

SERVANT LEADERSHIP, ORGANIZATIONAL COMMITMENT, AND WORKLOAD AS DETERMINANTS OF EMPLOYEE PERFORMANCE

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ABSTRACT

In the era of globalization, business competition is becoming increasingly fierce across various sectors, including industry, trade, and services. An increasingly open economy requires all companies to be able to adapt and compete. Under these conditions, the success of an organization depends heavily on the performance of its employees. This study examines the influence of servant leadership, organizational commitment, and workload on employee performance at PT Bali Raya Artha Nusa Sedana in Badung. All 50 employees of the company were selected as the sample using a saturated sampling approach. Data were collected through observation, interviews, documentation, and questionnaires, then analyzed using multiple linear regression based on SPSS 25. The findings indicate that servant leadership has a positive contribution to employee performance, organizational commitment has a positive effect on employee performance at PT Bali Raya Artha Nusa Sedana in Badung, and workload has a negative effect on employee performance at PT Bali Raya Artha Nusa Sedana in Badung. Future researchers should consider these findings by adding or modifying variables that may influence employee performance.

Keywords: servant leadership, organizational commitment, workload, employee performance

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1. INTRODUCTION

Every company is required to maintain stable performance to remain competitive in a competitive market. This situation creates its own pressures for companies, particularly in maintaining sales stability and sustaining employee productivity. In such circumstances, human resource performance becomes a critical factor, as all business activities ultimately depend on individuals' ability to complete tasks in accordance with set targets.

PT. Bali Raya Artha Nusa Sedana is a Unilever product distribution company located in Badung Regency. The company has a fairly extensive distribution network and is one of the distributors serving a variety of stores ranging from small to large. Despite its strategic position and comprehensive product range, the company's sales data for the year 2023 indicates fluctuations. Some months saw a decline in actual sales below the target, while in other months, sales increased but were not consistent enough to offset previous achievements. This variation indicates that performance has not yet stabilized, necessitating a review of internal factors related to employee work quality.

Field observations identified several factors that could be affecting these performance outcomes. Some employees noted that leadership's attention and guidance are not always effectively communicated, leaving them feeling unsupported or unguided when facing work challenges. Additionally, commitment to the company needs improvement. This is evident in the low sense of ownership, such as a lack of awareness regarding workplace environment maintenance or initiative to expand the customer base—particularly within the marketing department. Employees tend to focus on completing routine tasks without seeking new opportunities that could boost the company's sales.

In addition to leadership and commitment, the level of workload is a persistent issue felt by employees. In certain departments, the workload often exceeds the capacity of available employees, so that operational activities require more energy and time. This situation leads to decreased concentration and attention to detail in work, and even results in complaints regarding shipping errors and order handling. If the workload persists over a long period without adjustments, the quality of work is likely to decline and ultimately affect the company's overall performance.

Dani and Mujanahh (2021) confirmed that a servant leadership style can improve performance. However, other studies, such as those by Agatha and Go (2022), found different results. Regarding the organizational commitment variable, Dewanti and Mayasari (2022), Dewi et al. (2022), and Krisnayanti et al. (2022) found a positive influence, whereas Handayani (2023) and Permadi et al. (2023) reported the opposite. Variations in findings also emerge regarding the workload variable, with some studies indicating a negative impact on performance while others found a positive influence.

Accordingly, this study aims to examine the effects of servant leadership, organizational commitment, and workload on employee performance at PT Bali Raya Artha Nusa Sedana. The study contributes contextual evidence from a distribution company in which leadership support, employee commitment, and workload represent relevant internal factors associated with employee performance.

2. LITERATURE AND HYPOTHESES

Servant Leadership

Servant leadership prioritizes employees' needs through empathy, support, and the leader's ability to act as a servant. The core principles of this approach allow leaders to understand the challenges employees face and help them achieve their work goals more effectively. The impact of servant leadership does not always yield the same results across every organization. Agatha and Go (2022) found that servant leadership does not have a direct effect on performance, meaning the effectiveness of this leadership model depends on the company's internal context and the extent to which leaders can consistently implement service values. These differing findings highlight variations in research outcomes, such as those reported by Agustini et al. (2022), who stated that servant leadership has a positive and significant impact on employee performance. Therefore, given the inconsistent findings of previous studies, servant leadership should not be assumed to produce uniform effects across all organizational contexts. These differing research results indicate that servant leadership requires supportive conditions to maximize its contribution to employee performance. A collaborative work environment, an open communication system, and a corporate culture that values the empowerment process are factors that can determine the effectiveness of this leadership approach. Therefore, in this study, servant leadership is understood as a leadership approach that has the potential to improve performance; however, further study based on the characteristics of the organization where the research is conducted is still necessary.

