

## The Effect of Changes in Work Methods, Work Overload and Transactional Leadership on Employee Performance at PT Saku Pos Indonesia with Motivation as an Intervening Variable

Muhamad Arrazzaq Syukur<sup>1\*</sup>, Peggy Ratna Marlianingrum<sup>2</sup>

Universitas Teknologi Muhammadiyah Jakarta

**Corresponding Author:** Muhamad Arrazzaq Syukur

[arrazzaqmuhammad20@gmail.com](mailto:arrazzaqmuhammad20@gmail.com)

---

### ARTICLE INFO

*Keywords:* Work Method,  
Work Overload,  
Transactional Leadership,  
Employee Performance,  
Motivation

*Received :* 4, April

*Revised :* 21, April

*Accepted:* 23, May

©2025 Syukur, Marlianingrum : This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

Human resources are vital for achieving company goals. The shift from WFH to WFO post-Covid raises concerns about effectiveness and working hours. Supportive leaders addressing work overload, stress, and motivation enhance employee performance. This study examines work methods, work overload, and transactional leadership's impact on performance, with motivation as an intervening variable. Using a quantitative approach with 107 respondents, SEM-PLS analysis reveals that work methods, motivation, and leadership positively affect performance. However, transactional leadership and work overload have an insignificant impact. Work methods and leadership enhance motivation, while work overload negatively affects it. Companies should balance workloads, recognize contributions, and reward initiatives to boost motivation, ensuring timely task completion and improved productivity.

---

## INTRODUCTION

The development of business in the technology industry is currently growing and changing very rapidly. Along with the times, human resources become a valuable asset and must always be maintained because it will allow the company to achieve its goals. In order to run a business, an employee must have the skills and talents needed to support the implementation of tasks and obligations. Human resources can efficiently carry out various tasks and responsibilities if they have the necessary competencies. Both employee performance evaluations and business income can experience a decline in employee performance (Wibowo, 2022).

Human resource management is very important for a business or organization because it organizes, manages, and maximizes human potential so that they can contribute effectively to achieving company goals. Working conditions and hours have changed significantly for employees using the (WFH) scheme. A number of workers expressed dissatisfaction with the Work From Work (WFO) arrangement when they returned to the workplace in the new normal situation, citing reduced productivity and irregular working hours. According to research conducted by Hartono & Rahadi, (2021) employee work habits during the pandemic experienced a significant decline.

Crosbie and Moore, (2022) stated that working from home (WFH) is a flexible working hour initiative that provides various options for employees, but needs to be supported by guidelines and policies to benefit employees and the company. PT Saku Pos Indonesia has implemented the WFH work method since the pandemic, where employees carry out their duties from their respective homes. This change requires employees to adapt, including in the use of information technology for work supervision, such as computer-based remote audits. Employee attendance is recorded by utilizing information technology according to their respective locations. PT Saku Pos Indonesia is a business engaged in the field of software houses or IT software industry. The following table of working days and average employee attendance per month in 2020, 2021, 2022, 2023 is as follows:

Table 1. Employee Working Days Per Month in 2020, 2021, 2022, 2023

No	Month	Number of Employee Working Days							
		2020		2021		2022		2023	
		Employee	Working days	Employee	Working days	Employee	Working days	Employee	Working days
1	Januari	110	21	104	20	108	21	110	21
2	Februari	110	20	108	19	108	18	104	20
3	Maret	109	21	108	21	102	22	104	21
4	April	107	21	105	21	102	19	104	14
5	Mei	109	14	105	14	103	15	98	21
6	Juni	101	21	98	21	103	21	98	17
7	Juli	101	22	98	21	103	21	102	20
8	Agustus	101	18	102	20	105	22	102	22
9	September	101	22	102	22	108	22	105	20
10	Oktober	105	19	104	20	108	21	105	22
11	November	105	21	104	22	108	22	107	22
12	Desember	104	20	108	22	110	21	107	19

Table 2. Average Attendance and Percentage of Attendance Per Month in 2020, 2021, 2022, 2023

