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**THE EFFECT OF LEADERSHIP, WORKLOAD AND COMPANY CULTURE ON  
WORK PERFORMANCE WITH EMPLOYEE ENGAGEMENT AS AN  
INTERVENING VARIABLE**



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**Abstract**

This study aims to analyze the influence of leadership, workload, and company culture on work performance with employee engagement as an intervening variable. The study used a quantitative approach with a census method on 135 employees at the Tempurejo District Office, Jember Regency. Data were collected through questionnaires and analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM). The results showed that leadership, workload, and company culture had a positive and significant effect on work performance, both directly and indirectly through employee engagement. Employee engagement was proven to act as a mediating variable that strengthens the relationship between organizational factors and work performance. These findings emphasize the importance of effective leadership, proportional workload management, and a positive work culture, healthy companies in improving public sector employee engagement and performance.

**Keywords:** Leadership, Workload, Company Culture, Employee Engagement, Work Performance

## INTRODUCTION

The operational success of an organization depends heavily on its human resources. Human resources capable of meeting company needs are needed by all types of companies. Improving employee performance is a crucial part of achieving company goals due to the rapid technological advancements in this era.

Employee performance (work performance) is a crucial indicator reflecting the effectiveness and productivity of the workforce within an organization. Various factors are known to influence performance, including leadership, workload, and company culture. These three aspects are interrelated and have a significant impact on individual and team work effectiveness.

Employee performance is crucial to the success of government initiatives and the provision of public services in government agencies. Effective and efficient goal achievement is facilitated by high employee performance. However, managing and improving employee performance can pose various challenges. According to Robbins (2020), employee performance is a measure of how well employees achieve company-set goals during their tenure. This supports Kusumaningrum et al. (2020) who stated that work performance, namely the comparison between planned criteria and achieved results, is directly related to performance. In addition to identifying and resolving employee issues, the performance appraisal process itself is an important measure of management strength. This process significantly and effectively influences workload, leadership, and company or organizational culture.

According to previous studies, employee performance is significantly influenced by leadership (Irwan et al., 2020). Leadership is a topic of study and a practical skill encompassing the capacity of an individual or organization to inspire, motivate, and guide people toward achieving their goals. Leaders who are able to set positive examples will encourage their subordinates to perform optimally, while negative examples can potentially undermine team performance. (Nursaid et al., 2022).

Workload is not only a leadership factor, but also other components that influence employee performance. Excessive workloads can lead to fatigue, stress, and decreased productivity, even leading to burnout and high turnover rates. Conversely, a balanced workload can foster healthy challenges and increase work motivation. (Soelton et al., 2021) Previous research has yielded conflicting findings: Septyanti Ratih (2024) found that workload had no positive effect on job commitment, while Schouten et al. (2025) confirmed that workload can have a significant impact, especially with the advent of automation technology. Therefore, workload management is key to maintaining employee performance, productivity, and well-being.

Another influential factor is company culture. Corporate culture reflects the values, norms, and policies implemented by an organization to create a healthy work environment. Previous studies have yielded conflicting findings. Some studies have found that performance is positively influenced by corporate culture. (Ibrahim, Boerhannoeddin, Kazeem, 2017), but other studies state that the effect is weak or not significant (Anniversary, 2015) However, a strong organizational culture is believed to increase employee loyalty, innovation, and engagement.

Employee engagement itself reflects the level of commitment, enthusiasm, and emotional involvement of employees in their work and organization. Research shows mixed

results: Nugraha(2023)found that employee engagement had a positive impact on performance, while Lailatus et al(2022)and Rameshkumar(2020)found negative influences. On the other hand, Dihan(2018)This proves a positive and significant influence. Thus, employee engagement remains an interesting variable for further research.

This study addresses this research gap by incorporating employee engagement as an intervening variable and integrating three key elements influencing employee performance: workload, business culture, and leadership. Therefore, this study is expected to provide a deeper understanding of the factors influencing employee performance. This study addresses the shortcomings of previous research by incorporating employee engagement as an intervening variable and integrating three key factors influencing employee performance: workload, business culture, and leadership. Consequently, this study is expected to provide a more in-depth understanding of the components influencing employee performance.

