

The Influence of Workload, Work Stress, and Leadership Style on Employee Performance: The Mediating Role of Job Satisfaction at the Siak Health Center

Hamsal Hamsal¹, Iyoyo Dianto^{2*}, Desy Mardianti³, Hidayat Hidayat⁴

Universitas Islam Riau, Pekanbaru, Indonesia^{1,2,3,4}

hamsal@eco.uir.ac.id¹, iyoyo@eco.uir.ac.id^{2*}, desymardianti@eco.uir.ac.id³, hidayat@eco.uir.ac.id⁴



Article History

Received on 26 November 2024

1st Revised on 25 January 2025

2nd Revised on 11 February 2025

Accepted on 1 December 2025

Abstract

Purpose: This study aimed to examine the influence of workload, work stress, and leadership style on employee performance, with job satisfaction as a mediating variable at the Siak Health Center.

Research Methodology: This study employed a mixed-method approach that combined quantitative and qualitative techniques. Data were collected from 306 employees using structured questionnaires measured on a 5-point Likert scale. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test both direct and indirect relationships among variables.

Results: The findings revealed that workload and work stress have a positive but insignificant effect on employee performance, whereas leadership style has a positive and significant effect. Similarly, workload, work stress, and leadership style showed positive but insignificant effects on job satisfaction. However, job satisfaction has a positive and significant effect on employee performance. Furthermore, job satisfaction does not mediate the relationship between workload and employee performance; however, it mediates effects of work stress and leadership style on performance.

Conclusions: The study concludes that leadership style and job satisfaction are key determinants of employee performance in healthcare settings, while workload and work stress do not directly reduce performance due to employees' adaptive coping mechanisms.

Limitations: This study was limited to a single healthcare institution and relied on self-reported data, which may have introduced response bias.

Contributions: This study contributes the human resource management literature by providing empirical evidence of the mediating role of job satisfaction in linking workload, work stress, and leadership style to employee performance in public healthcare organizations.

Keywords: *Employee Performance, Healthcare Organization, Job Satisfaction, Leadership Style, Workload, Work Stress*

How to Cite: Hamsal, H., Dianto, I., Mardianti, D., & Hidayat, H. (2026). The Influence of Workload, Work Stress, and Leadership Style on Employee Performance: The Mediating Role of Job Satisfaction at the Siak Health Center. *International Journal of Financial, Accounting, and Management*, 8(1), 169-180.

1. Introduction

Human resources are very important for companies and are the main asset in running the company's wheels; therefore, companies must be able to empower human resources to achieve work targets. Human resources play a role in determining whether an organization succeeds in achieving its vision and mission that has been set.

Companies need human resources or employees to achieve their goals effectively. The availability of professional resources has become a strategic need for companies and organizations. This need is based on the understanding that humans are the determinants of all organizational performances. However, companies sometimes encounter obstacles in acquiring professional human resources. These obstacles arise from organizational factors and from within the employees themselves. Because employees are the main asset of the company and are active actors in every activity, the organization's well-being will affect the workload, work stress, and leadership style to improve performance.

An excessive workload can cause tension in a person. This can be caused by the level of expertise required being too high, the speed of work may be too high, the limitation of short time, the volume of work may be too much, and so on to achieve maximum performance. Work stress is a condition that renews a person's emotions, way of thinking, and physical condition. Stress that cannot be handled properly results in a person's inability to interact positively with their environment, both at work and outside. Good job satisfaction, while employees hope that the university can meet their living needs. Therefore, there is a mutual need between universities and employees, and there is a harmonious relationship between the two. When a harmonious relationship between employees and universities is created, the working atmosphere will be good and will have an impact on improving the company's performance and productivity.

The main problem faced by employees at the Siak Health Center is the increasing number of overlapping tasks beyond their formal job descriptions, meaning that several tasks are indeed not from the employee's job description but must be completed simultaneously with the tasks that have not been completed at that time. So that there is a lot of overlap between the tasks that must be done and the increased tasks. In recent years, employee performance at the Siak Health Center has faced challenges, as reflected in delayed task completion, overlapping responsibilities, and decreased service efficiency. Preliminary observations indicate that an increased workload combined with leadership issues may contribute to employee dissatisfaction and ultimately affect organizational service quality.

The quality of a leader is often considered the most important factor in the success or failure of an organization. [Haris, Wibowo, and Ôçi \(2019\)](#) and the success and failure of both business-oriented and public-oriented organizations are usually predicted as the success or failure of the leader. Leadership plays a crucial role in an organization, and leaders are responsible for overseeing and controlling the organization's work. Therefore, the role of leaders in an organizational environment is very important and guarantees excellent performance and the achievement of organizational goals. The use of appropriate leadership by the boss is one of the three factors that can motivate, direct, and inspire employees to succeed in the workplace. Leaders must be able to instruct their subordinates on workplace competencies. This can be the result of the quality and quantity of work achieved by an employee in carrying out their duties according to the responsibilities given to them ([Djaharuddin, Arifuddin, Djunaid, Data, & Rusni, 2023](#)).

2. Literature Review

2.1 Human Resource Management

Human resource management is one of the three important factors in an organization or company, and human resources must be managed properly to increase the effectiveness and efficiency of an organization. According to [Barsah \(2022\)](#), human resource management is the policy of the practice that a person needs to carry out the people aspect or MSDM of a management position, including recruitment, screening, training, Reward, and Assessment. Human resource management is the utilization of human resources in an organization, which is carried out through human resource planning, development, career planning and development, compensation and welfare, and occupational safety and health. ([Andriani, Kusuma, & Zulfiani, 2019](#)). Human resource management is the process of utilizing human beings as a human workforce so that their physical and psychological potential functions optimally for the achievement of the company's organizational goals.

2.2 Leadership Style

Leadership is the process of influencing, setting an example, and motivating others to achieve organizational goals and bring benefits to human welfare. Leadership is an important factor in organizations. The main task of a leader in carrying out his leadership is not only limited to his ability to carry out programs but more than that ([Hamsal, Darsana, & Zulhelmy, 2022](#)). [Manik \(2013\)](#), leadership is a way for a leader to influence the behavior of subordinates so that they are willing to work together and productively to achieve organizational goals.

Leadership style is the backbone of an organization's development. This is because, without good leadership, it is difficult to achieve the company's goals that have been set. Leadership style is how a leader carries out his leadership function and how he is seen by those who are trying to lead him or those who may be observing from the outside ([Hamsal, 2021](#)). According to [Pally and Septyarini \(2022\)](#), leadership is directly related to the social situation in the life of the group or individual agency, which implies that every leader is inside and not outside the situation. Operationally, there are two dimensions, namely, the level of directing ability and the level of support or involvement of people and the main functions of leadership: Instruction Function, Consultation Function, Participatory Function, Delegation Function, and Control Function ([Riadi, 2019](#)).

Leadership style greatly affects leaders' effectiveness ([Hendrri, Tahir, Mu'azamsyah, & Friassantano, 2023](#)). Charismatic Leadership Style, Transactional Leadership Style, Transformational Leadership Style, and Visionary Leadership Style with factors that affect Leadership Style personality, expectations, and behaviors, as well as three dimensions of leadership style, namely authoritarian leadership, delegative leadership, and participatory leadership ([Pally & Septyarini, 2022](#)).

2.3 Workload

Workload is a consequence of the activities assigned to workers, which has been increasing in recent times. [Sembiring and Widodo \(2023\)](#) defined it as the difference between the capacity or ability of workers and the work demands that must be faced, which is measured using three dimensions: physical load, mental load, and time load. While [Atika, Rara, and Cici \(2023\)](#) state that mental workload is an operator's evaluation of marginal burden (the difference between their motivational capacity and the tasks given) when carrying out work well in a motivated condition [Sembiring and Widodo \(2023\)](#), the workload is the amount of position/organizational unit and is a product between work volume and time norms.

[Salmiyah, Kitta, and Sjarlis \(2023\)](#) Stating too many tasks or providing insufficient time to complete a task. [Rumeen, Kojo, and Walangitan \(2023\)](#) define workload as a set or number of activities that must be completed by an organizational unit or office holder within a certain period. Workload is the large amount of work carried out by the position or organizational unit or dependents that are their responsibility. Several factors affect workload. External and internal factors and burdens can be measured using three dimensions: physical, mental, and time load ([Sembiring & Widodo, 2023](#)). Meanwhile, the Workload Indicator according to ([Mahendrawan & Indrawati, 2015](#)) includes physical tasks (work attitude), mental tasks, working time and rest time, work in turns, delegation of duties and authorities, and health condition factors.

2.4 Work Stress

According to [Mahendrawan and Indrawati \(2015\)](#), work stress is a condition where a person is pressured or strained in his work and work environment, so that the person responds negatively and feels burdened in completing his obligations. The consequences of every action and environmental situation result in excessive psychological and physical demands on individuals. Prolonged stress will only be overcome properly will result in a person's inability to interact positively with their environment, both in the sense of the work environment and the outside environment. This means that the employee concerned will face various negative symptoms that will affect their performance.

Based on the above definition of work stress, it can be concluded that work stress is an adaptive response, limited by individual differences and psychological processes, that is, the consequences of any activity

(environment) situation or external event that burdens excessive psychological or physical demands on a person. The source of work stress comes from a problem that arises in a person because of various things, for example, the source comes from work and outside work. According to [Deswarta and Mardiansah \(2021\)](#), the stress of employees who are depressed in dealing with all their jobs explains several indicators related to Stress Factors, which are as follows: Task demands b. Role demands c. Interpersonal demands d. Organizational structure. Organizational leadership.

Stress at work can be prevented and faced without negative impacts. Stress management is more than just overcoming stress; it involves learning to cope with it adaptively and effectively. Some people who suffer from stress at work due to competition often vent by working too hard. This is not an effective way that does not even produce anything to solve the cause of stress, it will add to the problem even further. In general, work stress management strategies can be grouped into individual, organizational, and social support strategies ([Catapano et al., 2023](#)). The indicators of work stress according to ([Cahyaningrum, 2018](#)). For employees, namely: psychological turmoil, behavioral symptoms, and physiological symptoms.

International studies also confirm that workload and stress are significant determinants of employee outcomes. For instance, [Bakker and Demerouti \(2017\)](#) emphasize that excessive job demands may reduce performance when not balanced with sufficient resources. Similarly, [Fiabane, Giorgi, Musian, Sguazzin, and Argentero \(2012\)](#) found that stress in healthcare workers can indirectly affect performance through job satisfaction and burnout.