Average								Presentation							
2020		2021		2022		2023		2020		2021		2022		2023	
Present	Not present	Present	Not present	Present	Not present	Present	Not present	Present	Not present	Present	Not present	Present	Not present	HaPresentdir	Not present
103	7	98	6	98	10	102	8	93,64%	6,36%	94,23%	5,77%	90,74%	9,26%	92,73%	7,27%
100	10	93	15	99	9	96	8	90,91%	9,09%	86,11%	13,89%	91,67%	8,33%	92,31%	7,69%
98	11	98	10	101	1	97	7	89,91%	10,09%	90,74%	9,26%	99,02%	0,98%	93,27%	6,73%
92	15	97	8	99	3	102	2	85,98%	14,02%	92,38%	7,62%	97,06%	2,94%	98,08%	1,92%
102	7	101	4	91	12	94	4	93,58%	6,42%	96,19%	3,81%	88,35%	11,65%	95,92%	4,08%
98	3	92	6	95	8	97	1	97,03%	2,97%	93,88%	6,12%	92,23%	7,77%	98,98%	1,02%
97	4	97	1	101	2	99	3	96,04%	3,96%	98,98%	1,02%	98,06%	1,94%	97,06%	2,94%
99	2	99	3	98	7	96	6	98,02%	1,98%	97,06%	2,94%	93,33%	6,67%	94,12%	5,88%
94	7	92	10	90	18	102	3	93,07%	6,93%	90,20%	9,80%	83,33%	16,67%	97,14%	2,86%
96	9	103	1	92	16	98	7	91,43%	8,57%	99,04%	0,96%	85,19%	14,81%	93,33%	6,67%
101	4	102	2	97	11	96	11	96,19%	3,81%	98,08%	1,92%	89,81%	10,19%	89,72%	10,28%
93	11	93	15	95	15	95	12	89,42%	10,58%	86,11%	13,89%	86,36%	13,64%	88,79%	11,21%

Table 1 and Table 2 illustrate the percentage of employee attendance at PT. Saku Pos Indonesia, from the table above shows a comparison of employee attendance during the pandemic (2020, 2021) and after the pandemic (2022, 2023) experienced inconsistent increases and decreases. However, in 2023 the percentage of employee attendance increased compared to the previous year. Changes in work methods during the pandemic, namely the implementation of WFH, allow employees to continue to carry out attendance from anywhere with the fingerprint application facility that has been installed on mobile phones or personal computers that can be accessed as needed. According to information from the Central Statistics Agency, the Covid-19 pandemic has caused a significant decline in economic growth.

One way companies overcome the economic problems that occur is by investing in information technology at the expense of their own employees. As a result of a significant decrease in the number of employees compared to before the pandemic, PT Saku Pos Indonesia employees almost reached 180 employees, in the last 2 years PT Saku Pos Indonesia employees have an average of 107 employees. As a result, there are a number of tasks and responsibilities to customers to meet the company's demands given to other employees in order to meet customer needs, thus increasing the workload assigned to employees. The following is data on the average working hours of PT Saku Pos Indonesia employees during 2022 and 2023.

Table 3. Data on Increase in Employee Working Hours in 2022-2023

No	Month	2022				2023			
		Average Number of Overtime Days	Average Number of Employees Working Overtime	Average Working Hours	Average Excess Working hours	Average Number of Overtime Days	Average Number of Employees Working Overtime	Average Working Hours	Average Excess Working hours
1	Januari	14	65	11,12	3,34	16	67	11,20	3,20
2	Februari	13	65	11,36	3,56	15	60	11,44	3,44

No	Month	2022				2023			
		Average Number of Overtime Days	Average Number of Employees Working Overtime	Average Working Hours	Average Excess Working hours	Average Number of Overtime Days	Average Number of Employees Working Overtime	Average Working Hours	Average Excess Working hours
3	Maret	14	64	10,56	2,78	16	71	11,60	3,60
4	April	14	63	11,2	3,3	11	62	11,36	3,36
5	Mei	9	64	10,48	2,51	16	68	11,28	3,28
6	Juni	14	60	11,52	3,34	13	55	10,96	3,76
7	Juli	15	60	11,36	3,21	15	59	11,12	3,12
8	Agustus	12	60	11,2	3,19	17	61	11,36	3,36
9	September	15	60	11,36	3,31	15	61	11,76	3,76
10	Oktober	13	62	11,2	3,24	17	63	11,52	3,52
11	November	14	62	11,44	3,49	17	61	11,44	3,44
12	Desember	13	61	10,88	2,98	14	68	11,84	3,84

The data in Table 3 is very important to assess the level of excess working hours (overtime) carried out by employees, as well as an indicator of the workload they bear. The more often employees work overtime, the greater the amount of work they do. Based on the data displayed, the duration of employee work exceeds the set time limit, which is an average of 8 hours per day. The period with the largest number of employees experiencing overtime occurred in January, March, May, and December 2023. The highest average additional working hours (overtime) reached around 3-4 hours in one month. This is because customers request system changes that must be in accordance with the current conditions, resulting in excess capacity and also demands from superiors who must complete on time and become a cause of work stress. Companies with excessive workloads must be aware of various elements, such as motivation, type of work, and work environment, that can affect employee performance. Employers often encourage staff to work at the highest level in order to meet predetermined goals. According to Ameilia and Marlianingrum, (2022) employees often have to work overtime due to work pressure caused by very heavy workloads.