The Employee Performance Targets (SKP), which encompass individual employee performance targets, were used in this study to assess employee performance in Tempurejo District. The target for this program is 100% achievement, or at least 96% of the previous year's achievement. However, interviews with the Head of the General and Personnel Subdivision of Tempurejo District revealed that high workloads, a suboptimal organizational culture, and employees holding multiple positions hindered target achievement. Some employees even requested transfers or early retirement due to job dissatisfaction. This situation highlights the need for further investigation into the variables influencing employee performance in local government.

## **REVIEW OF LITERATURE**

### **Work Performance**

According to Irwan et al. (2020), performance is defined as an individual's achievement in terms of work, behavior, and activities within a certain period of time, based on relevant criteria. Simply put, performance refers to a person's ability to contribute to the organization and the results of their work in completing the tasks assigned to them.

### **Employee Engagement**

According to Soelton et al(2021)Employees' positive attitudes toward the company and its principles are known as employee engagement. Although employee engagement has received much attention in recent years, there is still no agreed-upon definition.(Soelton et al., 2021).

First used, Kahn (1990) defined employee engagement as employees' utilization of themselves for their work roles by using and expressing themselves physically, cognitively and emotionally while carrying out their roles within the organization.

### **Leadership**

According to Qomariah(2023)The ability to motivate a group to achieve organizational goals is known as leadership. Qomariah (2023) states that everyone is effectively a leader for themselves and their family, even if they do not have a formal leadership role.

A leader's natural way of directing their followers is known as their leadership style (Qomariah, 2023). Each person typically has a unique leadership style. Therefore, a leader's leadership style and attitude toward a company or organization are often similar.

### **Workload**

Soelton et al(2021) explain that workload is a series of tasks that must be completed by a company or worker within a certain period of time (Soelton et al., 2021). Employees will perceive the company's workload differently. Excessive workload can occur in people who are less competent in their current field of work or who have a lot of work that they cannot complete on time. According to Soelton et al. (2021), a worker's workload can be a stressful element that causes certain scenarios where a person needs to exert more effort or focus to complete activities within a certain period of time. According to Soelton et al. (2021), perception determines the advantages and disadvantages of workload. The process by which a person organizes and interprets their sensory experiences to provide context to their environment is known as perception.

### Company Culture

Mangkunegara (2009) states that organizational culture consists of a collection of principles, customs, and beliefs embedded within an organization and serves as a guide for people to adapt to their environment. According to Tika (2012), there are similarities between corporate culture and organizational culture. Although corporate culture encompasses several elements such as management methods and styles, all remain part of the organizational culture.

This study uses independent variables, intervening or mediating factors, and dependent variables. Leadership, workload, and company culture are used as independent variables, employee engagement as a mediating variable, and work performance as a dependent variable. This study aims to investigate the impact of these variables and determine whether each has beneficial or detrimental effects.

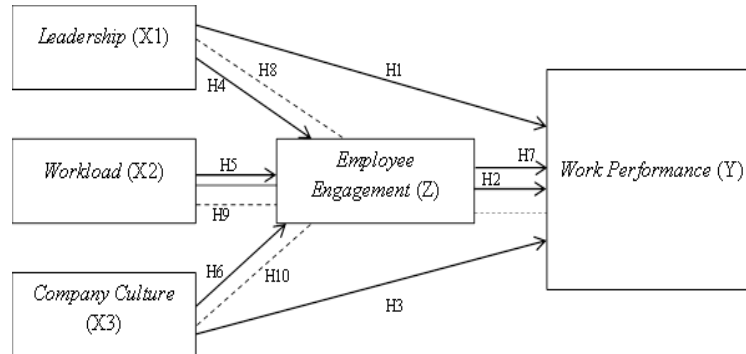


Figure 1. Conceptual Framework

### H1: Leadership has a positive influence on Work Performance.

Novarianti Onih and Yunita Sari conducted a study in 2024 entitled "The Influence of Leadership, Work Facilities, and Work Motivation on the Performance of Village Officials in Lubuk Batang Regency and Ogan Komering Ulu Regency." The study showed that the performance of village officials in Lubuk Batang Regency and Ogan Komering Ulu Regency is significantly influenced by leadership. This is due to leaders who are able to manage village officials effectively by directing them to carry out supervision.

### H2: Workload has a positive and significant effect on work performance.

Qurniyati's (2023) research on the Influence of Workload, Work Environment, and Work Motivation on Employee Performance at PT. Satria Nusantara Sakti shows that workload has a positive impact on employee performance.

