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## THE EFFECT OF LEADERSHIP STYLE AND WORKLOAD ON WORK PERFORMANCE BY MEDIATING ORGANIZATIONAL COMMITMENT AT PT. KANAYA: A CONCEPTUAL MODEL

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### ABSTRACT

This study focuses on the impact of leadership style and workload on employee performance in the maritime and shipping industry. The performance of workers in shipping companies plays a crucial role in the efficiency and reputation of the company. The data shows a decline in employee performance, indicating a need for attention to improve their performance. The study analyzes how leadership style and workload affect performance, with organizational commitment acting as a mediator. The conceptual model illustrates the relationships between these variables. The hypotheses propose positive and significant direct effects of leadership style and workload on organizational commitment and performance. The research uses a quantitative approach, collecting data through questionnaires at PT Kanaya with a sample of 44 employees. SPSS is used for data analysis and path analysis to test the hypotheses. The study aims to understand the interrelatedness of the variables and develop a conceptual model for further insights.

### KeyWords

Work Performance, Leadership Style, Workload, Organizational Commitment, Conceptual Model

### INTRODUCTION

Shipping companies that achieve success are the key to workers' performance in the maritime and maritime sectors. In the shipping industry, workers have an essential role in carrying out various duties and responsibilities related to ship operations, cargo management, navigation, and customer service. Their performance impacts the company's operational efficiency and productivity and directly influences the company's reputation in the market and customer satisfaction. The data obtained showed a decrease in the average performance value of employees during that period. This proves that problems require serious attention to improve employee performance and achieve the expected standards. (Ichimura, et al, 2022)

As seen in the analysis of graph 1.2, it can be seen that there is a decrease in the value of leadership style and organizational commitment as well as an increase in the workload felt by employees of PT. Kanaya from 2020 to 2022. A decrease in leadership style scores indicates a possible change in leadership patterns in the company, which may impact employees' motivation, direction, and trust in their superiors.

The effect of organizational commitment on employee performance is also reflected in continual commitment. Continuance commitment is an individual's desire to remain in the organization because of the costs associated with leaving the organization. Employees with high continuance commitment try to improve their performance to stay relevant and valuable to the organization.

Based on the background and issues previously mentioned, this conceptual paper will discuss the effect of leadership style and workload on performance by organizational commitment as the mediating variable.

## LITERATURE REVIEW

### A. Leadership Style

According to Rivai (2013), leadership is the process of persuading a group of people to work hard in order to achieve group goals. Leadership entails the ability to influence, move, and guide people or groups to achieve specific goals. Leadership style refers to a set of characteristics that leaders use to influence their subordinates in order to achieve organizational goals.

Leadership style can be defined as the pattern of behavior and strategies employed by leaders. However, leaders must tailor their leadership style to the characteristics and level of ability of their subordinates in each task. Furthermore, leaders must understand their subordinates' strengths and weaknesses and use these strengths to overcome existing weaknesses (Rivai, 2013).

According to Setiawan and Munith, several factors have a relevant or positive impact on the leadership process in an organization, including:

- 1) Personality, past experiences, and expectations of the leader.
- 2) Expectations and behavior of superiors.
- 3) Characteristics, expectations, and behavior of subordinates that will influence leadership style.
- 4) Task requirements.
- 5) Climate and organizational policies that influence the expectations and behavior of subordinates.
- 6) Peer expectations and behavior.
- 7) Meanwhile, according to Kartono (2010) there are three indicators of leadership, namely mentoring, communicative, and democratic.

### B. Workload

Workload, according to Moekijat (2009), is the volume of work or records of work productivity that reflect the amount of work produced by a group of employees in a specific unit. Workload, according to Basahel (2010), has a significant impact on employee performance. Workloads are assigned by the company based on the type of work performed. Eleven dimensions contribute to an employee's workload. First, excessive work (work overload) necessitates maximum ability. This is frequently caused by increased job demands from companies or customers, which can cause employee tension and stress (Davis and Newstrom, 2003).

Employees may feel uneasy at work if their supervisory system could be more efficient and of better quality. Employees expect their managers to provide them with objective guidance and supervision. Furthermore, providing authority that needs to follow the responsibilities assigned (inadequate authority to match commitments) can impact employee performance. When employees' responsibilities exceed their authority, they may feel mismatched, impacting their performance.

Changes in work can also lead to insecurity in the workplace. Changes in the type of work, organizational changes, leadership changes, or company policies are examples of these changes. These factors can have an impact on how employees work and have the potential to create an unstable work environment.

Additionally, interpersonal and intergroup conflicts can have an effect on job satisfaction. This conflict can arise because different individuals or groups have different visions, missions, goals, and values. This type of conflict can disrupt workplace communication, cooperation, and cohesiveness, affecting employee job satisfaction.

According to Soleman (2011), external factors come from outside the employee's body, such as tasks, work environment, and other related factors. Meanwhile, stress can be caused by internal factors that arise within a person's body or personality in response to external workloads.

According to Koesomowidjojo (2017), numerous indicators must be considered:

- 1) Working Environment.
- 2) Utilization of working time.
- 3) Objectives to be met.

### C. Organizational Commitment

Robbin and Coulter (2012) argue that organizational commitment is a comparison of the extent to which an individual identifies himself with a particular organization, sees organizational goals, and hopes to remain a member.

There are three main components in the organizational context. First, affective commitment refers to an individual's emotional attachment, identification, and organizational involvement. Individuals who have strong affective commitment feel emotionally connected to the organization. Second, continuance commitment relates to individual awareness of the costs of leaving the organization. Third, normative commitment reflects the individual's obligation to keep working in the organization. (Mangifera & Isa, 2017)

Based on the opinion of Dyne and Graham as cited in Priansa (2014), three factors influence organizational commitment: personal, situational, and positional.