2.5 Job Satisfaction

Job satisfaction has an important meaning in achieving organizational goals, including making a great contribution to organizational effectiveness and stimulating employee morale and loyalty. Attitude here is interpreted as the level of positive or negative feelings that a person feels towards certain objects. Job satisfaction is an emotional attitude that is pleasant and loves one's job according to the rules that apply in an organization or company. [Susilowati \(2014\)](#), this attitude is reflected in work morale, discipline, and work performance.

Job satisfaction is a person's positive emotional state resulting from the evaluation of work experience in an organization or company ([Tabitha, 2015](#)). Job satisfaction is an emotional attitude that is pleasant and loves the work the leader gives him. This attitude is reflected in the work morale, discipline, and performance of ([Darmawati & Marnis, 2017](#)). [Potu \(2013\)](#). In general, job satisfaction is determined by the job itself, salary, recognition of the work environment, and opportunities to advance. The absolute measure of satisfaction level is not applicable because each employee has a different satisfaction standard. Increasing employee job satisfaction in a company is expected to shape the mentality of employees with a high level of participation, which is called organizational commitment. [Rana, Mukhtar, and Mukhtar \(2022\)](#) found that satisfied workers can increase hierarchical productivity through fewer diversions and more things for the work they are commanded to do.

Based on the above opinion, it can be concluded that satisfaction is job satisfaction enjoyed in and outside of work and a combination in and out of work. Job satisfaction at work is the satisfaction that is enjoyed at work by obtaining praise from work results. Establishment, treatment, equipment, and a good working environment. According to [Yanti and Supartha \(2017\)](#) and [Organ \(2018\)](#) Affects a person's attitude towards their work, namely Organizational Citizenship Behaviour and Organizational Citizenship Behavior in the sense of voluntary individual behavior that is not directly appreciated by the formal reward system by the organization. There are five factors of job satisfaction: work performance, recognition, responsibility, ability, job characteristics, and opportunities for development/promotion. [Mehrad \(2021\)](#), a measure of extreme satisfaction is based on the reality faced and received as compensation for the effort and energy given. The job satisfaction indicators in this study refer to the opinion put forward by [Alkhateeb, Althabaiti, Ahmed, Lövestad, and Khan \(2025\)](#), namely Work It Self, Pay, Promotion, Supervision, Co-workers

2.6 Employee Performance

Performance is related to substantial consequences which is one of the most important factors to pay attention to today to increase the quality of many organizations that have attracted undergraduate labor (Xu, Wang, Li, & Kwan, 2021). Performance is one of the functions of motivation and ability as well as the results of work in quantity and quality achieved by an employee in carrying out his duties by the responsibilities given to him (Ghademarzi, Ataei, Mottaghi Dastenaie, & Bassullu, 2023). Employee performance is the real behavior that each individual displays as work performance produced by each employee in their role or position in the company (Lie, 2018). Performance is the result of work over a certain period compared to various possibilities, such as standards, targets/targets, or criteria that have been agreed upon between employees and (Antara, 2015). Meanwhile, another opinion is that performance is generally interpreted as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties, and the responsibilities given to him is the basis for the achievement of the goals of an organization (Setiyadi, Wartini, & Wijayanto, 2016).

According to Yuwono, Proyogo, and Mulyanti (2023), the factors affecting performance include competence, motivation, and work environment. In addition to the requirements of formal duties, other behaviors affect the effectiveness of an organization in activities called innovative and spontaneous behavior; the organization cannot supervise all possibilities in its activities. Therefore, effectiveness is influenced by employees' willingness. Such as cooperation with colleagues, protective actions, constructive ideas, and employee self-training. Although many previous studies have examined the effects of workload and leadership on employee performance, limited research has explored the mediating role of job satisfaction within public healthcare institutions in Indonesia. This study addresses this gap by integrating workload, work stress, and leadership style into a comprehensive model focusing on employee performance at the Siak Health Centre.

2.7 Research Outline

The framework of thought that can be described between the influence of workload and work stress on employee performance at the Siak Regency Health Center can be illustrated in the following chart:

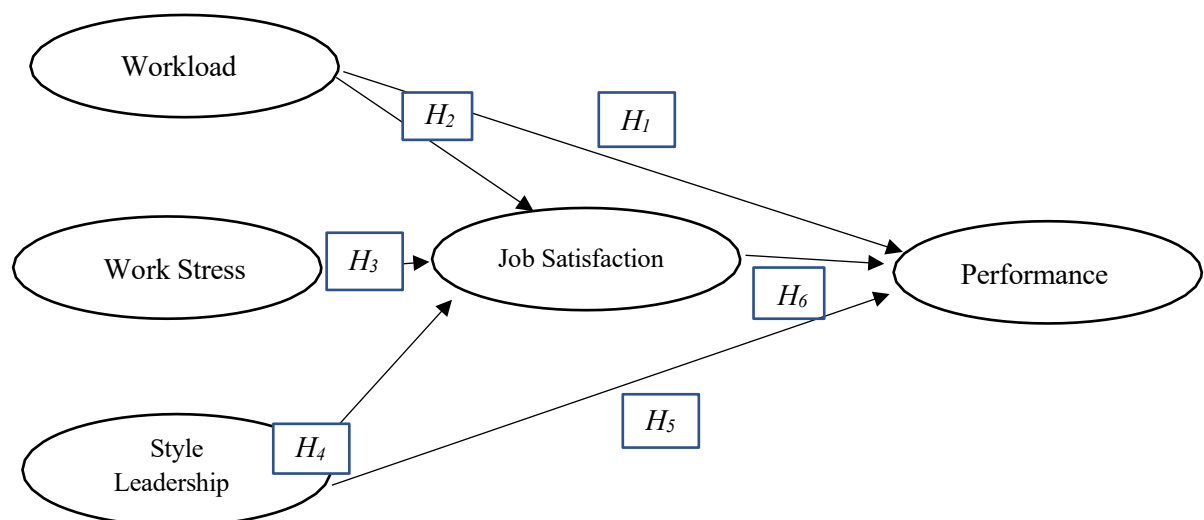


Figure 1. Research results and discussion

Before continuing the discussion of the results of the analysis, we will first discuss the description of the respondents in this study. The sample comprised 306 respondents. Before analyzing the data, it first analyzes matters related to the identity of the respondents who are the sample in this study. These include gender, age, education level, employee status, and service period of employees who are respondents in this study.

3. Methodology

In this study, 306 employees were used as the population and sample. Content sampling or census is a sampling technique in which all members of the population function as a random sample. (Sugiyono, 2016) The data sources consisted of primary and secondary data. This study was quantitative and qualitative. The qualitative component was used to support and interpret the quantitative findings through informal observations and contextual understanding of employee workload and leadership practices. However, the primary analysis was conducted using quantitative structural modeling (SmartPLS). Quantitative data are information in the form of numerical numbers related to studies and theories in the research. Qualitative data are obtained other than through questionnaires or question lists. The data collection techniques used were questionnaires and literature reviews. All questionnaire items were measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), adapted from established HRM measurement scales.

4. Results and Discussions

Table 1. Characteristics of respondents

Demographics	Category	Frequency	(%)
Gender	Woman	267	87.25
	Man	39	12.75
Age	20-25 years old	76	24.84
	26-30 years old	150	49.02
	31- 40 years old	76	24.84
	41-50 years old	2	0.65
Education	SD	0	0
	JUNIOR	0	0
	High School/Vocational School	0	0
	D3	191	62.42
	S1	115	37.58
Working Period	1 year	2	0.65
	3 years	7	2.29
	5 years	171	55.88
	>10 years	76	24.84
	>15 years	50	16.34

Table 1 shows the identity of the respondents is based on 306 informants. From this table, female employees amounted to 267 or 87.25%. The number of male employees was 39 (12.75 %). The results show that the majority of respondents who worked at the Siak Regency District Health Center were women. This is because the work in the Siak Regency Health Center is dominated by women or is better performed by women. In caring for patients, handling patients is prioritized by women over men.

Based on the table above, the identity of the informant is based on age, with a total of 306 employees. Employees aged 20-25 years amounted to 76 people or 24.84%. Employees aged 26–30 years totaled 150 people or 49.02%. And employees aged 31-40 years old totaled 76 people or 24.84%. Based on the results of the explanation above, the majority of respondents who work at the Siak Regency Health Center were 26-30 years old. This is because, at a young age, they are able to work with a team, and every task performed by these employees will be productive and they will understand their work well.

Based on the table above, the identity of the respondents based on education is 306 people. It can be seen from the table that the number of employees with D3 education is 191 people or 62.42%. The number of employees with S1 education is 115 (37.58 %). Thus, the majority of respondents who worked at the Siak Regency District Health Center were D3 educated. This is because many employees with a diploma-level education are sufficient to do and complete the work as much as possible. With Diploma Education, employees are also directly able to practice their work in the Siak Regency Health Center.

From the table above, it is known that the identity of the respondents is based on the employment period

of 306 respondents. It can be seen from the table that employees with a service period of 1 year amounted to 2 people or 0.65%, a service period of 3 years amounted to 7 people or 2.29%, a service period of 5 years amounted to 171 people or 55.88%, a service period of >10 years amounted to 76 people or 24.84%, and a service period of >15 years amounted to 50 people or 16.34%. From this, the majority of employees have a working period of five years. The prediction is that employees who have a 5- year working period can understand work conditions and be closer to the leaders or superiors at the Siak Regency Health Center.

4.1 Validity Test

Discriminant validity tests the validity of a construct by predicting the size of the indicator of each block (Eton, Sunday, & Nkamusiiima, 2023). One of the validities of discrimination can be seen by comparing the value of AVE with the correlation between the other constructs in the model. If the root value of AVE is >0.50, then it means that the validity of the crime has been achieved (Putri, Widajantie, & Wilasittha, 2024). The following is a table of average variance extracted values for each variable:

Table 2. Validity test table

Variables	Average Variance Extracted (AVE)
Workload (X_1)	0.676
Work Stress (X_2)	0.610
Leadership Style (X_3)	0.690
Job Satisfaction (Z)	0.611
Employee Performance (Y)	0.732

Table 2 shows the AVE values of workload (0.676), Work Stress (0.610), Leadership Style (0.690), Job Satisfaction (0.611), Employee Performance (0.732). For each of these variables, an AVE value > 0.50 indicates that the measurement model is valid.

4.2 Reliability Test

According to Salem, Labidi, and Mansour (2020), reliability is a measure of the internal consistency of indicators of a construct that shows the degree to which each indicator shows a common latent construct. A variable is said to meet the reliability of the construct if it has a composite reliability value of > 0.7 (Chigora, Kapesa, & Svongoro, 2021). A crossbench alpha value of > 0.7 indicates a good level of reliability for a variable (Gerald, Obianuju, & Chukwunonso, 2020).

Table 3. Reliability table

Variables	Cronbach's Alpha	Composite Reliability	Information
Workload (X_1)	0.790	0.752	Reliable
Work Stress (X_2)	0.873	0.903	Reliable
Leadership Style (X_3)	0.764	0.780	Reliable
Job Satisfaction (Z)	0.873	0.903	Reliable
Employee Performance (Y)	0.798	0.825	Reliable

Table 3 shows the workload variable with Cronbach's Alpha 0.790 and Composite Reliability 0.752 is declared reliable, the work stress variable with Cronbach's Alpha 0.873 and Composite Reliability 0.903 is declared reliable, the leadership style variable with Cronbach's Alpha 0.764 and Composite Reliability 0.780 is declared reliable, the job satisfaction variable with Cronbach's Alpha 0.873 and Composite Reliability 0.903 is declared reliable, employee performance variables with Cronbach's Alpha 0.798 and Composite Reliability 0.825 are declared reliable.

Judging from the results of the reliability test analysis using the SmartPLS tool, all composite reliability values are greater than 0.7, which means that all variables are reliable and have met the test criteria. Furthermore, the value of Cronbach's alpha also shows that all values of Cronbach's alpha are more than 0.7, and this shows that the level of reliability of the variable has also met the criteria.

4.3 Hypothesis Test

Table 4. Direct effect table

Hypothesis	Relationship	Original Sample	P-Values
H_1	X_1 (Workload) $\longrightarrow$ Performance (Y)	0.127	0.192
H_2	X_2 (Work Stress) $\longrightarrow$ Performance (Y)	0.151	0.767
H_3	X_3 (Leadership Style) $\longrightarrow$ Performance (Y)	0.068	0.012
H_4	X_1 (Workload) $\longrightarrow$ Job Satisfaction (Z)	0.055	0.428
H_5	X_2 (Job Stress) $\longrightarrow$ Job Satisfaction (Z)	0.050	0.405
H_6	X_3 (Leadership Style) $\longrightarrow$ Job Satisfaction (Z)	0.105	0.259
H_7	Z (Job Satisfaction) $\longrightarrow$ Performance (Y)	0.098	0.007

4.4 Discussion

H_1 : The first hypothesis shows that the results of data processing indicate that the original sample is 0.127 (positive), and the p-values were $0.192 > 0.05$. Therefore, it can be concluded that workload has a positive but insignificant effect on employee performance. Therefore, the meaning of the test is that the higher the workload, and the workload is given according to the employee's ability, it tends to improve employee performance. The insignificant effect of workload may indicate that employees at the Siak Health Center have adapted to high job demands due to the standardized procedures and teamwork culture. Similarly, work stress may not reduce performance because healthcare workers often develop coping mechanisms and professional commitments.

H_2 : The second hypothesis shows that the results of data processing indicate that the original sample is 0.151 (positive) and the p-values were $0.767 > 0.05$. Therefore, it can be concluded that work stress has a positive and insignificant effect on employee performance. Therefore, the meaning of the test is that work stress increases and does not exceed the employee's ability, so it tends to improve performance. The insignificant effect of workload may indicate that employees at the Siak Health Center have adapted to high job demands due to standardized procedures and a teamwork culture. Similarly, work stress may not reduce performance because healthcare workers often develop coping mechanisms and professional commitments.

H_3 : The third hypothesis shows that the results of data processing indicate that the original sample is 0.068 (positive), and the p-values were $0.012 < 0.05$. Therefore, it can be concluded that leadership style has a positive and significant effect on employee performance. Therefore, the meaning of the test is that if the leadership style is good or improved, then employee performance will also improve.

H_4 : The fourth hypothesis shows that the results of data processing indicate that the original sample is 0.055 (positive) and p-values were $0.428 > 0.05$. Therefore, it can be concluded that workload has a positive but insignificant effect on job satisfaction. Therefore, the meaning of the test is that the workload increases and does not exceed the employee's ability, and thus tends to increase job satisfaction.

H_5 : The fifth hypothesis shows that the results of data processing are known that the original sample is 0.050 (positive) and the P-values were $0.405 > 0.05$. Therefore, it can be concluded that work stress has a positive and insignificant effect on job satisfaction. Therefore, the meaning of the test is that work stress increases and does not exceed the employee's ability, so it tends to increase employee job satisfaction.

H_6 : The sixth hypothesis shows that the results of data processing are known, that the original sample is 0.105 (positive), and that the P-values are $0.259 > 0.05$. Therefore, it can be concluded that leadership style has a positive and insignificant effect on job satisfaction. Therefore, the meaning of the test is that an increasing/good leadership style tends to increase employee job satisfaction.

H_7 : The seventh hypothesis shows that the results of data processing indicate that the original sample is 0.098 (positive) and the p-values are $0.007 < 0.05$. Therefore, it can be concluded that job satisfaction

has a positive and significant effect on employee performance. Therefore, the meaning of the test is that the higher the job satisfaction, the more likely it is to improve employee performance.