### H3: Company Culture has a positive and significant effect on Work Performance.

The study entitled "The Influence of Corporate Culture and Work Environment on Employee Performance" found that corporate culture has a significant and simultaneous influence on employee performance of 0.000 ( $P < 0.1$ ), and that there is a significant influence between corporate culture variables and employee performance.

**H4: Leadership has a positive and significant effect on Employee Engagement.**

Employee engagement, organizational culture, and participative leadership style influence employee performance, according to research (Made et al., 2021) in "The Effect of Participative Leadership Style and Organizational Culture Performance on Employee Performance with Employee Engagement as an Intervening Variable."

**H5: Workload has a positive and significant effect on Employee Engagement.**

According to research conducted by Setiawan and Hastuti (2022), "The Role of Employee Defense as a Mediator of the Influence of Organizational Culture and Workload on Employee Engagement", employee engagement has increased significantly.

**H6: Company Culture has a positive and significant effect on Employee Engagement.**

A study (Dihan, 2018) found that corporate or organizational culture influences employee performance. This study found that using employee engagement as an intervening variable at the South Sulawesi Province Investment and One-Stop Integrated Services Agency (DPMPTSP) had a positive and significant impact on employee performance.

**H7: Employee Engagement has a positive and significant effect on Work Performance.**

According to research conducted by Dihan in 2018 at the South Sulawesi Province One-Stop Investment and Integrated Services Agency (DPMPTSP), "The Effect of Training and Organizational Culture on Employee Performance through Employee Engagement as an Intervention Variable", employee engagement has a positive and significant effect on employee performance.

**H8: Leadership has a positive and significant effect on Work Performance through Employee Engagement as an intervening variable.**

According to a study entitled "The Effect of Participative Leadership Style and Organizational Culture Performance on Employee Performance with Employee Engagement as an Intervening Variable" (Made et al., 2021), organizational culture, employee engagement, and participative leadership style all have a positive and significant impact on employee performance.

**H9: Workload has a positive and significant effect on Work Performance through Employee Engagement as an intervening variable.**

According to research conducted by Cahyani (2023) entitled "The Influence of Employee Engagement and Workload on Employee Performance", employee engagement and workload have a positive and significant impact on employee performance.

**H10: Company Culture has a positive effect on Work Performance through Employee Engagement as an intervening variable.**

The study "The Influence of Organizational Culture and Employee Engagement on Employee Performance at the Jombang Primary Tax Service Office" (Lailatus et al., 2022) found that organizational culture and employee engagement both have a positive impact on employee performance at the Jombang Primary Tax Service Office.

## RESEARCH METHOD

This study uses a quantitative approach with an explanatory design aimed at empirically testing the relationships between variables (Sugiyono, 2019). The independent variables in this study consist of leadership (X1), workload (X2), and company culture (X3). Work performance (Y) is used as the dependent variable, while employee engagement (Z) acts as an intervening variable.

The study was conducted at the Tempurejo District Office, Jember Regency, East Java Province, from April to July 2025. The study population included all 135 employees, with a census sampling technique. Data were collected through a structured questionnaire and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM).

## RESULTS AND DISCUSSION

### Validity Test

**Table 1. Convergent Validity Variable X1**

Indicator	Normalized Pattern Loading	Information
X1.1	0.752	Convergent Validityfulfilled
X1.2	0.706	Convergent Validityfulfilled
X1.3	0.714	Convergent Validityfulfilled
X1.4	0.829	Convergent Validityfulfilled
X1.5	0.873	Convergent Validityfulfilled

**Table 2. Convergent Validity Variable X2**

Indicator	Normalized Pattern Loading	Information
X2.1	0.771	Convergent Validityfulfilled
X2.2	0.772	Convergent Validityfulfilled
X2.3	0.786	Convergent Validityfulfilled
X2.4	0.759	Convergent Validityfulfilled
X2.5	0.801	Convergent Validityfulfilled
X2.6	0.751	Convergent Validityfulfilled

**Table 3. Convergent Validity Variable X3**

Indicator	Normalized Pattern Loading	Information
X3.1	0.854	Convergent Validityfulfilled
X3.2	0.864	Convergent Validityfulfilled
X3.3	0.838	Convergent Validityfulfilled

**Table 4. Convergent Validity Variable Z**

Indicator	Normalized Pattern Loading	Information
Z1	0.744	Convergent Validityfulfilled
Z2	0.735	Convergent Validityfulfilled
Z3	0.741	Convergent Validityfulfilled
Z4	0.768	Convergent Validityfulfilled
Z5	0.841	Convergent Validityfulfilled
Z6	0.758	Convergent Validityfulfilled