Organizational Commitment

Organizational commitment essentially indicates the extent to which an employee feels connected to the company, wishes to remain within it, and the strength of employee engagement within the organization (Rismawan et al., 2020). Castellano (2021) defines commitment as an individual's belief in accepting the organization's goals, while Robbins (2016) emphasizes that commitment is reflected in an employee's willingness to give their best effort in performing their work. This perspective illustrates that commitment relates to emotional attachment and a willingness to contribute over the long term. Commitment is often evident in the extent to which employees feel a sense of ownership toward their work environment. When employees feel close to the company, they tend to be more actively engaged, more concerned with achieving results, and more willing to support the company's goals. The situation at PT. Bali Raya Artha Nusa Sedana indicates that such a sense of attachment has not yet been fully established; for example, there is a lack of initiative in supporting company activities and a low sense of ownership of the workplace, which ultimately affects operational performance. The commitment indicators used in this study relate to employees' willingness to maintain their employment, support for organizational goals, and the desire to

contribute. These three indicators reflect forms of closeness manifested through actions, such as consistency in completing tasks, a willingness to collaborate, and loyalty to the company. These indicators help illustrate the extent to which commitment is tangibly present in daily work activities. Organizational commitment plays a crucial role in performance improvement; however, previous research has yielded inconsistent results. Dewanti and Mayasari (2022) found that commitment has a positive influence on performance, while Handayani (2023) noted that commitment does not always have a significant impact on work outcomes. These differences suggest that commitment can develop differently within each organization, depending on work culture, leadership support, and individual experiences within the company. In the context of this study, commitment is understood as one of the factors that can explain the quality of employee engagement and their alignment with the company's goals.

Workload

Workload can be understood as the job demands that employees must meet within a specific timeframe, whether in the form of physical or mental activities. Taruna et al. (2022) explain that workload arises when job demands exceed an individual's capacity to complete tasks, while Mutiara (2021) emphasizes that a mismatch between demands and capabilities will affect an individual's work effectiveness.

The phenomenon observed at PT. Bali Raya Artha Nusa Sedana illustrates that workload plays a significant role in determining the quality of work outcomes. In certain departments, particularly operations and sales, employees face relatively high job demands, requiring greater time and energy to complete them. This situation leads to complaints regarding fatigue, reduced focus, and errors in task execution. These conditions indicate that the workload is not yet fully balanced with employees' capacity to handle daily tasks, often resulting in physical and emotional exhaustion that ultimately causes high work-related stress and leads to suboptimal work outcomes (Suardhika et al., 2023). Previous research has yielded differing results regarding the impact of workload on performance. Sedana et al. (2022) and Indrayana and Putra (2024) found that workload can have a negative impact on performance, particularly when job demands exceed an individual's capabilities and reduce the outcomes achieved in completing tasks to suboptimal levels (Idayutri et al., 2023). However, studies by Meianto et al. (2022) and Duwipayana et al. (2022) indicate that, under certain conditions, workload can serve as a positive challenge that actually enhances employees' ability to meet job targets.

Employee Performance

Performance is the work outcome achieved by an individual in carrying out the tasks assigned to them, based on competence, experience, dedication, and time (Putri et al., 2024). Mangkunegara (2021) explains that performance can be assessed through the quality and quantity of work achieved within a specific period, while Hamali (2021) views performance as the outcome of work processes that contribute to organizational goals. Both perspectives indicate that performance evaluation focuses not only on output but also on how an employee executes their work processes. Setiawan et al. (2021) add that performance can be assessed through several indicators such as work quality, timeliness, motivation, discipline, and competence. These indicators suggest that performance reflects an individual's overall ability to support the company's objectives. In distribution companies, performance receives greater attention because it is directly related to operational smoothness and the achievement of sales targets. The situation at PT. Bali Raya Artha Nusa Sedana, which experienced fluctuations in sales realization during 2023, indicates the presence of internal challenges that need to be analyzed, including factors related to work quality and employee productivity.

Hypotheses

The Effect of Servant Leadership on Employee Performance

Servant leadership is a leadership style that prioritizes the interests of subordinates by emphasizing service, empathy, wisdom, and social responsibility. According to Setiawati (2024), servant leadership is influenced by cultural context, leader attributes, and subordinates' receptiveness to this leadership style.

Leaders with servant leadership traits foster collaboration, communication, and mutual trust within the organization. Fandy's (2022) research indicates that service-oriented leadership enhances employee performance, consistent with the findings of Ghulam et al. (2021). Studies by Yosua (2022), Akbar and Nengsih (2025), and Andi et al. (2021) also confirm that this leadership model has a positive and significant impact on employee performance, as it enhances motivation, job satisfaction, and a sense of belonging to the organization. Good servant leadership makes employees feel comfortable at work and fosters effective communication between leaders and employees. Based on previous research, the following hypotheses can be formulated:

H1: Servant Leadership has a positive effect on employee performance.

The Influence of Organizational Commitment on Employee Performance

According to Castellano et al. (2021), organizational commitment is the degree to which an individual or employee believes in and accepts the goals of the organization or company and has a desire to remain within that organization or company. Organizational commitment is an individual's or employee's desire to maintain their position within the organization or company and willingness to strive to achieve the organization's or company's goals (Raharjo et al., 2023). When a job applicant accepts a job offer, they become part of the organization and are bound by institutional commitment. Various studies, including those by Dewanti and Ariani (2022) and Handayani (2023), indicate that organizational commitment has a positive correlation with performance. Findings by Abdul and Arvita (2022), Fitri and Aries (2023), Dewi Astuti (2022), and Hilman (2024) reinforce that strong commitment can significantly improve employee performance. Additionally, research by Nirwan and Zikry (2021) confirms that organizational commitment has a positive impact on performance. Based on previous empirical findings, the research hypotheses can be formulated as follows:

H2: Organizational commitment has a positive effect on employee performance.

The Effect of Workload on Employee Performance

Workload refers to the frequency of activities and responsibilities undertaken by employees in accordance with their capabilities, skills, and authority within a specific period. According to Mutiara (2021), workload is the totality of tasks assigned to an employee to be completed within a specified timeframe. Taruna et al. (2022) state that workload is the discrepancy between an individual's capacity or ability and the job demands they must face. Meanwhile, Budiasa (2021) adds that workload is not only related to an excess of work but also to a shortage or imbalance in the tasks received. An excessively high workload can lead to excessive stress, while an excessively low workload leads to boredom. Research conducted by Yasa et al. (2023) found that workload has a negative impact on employee performance. As workload increases, performance tends to decline. This finding aligns with studies by Indrayana and Putra (2024), Kurniawan and Adiputra (2024), Prasetya et al. (2024), and Karmana et al. (2024), which demonstrate the negative impact of workload on performance. Immanuel et al. (2025) add that a workload managed proportionally can actually support improved performance. Based on this series of studies, the research hypothesis can be formulated as follows:

H3: Workload has a negative effect on employee performance.

3. RESEARCH METHODS

This study employs a quantitative approach to analyze the influence of servant leadership, organizational commitment, and workload on employee performance at PT Bali Raya Artha Nusa Sedana in Badung. This approach was chosen because the variables under study are measurable and can therefore be analyzed using inferential statistical techniques. The research process began with the development of a theoretical framework and the formulation of variables. Data collection was conducted via a questionnaire formulated based on indicators for each variable. All 50 employees of PT Bali Raya Artha Nusa Sedana were selected as the sample using a saturated sampling method. Data were obtained through observation, interviews, documentation, and questionnaires. Observations were conducted to directly assess working conditions, while interviews were used to gather supporting information regarding on-site conditions. Documentation was used to obtain secondary data, such as company profiles and

performance reports. The questionnaire served as the primary instrument for collecting primary data on servant leadership, organizational commitment, workload, and employee performance using a Likert scale. Data were analyzed using multiple linear regression via SPSS 25. Prior to this, validity, reliability, and classical assumption tests were conducted to assess the model's suitability. Hypothesis testing employed t-tests and F-tests to assess the influence of independent variables on the dependent variable. The results served as the basis for drawing conclusions regarding the relationship between servant leadership, organizational commitment, workload, and employee performance.

4. RESULTS AND DISCUSSION

Classical Assumption Tests

a. Normality Test

Table 1. Normality Test Results

		Unstandardized Residual
N		50
Normal Parameters ^{a, b}	Mean	0.0000000
	Standard Deviation	3.37590491
Most Extreme Differences	Absolute	0.092
	Positive	0.077
	Negative	-0.092
Test Statistic		0.092
Asymptotic Significance (2-tailed)		0.200 ^{c, d}

Table 1 shows that the Kolmogorov–Smirnov test yields a significance value of 0.200, which exceeds the 0.05 threshold; therefore, the data is considered to be normally distributed and the normality assumption is met.

b. Test for Multicollinearity

Table 2. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value
Servant Leadership	0.266	3.765
Organizational Commitment	0.250	4.000
Workload	0.862	1.161

Table 2 shows that all tolerance values are greater than 0.10 and all VIF values are below 10. Therefore, the regression model does not indicate a multicollinearity problem.

c. Heteroscedasticity Test

Table 3. Results of the Heteroscedasticity Test

Independent Variables	t	Sig.
Servant Leadership	0.634	0.531
Organizational Commitment	-0.278	0.783
Workload	1.000	0.325

Table 3 shows significance values of 0.531, 0.783, and 0.325, all of which exceed the 0.05 threshold. This indicates that the independent variables do not affect the absolute residuals, so the model is considered free of heteroscedasticity.

Data Analysis Results

Table 4. Summary of Multiple Linear Regression Analysis Results

Coefficients^a

Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.090	1,949		1,072	0.292
	Servant Leadership	0.827	0.131	0.683	6.290	0.000
	Organizational Commitment	0.917	0.301	0.341	3.048	0.005
	Workload	-0.365	0.134	-0.164	-2.722	0.011
	F-statistic	: 96.195				
	F-Significance	: 0.000				
	Adjusted R ²	: 0.894				

a. Results of Multiple Linear Regression Analysis

Based on the values in Table 4, the multiple linear regression equation will be:

$$Y = 2.090a + 0.827X_1 + 0.917 X_2 - 0.365 X_3$$

The coefficient of servant leadership (0.827) indicates a positive relationship with employee performance. The coefficient of organizational commitment (0.917) also indicates a positive relationship with employee performance. In contrast, the workload coefficient (-0.365) indicates that higher workload is associated with lower employee performance, holding the other variables constant.

b. Coefficient of Determination

The Adjusted R-Square value of 0.894 indicates that 89.4 percent of the variation in performance is explained by servant leadership, organizational commitment, and workload, while the remaining 10.6 percent stems from other factors outside the model.

c. F-Test

The results of the F-test in Table 4 show an F-statistic value of 96.195 with a significance level of $0.000 < 0.05$. This indicates that servant leadership, organizational commitment, and workload simultaneously have a significant effect on employee performance. Thus, all independent variables in the model make a significant contribution to explaining the variation in employee performance at PT. Bali Raya Artha Nusa Sedana Badung.

d. t-test

Based on the analysis results in Table 4 above, the following conclusions can be drawn:

1) The Effect of Servant Leadership on Employee Performance

The servant leadership variable yielded a t-value of 6.290 with a significance level of 0.000 and a beta coefficient of 0.683. This finding confirms that servant leadership has a positive and significant effect on performance, meaning that increasing its implementation directly impacts the improvement of employee performance at PT Bali Raya Artha Nusa Sedana.

2) The Effect of Organizational Commitment on Employee Performance

The t-score for the organizational commitment variable was 3.048 with a significance level of $0.005 < 0.05$, and a beta value of 0.341. These findings indicate that organizational commitment has a positive and significant effect on employee performance. Thus, the stronger the organizational commitment, the higher the employee performance will be.

3) The Effect of Workload on Employee Performance

The workload variable recorded a t-score of -2.722 with a significance level of 0.011 and a beta of -0.164. This indicates a significant negative effect, meaning that an increase in workload tends to decrease employee performance.

Discussion

The Effect of Servant Leadership on Employee Performance

The analysis indicates that servant leadership makes a positive and significant contribution to performance. A coefficient of 0.827, a t-value of 6.290, and a p-value of 0.000 confirm this relationship. The standard beta of 0.683, which is the highest among the other variables, indicates that this factor is the primary determinant of improved employee performance. These figures provide practical insight that the more consistently servant-oriented leadership behaviors are implemented, the greater the performance improvement at PT. Bali Raya Artha Nusa Sedana. Observations within the company reveal that forms of managerial support, more personalized guidance, and attention to subordinates' well-being are aspects employees frequently experience in daily operations. This more supportive relationship pattern creates a comfortable work environment and helps employees complete their work with greater confidence. This aligns with the characteristics of Servant Leadership, which positions the leader as someone present to support the development of subordinates, rather than merely providing instructional guidance. These findings are consistent with several previous studies. Fandy Asty Randy (2022), Aditia & Siti (2021), Yosua (2022), and Ren et al. (2024) all show similar results indicating that Servant Leadership has a positive impact on employee performance. However, a study by Novia & Hermin (2022) reported a positive but non-significant effect. These differences may stem from varying organizational contexts and levels of workplace cultural readiness, meaning that the mechanisms of servant leadership do not always yield direct effects without the support of a conducive work environment.