Table 5. Indirect

Hypothesis	Relationship	Original Sample	P-Values
H_8	X_1 (Workload) $\longrightarrow$ Satisfaction $\longrightarrow$ Performance (Y)	0.005	0.256
H_9	X_2 (Work Stress) $\longrightarrow$ Satisfaction $\longrightarrow$ Performance (Y)	0.010	0.003
H_{10}	X_3 (Leadership Style) $\longrightarrow$ Satisfaction $\longrightarrow$ Performance (Y)	0.005	0.002

H_8 : The eighth hypothesis shows that the results of data processing indicate that the original sample value is 0.005 (positive) and the P-value is $0.256 > 0.05$. Therefore, it can be concluded that job satisfaction does not mediate the workload on employee performance.

H_9 : The ninth hypothesis shows that the results of data processing indicate that the original sample value is 0.010 (positive) and the p-value is $0.003 < 0.05$. Therefore, it can be concluded that job satisfaction plays a role in mediating work stress on employee performance.

H_{10} : The tenth hypothesis shows that the results of data processing indicate that the original sample value is 0.005 (positive) and the p-value is $0.002 < 0.05$. So, it can be concluded that job satisfaction plays a role in mediating the leadership style to.

5. Conclusions

5.1 Conclusion

This study concludes that workload and work stress have a positive but insignificant effect on employee performance, indicating that when both factors remain within employees' capacity, they may still contribute to performance improvement, although the effect is not significant. However, leadership style has a positive and significant effect on employee performance, showing that better leadership practices are associated with higher employee performance. Work stress also has a positive and insignificant effect on job satisfaction, while leadership style has a positive but insignificant effect on job satisfaction, suggesting that both factors may increase job satisfaction to some extent, without statistical significance. In contrast, job satisfaction had a positive and significant effect on employee performance, indicating that higher job satisfaction leads to better performance outcomes. Furthermore, job satisfaction does not mediate the relationship between workload and employee performance; however, it does mediate the relationship between work stress and employee performance, as well as between leadership style and employee performance. Practically, managers should prioritize leadership development programs that emphasize participatory decision-making and employee recognition, as leadership style emerges as the strongest predictor of employee performance. This study was limited to one public healthcare institution and relied on self-reported questionnaire data, which may have introduced bias. Therefore, future research should expand the sample across multiple healthcare institutions and adopt longitudinal designs to capture the performance dynamics over time.

5.2 Research Limitations

This study had several limitations. First, the research is limited to a single public healthcare institution, namely the Siak Health Center, which may restrict the generalizability of the findings to other organizations or healthcare settings with different structural and managerial characteristics. Second, the data were collected using a self-reported questionnaire, which may have introduced response bias, including social desirability bias and subjective perceptions of respondents. Third, this study employed a cross-sectional design, which limits the ability to capture changes in workload, work stress, leadership style, job satisfaction, and employee performance over time. Fourth, the measurement of constructs relies on perceptual indicators that may not fully reflect objective performance outcomes. Finally, although the study incorporates mediating analysis using PLS-SEM, there may be other unobserved variables outside the model that could influence employee performance.

5.3 Suggestions and Directions for Future Research

Companies must provide workloads that are within the capabilities of their employees. A workload that is by the employee's ability and does not make employees stressed in doing their work, will have a positive impact on employees in improving their performance at work. To be able to support employee performance, it is expected to use a leadership style that is suitable for employees. A good leadership style has a positive effect on employees' job performance.

Acknowledgment

The authors would like to express their sincere gratitude to the management and employees of Siak Health Center for their cooperation and support during the data collection process. The authors also sincerely appreciate all respondents who voluntarily participated in this study by completing the questionnaire. In addition, the authors acknowledge Universitas Islam Riau for providing academic support and research facilitation of this study. Finally, we appreciate the valuable feedback provided by our colleagues and reviewers, which helped improve the quality of this manuscript.

Author Contributions

HH contributed to the conceptualization of the study, research design, and theoretical framework development. ID served as the corresponding author and was responsible for the supervision, validation, and critical revision of the manuscript. DM contributed to the data collection, data processing, and statistical analysis using SmartPLS. HH contributed to the manuscript review, editing, and final formatting. All authors have read and approved the final version of this manuscript.