**Table 5. Convergent Validity variable Y**

Indicator	Normalized Pattern Loading	Information
Y1	0.851	Convergent Validityfulfilled
Y2	0.765	Convergent Validityfulfilled
Y3	0.829	Convergent Validityfulfilled
Y4	0.798	Convergent Validityfulfilled
Y5	0.829	Convergent Validityfulfilled

**Table 6. Reliability Test**

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted(AVE)
X1	0.835	0.848	0.884	0.604
X2	0.866	0.869	0.899	0.598
X3	0.801	0.803	0.883	0.716
Y	0.873	0.878	0.908	0.664
Z	0.858	0.863	0.894	0.568

Based on the results of the reliability and construct validity analysis, all model constructs have high measurement quality, this can be concluded. Each indicator that shows adequate internal consistency shows a Cronbach's Alpha value greater than 0.7. Composite Reliability Values (rho\_A and rho\_C) support this conclusion, indicating that all constructs are highly reliable in measuring their variables because they all exceed the 0.7 criterion.

**Inner Model Test**

**Table 7. R-Square Value**

c	R-square	R-square adjusted
X	0.572	0.559
Y	0.597	0.588

Table 7 R-Square Values

Based on the results of the PLS-SEM analysis in the research model, the Work Performance Variable (Y) has an R square value of 0.572 and the Employee Involvement variable (Z) has a value of 0.597.

**Table 8. F2 (Effect Size) Value**

	X1	X2	X3	Y	Z
X1				0.065	0.192
X2				0.068	0.287
X3				0.056	0.080
Y					
Z				0.076	

Table 8 F2 Value (Effect Size)

Using direct and indirect relationships, the results of the f-square analysis provide an overview of the extent of influence of each variable on the dependent variable. The f-square value describes the local effect size, namely the extent to which a particular exogenous

variable influences the change in R-square on the endogenous variable. The interpretation refers to Cohen's criteria, namely: 0.02 = small, 0.15 = medium, 0.35 = large.

**Hypothesis Testing**

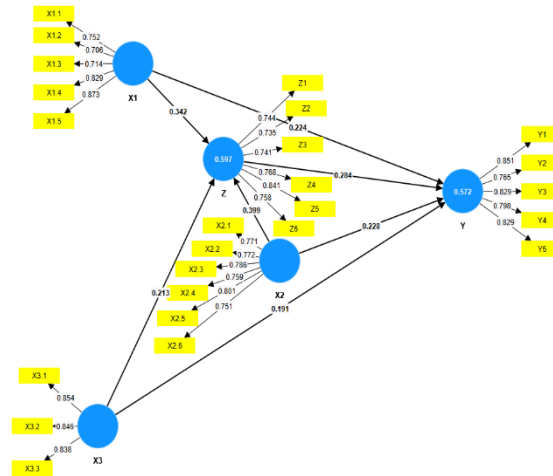


Figure 2. Hypothesis Testing

Of the three variables studied, leadership demonstrated the strongest influence on work performance. These results confirm that employee engagement acts as a crucial mechanism mediating the relationship between organizational factors and individual performance in the workplace.

**Table 9. Path Coefficient**

	Original Sample (0)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO / STDEVI)	P Values
X1→ Y	0.224	0.220	0.089	2,524	0.012
X1→ Z	0.342	0.338	0.085	4,046	0,000
X2→ Y	0.228	0.235	0.079	2,886	0.004
X2→ Z	0.399	0.406	0.076	5,282	0,000
X3→ Y	0.191	0.193	0.079	2,418	0.016
X3→ Z	0.213	0.212	0.060	3,555	0,000
Z→ Y	0.284	0.281	0.089	3,204	0.001

Overall, these results indicate that leadership, workload, and company culture have both direct and indirect impacts on work performance through higher staff engagement. Therefore, the impact of these three independent factors on work performance is strengthened by employee engagement, which has been shown to act as a mediator.

**Table 10. Specific Indirect Effect**

	Original Sample (0)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVI)	P Values

X1 → Z → Y	0.097	0.096	0.042	2,318	0.020
X2 → Z → Y	0.113	0.113	0.038	2,960	0.003
X3 → Z → Y	0.060	0.060	0.026	2,297	0.022

These findings emphasize the importance for companies to focus not only on work structure and leadership style, but also on efforts to build employee engagement as a comprehensive performance improvement strategy.