Workload can cause managers to over-task employees and create a less-than-ideal work environment. For example, in the manufacturing and service industries, employees often experience negative impacts from work overload on physical and mental well-being (Kimura, 2018). Workers are expected to meet performance standards and deadlines set by the company. Employees often deal directly with clients, especially in service-oriented businesses, which can cause emotional stress beyond their capabilities and result in burnout and poor performance (Chandra, 2017). If employees are unable to cope with these demands, they can become bored or even experience more severe burnout due to work overload.

In order to remain competitive and survive in the face of rapid external changes, a leader always strives to improve organizational efficiency. In achieving this, leadership is needed that is able to guide the organization towards goals that are well achieved. According to Dinibutun, (2020) the ability to

influence people or groups to achieve goals is known as leadership, and in today's dynamic corporate environment, the task of fulfilling the vision and mission is inevitable. According to Ameilia and Marlianingrum, (2022) the secret to the success of an organization or company is its leadership, which can encourage members to achieve the organization's vision and mission and offer answers to subordinates' concerns regarding work-related issues. According to Bass, (2020) transactional leadership involves a dynamic exchange between leaders and followers, where leaders set goals, monitor progress, and determine the rewards or awards that will be given to followers when goals are achieved.

Therefore, one method of assessing employees' performance is to understand their needs and expectations. Changes in work practices necessitate motivation as a crucial bridge for people to complete their tasks. Motivation refers to an individual's internal or external drive to participate in activities or take action in order to accomplish specific goals. Muslih, (2020) asserts that motivation in all its manifestations will increase an individual's level of activity, enthusiasm, and vitality, hence facilitating the accomplishment of their objectives. Strong motivation is a necessary supporting factor for everyone and can motivate someone to take positive action. Frederick Herzberg's theory states that people are motivated to work by two different kinds of forces: intrinsic (also called motivational factors) and extrinsic (sometimes called hygienic factors). Intrinsic motivation, which is seen to be the best kind of motivation, is essential.

## LITERATURE REVIEW

### *The Grand Theory*

Job Performance Theory is the grand theory employed in this investigation. Colquit et al, (2009) state that "the value of a number of employee actions that contribute, either favorably or negatively, to the fulfillment of organizational goals" can be regarded as job performance. Wiratama & Sintaasih, (2013) individuals who work well tend to have high performance and produce quality output. This theory emphasizes that the core of performance is a collection of employee behaviors that support the achievement of organizational goals.

### *Employee performance*

Sinambela, (2021) performance can be understood as an individual's ability to apply certain skills. Performance is a crucial aspect because it can indicate the extent to which a person is able to carry out the tasks that have been given. In the context of an organization, employee performance plays an important role in achieving organizational goals. Performance is the overall result of a person during a certain period in carrying out tasks according to the work result standards that have been set and agreed upon. According to Yulianto & Saadah, (2020) there are five indicators used to measure an employee's performance, these indicators include quality, quantity, timeliness, effectiveness, and independence.

### ***Method of Work***

A work method is a systematic and structured approach or steps to achieve certain goals. In the world of work, effective and efficient working methods are important to increase productivity and quality of work results. According to Gilbert, (2011) stated that a work method is a series of steps carried out sequentially to achieve certain goals in a job or project. According to Nurhayati (2020) indicators of work methods are target achievement, work time, error rate, and accident rate.

### ***Work Overload***

Workload according to Rindorindo et al., (2019) that workload is a condition of work that is a task that must be completed within a certain time limit. Increasing the workload has a negative impact, namely it can cause physical and mental fatigue and emotions that are not in accordance with expectations (Irawati & Carrollina, 2017). Therefore, when employees feel that the amount of work is not comparable to the number of employees, it can cause work stress and affect employee performance. According to Tahir et al., (2019) there are several indicators used to determine how much workload employees have to complete, namely Task Repetition, Task Excess, Physical or Mental Load, Work at Odd times.

### ***Transactional Leadership***

Wibowo, (2022) transactional leadership is a leadership style that supports organizations in achieving current goals in a more efficient manner. This approach is carried out by linking job satisfaction with the reward system and ensuring that workers have the resources needed to complete their tasks. This leadership style emphasizes giving rewards to subordinates, supervising their work, and directing them to achieve predetermined goals, in order to clarify roles and task demands Garnasih, (2018). Transactional leadership aims to achieve goals by giving rewards and directing and controlling subordinates to work effectively and efficiently. In this study, transactional leadership indicators were adapted from Awan, (2014) Contingent Reward, Active management by exception, and passive management by exception.

### ***Work motivation***

Siswanto, (2019) work motivation is an internal drive related to efforts to achieve desired goals. Employees who have high work motivation can make a significant contribution to their performance results. Strong work motivation is needed to overcome problems that can reduce performance. Motivation functions as a driver for employees to work enthusiastically, so that company goals can be achieved properly. Inability to complete work on time can lead to decreased efficiency. Hasibuan, (2019) there are 5 indicators of motivation, namely: Physical Needs, Needs for Safety, Social Needs, