)
Workload (X1)	0.758		
Leadership Style (X2)	-0.410	0.820	
Employee Performance (Y)	-0.587	0.768	0.844

The table above shows that the PLS model meets the requirements for good discriminant validity because the AVE squared value of each structure exceeds the correlation value between that structure and other structures.

Reliability Test. The reliability of the construct can be determined from the value of cronbach's alpha, the value of composite reliability and the value of average variance extracted (AVE) of each construct. A construct is said to have high reliability if the value of cronbach's alpha exceeds 0.7, the value of composite reliability exceeds 0.70 and AVE is above 0.50.

Table 4.29 Results of Full Model PLS Reliability Test
Source: Processed by researchers using SmartPLS 4

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Workload (X1)	0.932	0.935	0.942	0.575
Leadership Style (X2)	0.955	0.957	0.961	0.672
Employee Performance (Y)	0.973	0.974	0.975	0.713

Based on the reliability test results above, the Cronbach's alpha value of all constructs is > 0.7, the composite reliability value of all constructs is > 0.7 and the AVE value of all constructs is > 0.5. This means that all constructs have met good construct reliability.

DIRECT INFLUENCE HYPOTHESIS TEST

Hypothesis testing can be done through the Bootstrapping process in Smart PLS. The hypotheses used in this test are as follows:

Ho: Exogenous variables do not have a significant effect on endogenous variables

Ha: Exogenous variables have a significant effect on endogenous variables

With a significance level of 0.05 and a one-way test (1-tiled), Ho will be rejected if the p value is <0.05 and t count> 1.65, while if the p value is> 0.05 and t count <1.65 then Ho is accepted.

Table 4.33 Results of Direct Influence Hypothesis Testing
Source: Processed by researchers using SmartPLS 4

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Workload (X1)→ Employee Performance (Y)	-0.160	-0.157	0.064	2.493	0.013
Leadership Style (X2)→ Employee Performance (Y)	0.273	0.263	0.113	2.417	0.016

The influence of workload on employee performance shows a path coefficient value of -0.160 P value 0.013 < 0.05 with a T statistic value of 2.493. This value is greater than the T table (1.65) which means that Hypothesis Ho1 is rejected and Hypothesis Ha1 is accepted. However, the path coefficient value shows -0.160 which means that workload has a negative effect on employee performance. The results of the research are in line with research conducted by (Nurjanah, Salsa Naharani; Soliha, 2024) which states that workload has a negative effect on employee performance. The more work is given, the lower the performance of the employee itself. If the workload is too high and not managed properly, employees can experience physical and mental fatigue, which ultimately reduces productivity, increases errors in service and causes high stress levels. To overcome the negative impact of workload, hospitals need to implement various effective strategies, including

setting a balanced work schedule so that employees do not experience excessive fatigue, recruiting additional workers if needed, stress management training, and providing incentives. By implementing these steps, it is hoped that employee performance can improve.

The influence of leadership style on employee performance shows a path coefficient value of 0.273 p values <0.05 with a T statistic value of 2.417. This value is greater than the T table (1.65) which means that the Ho2 Hypothesis is rejected and the Ha2 Hypothesis is accepted. Based on these results, it can be interpreted that leadership style has a significant effect on employee performance, which means that it is in accordance with the second hypothesis where leadership style can be a driving factor for employee performance. From the results of previous studies (Nurjanah, Salsa Naharani; Soliha, 2024) it was conveyed that leadership style has a positive and significant impact on employee performance. Leaders who are able to motivate, create a comfortable work environment, develop employee potential and build loyalty will contribute to improving individual and team performance. Therefore, it is important for hospital management to apply an appropriate leadership style, both transformational and participatory in order to encourage the best performance of non-medical employees. With effective leadership, hospitals can achieve higher work efficiency and improve service quality.

IV. CONCLUSION

The conclusion of the thesis on the influence of workload and leadership style on the performance of non-medical employees at Karang Tengah Medika Hospital shows that these two factors have a very important role in influencing employee performance. High workload, especially one that is not in accordance with the capacity and ability of employees, can cause stress and fatigue, which in turn has a negative impact on their performance. This leads to decreased productivity, increased absenteeism, and reduced motivation in carrying out existing tasks. Employees who face excessive workload tend to feel unappreciated and lack support from management, which makes them lose their enthusiasm for work.

In addition, the leadership style applied at Karang Tengah Medika Hospital has also been shown to have a significant influence on the performance of non-medical employees. An authoritarian or less communicative leadership style tends to result in a poor relationship between managers and employees, which affects the level of trust, job satisfaction, and employee involvement in work. Conversely, a participatory, open, and supportive leadership style can increase employee involvement, improve work morale, and create a more conducive and productive work environment. In this context, leaders who are able to provide clear direction, listen to employee complaints, and reward their performance, have been shown to be able to improve the motivation and performance of non-medical employees at the hospital.

Based on the results of this research, the advice that can be given is that Karang Tengah Medika Hospital needs to pay more careful attention to workload management, so that no employees are overburdened. One step that can be taken is to design a fair and proportional assignment system, considering the capacity and competence of each employee. In addition, supervision of employee workload needs to be carried out periodically to ensure that there is no accumulation of tasks that can reduce the quality of performance.

The weakness of this study is that the sample used is still small (less than 100 respondents) because it can limit generalization, reduce statistical power and affect the reliability and validity of the research results. Therefore, it is recommended for further researchers who will conduct similar research to increase the number of respondents so that the research is more accurate and reliable. In addition, another weakness is that the secondary data available in the HRD RS data is very limited so that there is a lack of relevant information, limitations in analysis and uncertainty in data quality. Therefore, if secondary data is insufficient, researchers consider collecting primary data so that the research results are more accurate.

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