References

- Alkhateeb, M., Althabaiti, K., Ahmed, S., Lövestad, S., & Khan, J. (2025). A systematic review of the determinants of job satisfaction in healthcare workers in health facilities in Gulf Cooperation Council countries. *Global Health Action*, 18(1), 1-15. doi:<https://doi.org/10.1080/16549716.2025.2479910>
- Andriani, R., Kusuma, R., & Zulfiani, D. (2019). Korelasi Budaya kerja dengan efektivitas kerja karyawan bagian kompartemen investasi pengembangan pada PT. Pupuk Kalimantan Timur di Kota Bontang. *Jurnal Administrasi Negara*, 7(2), 8960-8970.
- Antara, I. K. K. Y. (2015). Pengaruh kepemimpinan, lingkungan kerja fisik, dan kompensasi pada kinerja karyawan UD. Terus di Bali. *E-Jurnal Manajemen Unud*, 4(6), 1735-1752
- Atika, A., Rara, M., & Cici, W. (2023). Faktor – faktor yang mempengaruhi beban kerja mental pada guru Sekolah Dasar di Kelurahan Bajubang. *Jurnal Inovasi Penelitian*, 3(11), 7951-7958.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of occupational health psychology*, 22(3), 273. doi:<https://doi.org/10.1037/ocp0000056>
- Barsah, A. (2022). *Manajemen sumber daya manusia internasional*. Bandung: Widina Media Utama.
- Cahyaningrum, S. (2018). Pengaruh stres kerja dan konflik kerja terhadap kinerja karyawan (studi pada karyawan PT. Surya Cipta Internusa Gresik). *Jurnal Ilmu Manajemen (JIM)*, 6(1), 1-9.
- Catapano, P., Cipolla, S., Sampogna, G., Perris, F., Luciano, M., Catapano, F., & Fiorillo, A. (2023). Organizational and individual interventions for managing work-related stress in healthcare professionals: A systematic review. *Medicina*, 59(10), 1866. doi:<https://doi.org/10.3390/medicina59101866>
- Chigora, F., Kapesa, T., & Svongoro, P. (2021). Revisiting nation branding: An infrastructure financing perspective in Zimbabwe. *International Journal of Financial, Accounting, and Management*, 3(2), 179-192. doi:<https://doi.org/10.35912/ijfam.v3i2.611>
- Darmawati, D., & Marnis, M. (2017). Pengaruh Kepemimpinan dan komitmen organisasi terhadap kepuasan kerja dan kinerja pegawai pada sekretariat daerah Kabupaten Rokan Hulu. *Jurnal Tepak Manajemen Bisnis*, 9(2), 21-42.
- Deswarta, D., & Mardiansah, A. (2021). Pengaruh stres kerja dan kepuasan kerja terhadap turnover intention Perawat Rumah Sakit Prima Pekanbaru. *E-Bisnis: Jurnal Ilmiah Ekonomi Dan Bisnis*, 14(2), 58-63. doi:<https://doi.org/10.51903/e-bisnis.v14i2.476>
- Djharuddin, D., Arifuddin, A., Djunaid, R., Data, M., & Rusni, R. (2023). Motivasi, kedisiplinan, etika

- dan kinerja pegawai di Kantor Kecamatan Tamalate. *YUME : Journal of Management*, 6(1), 170. doi:<https://doi.org/10.37531/yum.v6i1.3524>
- Eton, M., Sunday, A., & Nkamusiima, D. (2023). Budget implementations in local governments in Uganda; reflections from Kiruhura and Mbarara. *International Journal of Financial, Accounting, and Management*, 5(2), 235-249. doi:<https://doi.org/10.35912/ijfam.v5i2.1423>
- Fiabane, E., Giorgi, I., Musian, D., Sguazzin, C., & Argentero, P. (2012). Occupational stress and job satisfaction of healthcare staff in rehabilitation units. *Med Lav*, 103(6), 482-492.
- Gerald, E., Obianuju, A., & Chukwunonso, N. (2020). Strategic agility and performance of small and medium enterprises in the phase of Covid-19 pandemic. *International Journal of Financial, Accounting, and Management*, 2(1), 41-50. doi:<https://doi.org/10.35912/ijfam.v2i1.163>
- Ghadermarzi, H., Ataei, P., Mottaghi Dastenaee, A., & Bassullu, C. (2023). In-service training policy during the COVID-19 pandemic: The case of the agents of the farmers, rural people, and nomads social insurance fund. *Frontiers in Public Health*, 11, 1-12. doi:<https://doi.org/10.3389/fpubh.2023.1098646>
- Hamsal, H. (2021). Pengaruh Gaya kepemimpinan, komitmen organisasi dan budaya organisasi terhadap kepuasan kerja dan kinerja pegawai Universitas Islam Riau. *INVEST: Jurnal Inovasi Bisnis dan Akuntansi*, 2(1), 15-29. doi:<https://doi.org/10.55583/invest.v2i1.120>
- Hamsal, H., Darsana, D., & Zulhelmy, Z. (2022). Influence of leadership, motivation, organizational culture on work satisfaction and teacher satisfaction in Dayun District, Siak District. *European Journal of Business and Management Research*, 7(2), 339-345. doi:<https://doi.org/10.24018/ejbmr.2022.7.2.1382>
- Haris, M., Wibowo, N. M., & Ôçi, M. (2019). Pengaruh gaya kepemimpinan, kepuasan kerja dan komitmen organisasi terhadap kinerja pegawai (Studi pada Kantor Kecamatan Lenteng Kabupaten Sumenep). *MAP (Jurnal Manajemen Dan Administrasi Publik)*, 2(04), 501-515. doi:<https://doi.org/10.37504/jmb.v5i1.373>
- Hendrri, A., Tahir, I. B., Mu'azamsyah, M., & Friassantano, R. (2023). Kepemimpinan transformasional, kepemimpinan transaksional dan motivasi kerja terhadap kinerja karyawan. *Jurnal Inovasi Penelitian*, 3(8), 7367-7372. doi:<https://doi.org/10.24912/jmk.v1i2.5092>
- Lie, T. F. (2018). Pengaruh kepuasan kerja terhadap kinerja karyawan melalui motivasi kerja pada CV. Union Event Planner. *Agora*, 6(1), 287209.
- Mahendrawan, I. G., & Indrawati, A. D. (2015). Pengaruh beban kerja dan kompensasi terhadap kepuasan kerja PT. Panca Dewata Denpasar. *E-Jurnal Manajemen Unud*, 4(11), 3936-3961
- Manik, J. D. N. (2013). Kekuasaan dan kepemimpinan sebagai proses sosial dalam masyarakat. *Society*, 1(1), 64-74. doi:<https://doi.org/10.33019/society.v1i1.43>
- Mehrad, A. (2021). Pay, promotion, work, supervision, and coworker as dimensions of academicians job satisfaction at public research universities in Klang Valley, Malaysia. *Journal of Social Science Research*, 17, 55-60. doi:<https://doi.org/10.24297/jssr.v17i.9011>
- Organ, D. W. (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 295-306. doi:<https://doi.org/10.1146/annurev-orgpsych-032117-104536>
- Pally, Y. F. N., & Septyarini, E. (2022). Pengaruh gaya kepemimpinan, komitmen organisasi, dan motivasi kerja terhadap kepuasan kerja pegawai. *Jurnal Manajemen*, 14(1), 140-147. doi:<https://doi.org/10.30872/jmmn.v14i1.10796>
- Potu, A. (2013). Kepemimpinan, motivasi, dan lingkungan kerja pengaruhnya terhadap kinerja karyawan pada Kanwil Ditjen Kekayaan Negara Suluttenggo dan Maluku Utara di Manado. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 1(4), 1165-1284. doi:<https://doi.org/10.35794/emba.1.4.2013.2894>
- Putri, S. Y., Widajantie, T. D., & Wilasittha, A. A. (2024). A comparative analysis before and after pandemic on environmental accounting public hospital. *International Journal of Financial, Accounting, and Management*, 6(1), 1-17. doi:<https://doi.org/10.35912/ijfam.v6i1.1706>
- Rana, W., Mukhtar, S., & Mukhtar, S. (2022). Job satisfaction, performance appraisal, reinforcement and job tasks in medical healthcare professionals during the COVID-19 pandemic outbreak. *The International Journal of Health Planning and Management*, 37(4), 2345-2353. doi:<https://doi.org/10.1002/hpm.3476>
- Riadi, F. (2019). Analisis fungsi kepemimpinan organisasi terhadap kinerja pegawai (studi badan