- 1) Personal factors include several aspects that influence individual commitment to the organization.
- 2) Situational factors include work environment and organizational conditions.

3) Positional factors related to the length of service and individual work level.

Meanwhile, there are three indicators of organizational commitment, according to Kreitner and Kinicki (2014):

- 1) Indicators of Affective Commitment.
- 2) Indicators of Sustainable Commitment.
- 3) Normative Commitment Indicator.

#### D. Work Performance

Kasmir (2016) indicates that performance results from an individual's successful completion of assigned tasks and responsibilities within a given time frame. This is determined by individual accomplishments or work results, which can be measured based on the quality and quantity of duties and responsibilities performed. It is critical to remember that performance is an essential factor in determining the effectiveness and efficiency of work at both the individual and organizational levels. As a result, performance management is an essential component of human resource management.

According to Wibowo (2014), performance has seven interconnected factors.

- 1) Goals refer to the state that individuals and organizations hope to achieve in the future.
- 2) A standard that serves as a yardstick to determine whether or not a goal can be met.
- 3) Provide feedback.
- 4) Instrument or means.
- 5) Expertise.
- 6) Motives or inducements for someone to do something. In a managerial setting.
- 7) Possibility.

According to Afandi (2018), there are three indicators of employee performance: work quality, work quantity, and task efficiency.

- 1) The quantity of work encompasses various units of measurement related to the amount of work that can be expressed numerically or in other numerical equivalents.
- 2) Work quality, which includes various types of quality measurement units.
- 3) Task efficiency reflects the wise and economical use of resources in task execution.

#### CONCEPTUAL MODEL

Based on previous research and research background, it is known that leadership style and workload have a direct effect on performance. It is also known that organizational commitment acts as a mediating variable. Because of that, this paper formulates a conceptual model like Figure 1.

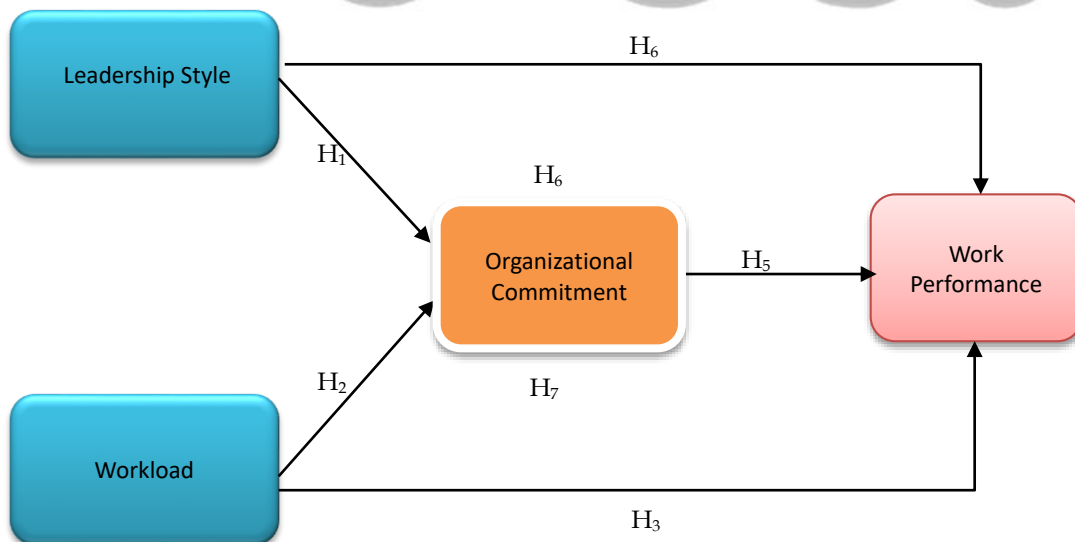


Figure 1. The Conceptual Model

Description:

—————> : Direct Effect

-----> : Indirect Effect (Mediated)

#### HYPOTHESES

To clarify the relationship between related variables, this study will use a conceptual model as shown in Figure 1 which contains several hypotheses. In this model, leadership style and workload are considered as independent variables, while organizational commitment is considered as a mediating variable. Meanwhile, employee performance will be considered as the dependent variable. Based on the conceptual model, theory and previous research studies, the following hypotheses can be formulated:

- H1: Leadership Style has a direct effect on Organizational Commitment.
- H2: Workload has a direct effect on Organizational Commitment.
- H3: Organizational Commitment has a direct effect on performance.
- H4: Leadership style has a direct on performance.
- H5: Workload has a direct effect on performance.
- H6: Organizational Commitment mediates the effect of Leadership style on performance.
- H7: Organizational Commitment mediates the effect of Workload on performance.

## METHODOLOGY

This study employed a quantitative data collection approach, including questionnaires, interviews, and associated observations, at PT. Kanaya, the influence of leadership style and workload on performance is mediated by organizational commitment. As previously stated, the population studied in this study consisted of PT. Kanaya employees. The saturation sampling (census) approach was used to acquire a total sample of 44 persons.

A 5-point Likert scale questionnaire was used to collect the data. This study involved numerous steps of quantitative data analysis, including editing, coding, scoring, and data tabulation. Then, the data was examined for validity and reliability using statistical tools such as SPSS version 23 for Windows, and the data was then tested using path analysis.

## CONCLUSION

This paper developed a conceptual model to understand the effects of leadership style and workload on performance using organizational commitment as a mediator variable. This paper consists of a research background, a discussion of theory, conceptual models, hypotheses, and research methods of performance, leadership style, workload, and organizational commitment of PT Kanaya employees. This research aims to identify the causal relationship between the independent variables and the dependent variable, which are interrelated, and create a conceptual model.

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