When examining the indicators, the descriptive mean values indicate that all indicators fall into the "fairly good" category; however, the indicators of wisdom, persuasive mapping, and humility received relatively higher scores compared to the others. This suggests that employees perceive leaders' wisdom in decision-making, their ability to map out problems, and their humility in daily work practices more strongly. These three indicators appear to be the greatest contributors to employees' perceptions of leadership quality within the company. The findings of this study imply that the company needs to strengthen supportive leadership behaviors, particularly in the areas of service, empathy, and a willingness to listen to employees' needs. Leadership training programs, improved two-way communication, and employee empowerment can serve as strategic steps to maintain and enhance the effectiveness of Servant Leadership. Consequently, employee performance can be consistently maintained as the quality of leadership within the company improves.

The Influence of Organizational Commitment on Employee Performance

Employee commitment to the company has been proven to play a role in shaping the quality of their performance. The analysis results show that Organizational Commitment has a positive and significant influence on Performance, as evidenced by a regression coefficient of 0.917, a t-value of 3.048, and a significance level of 0.005. Thus, it can be understood that the stronger employees' sense of belonging and willingness to engage with the company, the greater their contribution to the work process. The situation at PT. Bali Raya Artha Nusa Sedana indicates that commitment is not yet fully consistent across all employees. Some of them still work merely to fulfill their duties without showing a drive to participate further, for example, through initiatives or involvement in the company's internal activities. This situation leads to the understanding that commitment is about how employees position themselves as part of the organization and its goals. Dewanti and Mayasari (2022) found similarly that commitment has a positive influence on performance. However, Handayani (2023) presented results that are not entirely consistent, as in certain contexts, commitment does not always result in a direct impact on performance improvement. This discrepancy suggests that commitment is significantly influenced by organizational conditions, management systems, and employees' work experiences, meaning its effects may manifest at varying levels across different companies.

The results of the descriptive analysis indicate that commitment indicators fall into the "good" category, particularly regarding support for organizational goals and willingness to maintain employment, which scored relatively higher than other indicators. This means that, generally, employees hold a positive view

of the company's direction, although the depth of their involvement in work activities still needs to be enhanced to truly reflect strong commitment. Based on these results, the company can strengthen commitment through efforts to improve interpersonal relationships, provide recognition for contributions, and foster more open communication regarding the organization's goals and direction. Such steps help create a work environment where employees feel valued, thereby motivating them to consistently deliver better performance.

The Effect of Workload on Employee Performance

Workload in this study was found to have a negative and significant impact on employee performance. A regression coefficient of -0.365 , with a t -value of -2.722 and a significance level of 0.011 , indicates that an increase in workload tends to lower the performance achieved by employees. This finding highlights that employees' ability to work optimally is heavily influenced by the volume, pressure, and deadlines of the tasks they face daily. Conditions at PT. Bali Raya Artha Nusa Sedana reveal that work load is particularly felt in the operational and sales departments, where employees are required to complete various tasks within limited time frames. Situations like these often lead to complaints of physical fatigue, decreased concentration, and the risk of errors in performing tasks. When job demands are not balanced with individual capacity, work effectiveness declines, thereby impacting the overall quality of performance achieved by the company.

These findings are consistent with the research by Indrayana and Putra (2024), which states that workload has a negative impact on employee performance. However, Meianto et al. (2022) suggest that in certain situations, workload can actually serve as a positive challenge that motivates individuals to enhance their capabilities and achieve better results. These differing results indicate that the impact of workload is not always the same across every organization and is highly dependent on the work environment and management support. Physical workload and mental stress indicators are the factors most acutely felt by employees compared to other indicators. This suggests that, in addition to the volume of tasks to be completed, psychological pressure resulting from job responsibilities also serves as a significant factor influencing employee performance. This underscores that task completion depends on the physical and mental readiness employees possess in performing their duties.

5. CONCLUSIONS AND LIMITATIONS

Based on the previous study, it was shown that service-oriented leadership has a positive and significant effect on employee performance, so that improving the quality of leadership service also strengthens performance. Organizational commitment has also been proven to have a positive impact; the stronger the employees' attachment to the institution, the higher their work output. Conversely, workload has a negative and significant effect, so that excessive pressure tends to reduce performance.

This study has several limitations. First, the research was conducted in a single company, which limits the generalizability of the findings to other organizational contexts. Second, the cross-sectional design does not allow strong causal conclusions. Third, employee performance and the independent variables were measured using questionnaire-based perceptions. Future studies may involve larger and more diverse samples, longitudinal designs, and additional variables such as job satisfaction, employee engagement, work stress, or organizational culture.

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