- pelayanan perizinan terpadu dan penanaman modal Kota Cimahi). *Eqien-Jurnal Ekonomi dan Bisnis*, 6(1), 62-72. doi:<https://doi.org/10.34308/eqien.v6i1.74>
- Rumeen, A. R., Kojo, C., & Walangitan, M. (2023). Pengaruh pelatihan, kompensasi, dan beban kerja terhadap kepuasan kerja pada bank Bri cabang Palu Sulawesi Tengah. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 11(1), 1231-1241. doi:<https://doi.org/10.35794/emba.v11i1.47205>
- Salem, S. B., Labidi, M., & Mansour, N. (2020). Empirical evidence on Non-Performing Loans and credit frictions: banking sector in Tunisia. *International Journal of Financial, Accounting, and Management*, 2(3), 171-183. doi:<https://doi.org/10.35912/ijfam.v2i3.191>
- Salmiyah, S., Kitta, S., & Sjarlis, S. (2023). Pengaruh disiplin kerja, kompetensi pegawai dan gaya kepemimpinan terhadap kinerja pegawai pada kantor badan perencanaan pembangunan penelitian dan pengembangan daerah (Bappelitbangda) Provinsi Sulawesi Selatan. *Jurnal Pelopor Manajemen Indonesia (JPMI)*, 2(1), 12-21.
- Sembiring, T., & Widodo, S. (2023). Pengaruh beban kerja, disiplin kerja, dan kompensasi terhadap turnover intention karyawan PT. Media Surya Produksi. *Jurnal Ilmiah Manajemen Surya Pasca Scientia*, 12(1), 1-13. doi:<https://doi.org/10.35968/jimspc.v12i1.1035>
- Setiyadi, Y. W., Wartini, S., & Wijayanto, A. (2016). Pengaruh kualitas kehidupan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. *Management Analysis Journal*, 5(4), 315-324.
- Susilowati, S. B. (2014). Pengaruh kepemimpinan dan komitmen organisasi terhadap kepuasan kerja dimediasi budaya organisasi. *Jurnal Manajemen Dayasaing*, 16(2), 32-41. doi:<https://doi.org/10.23917/dayasaing.v16i2.2050>
- Tabitha, J. (2015). Pengaruh gaya kepemimpinan terhadap komitmen organisasional dengan kepuasan karyawan sebagai mediator pada Pt Young Multi Sarana. *Agora*, 3(2), 224-230.
- Xu, X., Wang, Y., Li, M., & Kwan, H. K. (2021). Paradoxical effects of performance pressure on employees' in-role behaviors: An approach/avoidance model. *Frontiers in Psychology*, 12, 744404. doi:<https://doi.org/10.3389/fpsyg.2021.744404>
- Yanti, P. E. T., & Supartha, I. W. G. (2017). Pengaruh Komitmen organisasional dan kepuasan kerja terhadap organizational citizenship behavior (OCB). *E-Jurnal Manajemen Unud*, 6(2), 721-747
- Yuwono, I., Proyogo, D. A., & Mulyanti, D. (2023). Literature review faktor-faktor yang mempengaruhi kinerja karyawan sebagai sumber daya manusia. *Jurnal Publikasi Sistem Informasi dan Manajemen Bisnis*, 2(2), 49-55. doi:<https://doi.org/10.55606/jupsim.v2i2.1291>