## DISCUSSION

### H1: Leadership has a positive influence on Work Performance.

Based on the results of the analysis, it was found that the leadership variable (X1) had a positive and significant direct impact on work performance (Y), as indicated by a coefficient of 0.224, a T-statistic value of 2.524 (up from 1.96), and a p-value of 0.012.

### H2: Workload has a positive and significant effect on work performance.

With a coefficient of 0.228, a T-statistic of 2.886, and a p-value of 0.004, the test results indicate that the workload variable (X2) has a significant influence on performance (Y). This indicates that employee performance is directly influenced by their workload, although its contribution is smaller than the leadership variable. Conversely, statistical significance indicates that workload is still an important component that cannot be ignored when considering performance improvement.

### H3: Company Culture has a positive and significant effect on Work Performance.

With a coefficient of 0.191, a T-statistic of 2.418, and a p-value of 0.016, the test findings indicate that job performance (Y) is significantly directly influenced by corporate culture (X3). Employee performance is proven to be directly enhanced by a strong corporate culture when the p-value is less than 0.05, indicating that the impact is statistically significant.

### H4: Leadership has a positive and significant effect on Employee Engagement.

The test results show that leadership (X1) has a positive and significant impact on employee engagement (Z). This indicates that successful leadership directly increases employee engagement. The test coefficient is 0.342, the T-statistic is 4.064, and the p-value is 0.000.

### H5: Workload has a positive and significant effect on Employee Engagement.

The results of the study indicate that good workload management can increase employee engagement. The test results show that workload (X2) has a significant impact on employee engagement (Z) with a coefficient of 0.399, a T-statistic of 5.282, and a p-value of 0.000.

### H6: Company Culture has a positive and significant effect on Employee Engagement.

The test findings show that corporate culture (X3) has a positive and significant impact on employee engagement (Z), with a coefficient of 0.213, a T-statistic of 3.555, and a p-value of 0.000. The results of the study indicate that employee engagement in Tempurejo District is positively correlated with the strength and well-being of corporate culture.

### H7: Employee Engagement has a positive and significant effect on Work Performance.

Statistical tests show that employee engagement (Z) significantly influences work performance (Y), with a coefficient value of 0.284, a T-statistic of 3.204, and a p-value of 0.001. A p-value below 0.05 indicates a statistically significant relationship. This implies that

the level of performance achieved increases with the level of employee emotional and psychological engagement.

**H8: Leadership has a positive and significant effect on Work Performance through Employee Engagement as an intervening variable.**

The results of the indirect effect test, with a coefficient of 0.097, a t-statistic of 2.318, and a p-value of 0.020, indicate that employee engagement has a significant indirect impact on leadership performance. These results statistically indicate that employee engagement mediates the relationship between leadership and performance. Wiguna & Augustine (2022) showed that the impact of leadership style on business success is mediated by employee engagement.

**H9: Workload has a positive and significant effect on Work Performance through Employee Engagement as an intervening variable.**

With a coefficient value of 0.113, a T-statistic of 2.290, and a p-value of 0.003, the test findings indicate that employee engagement is indirectly influenced by workload on job performance; this indirect effect is considered statistically significant if the p-value is less than 0.05. Consequently, the relationship between workload and employee performance is strengthened by employee engagement, which serves as a mediating variable.

**H10: Company Culture has a positive effect on Work Performance through Employee Engagement as an intervening variable.**

With a coefficient value of 0.060, a T-statistic of 2.297, and a p-value of 0.022, the test findings indicate that business culture indirectly influences employee participation levels. Since these values are greater than the statistical significance level, the relationship is statistically acceptable ( $T > 1.96$  and  $p < 0.05$ ).

## CONCLUSION

The results of the study indicate that leadership, workload, and company culture have a positive and significant impact on work performance. Effective leadership has been proven to create a conducive work environment that increases employee productivity and engagement. Workload also has a significant impact on performance, but it needs to be managed proportionally to avoid fatigue that has the potential to reduce performance. In addition, a strong company culture encourages cooperation, creativity, and a good work ethic, which have a positive impact on performance achievement. Employee engagement plays an important role both directly and as a mediating variable in strengthening the influence of leadership, workload, and company culture on work performance, which confirms that employee engagement is a key factor in improving employee performance.

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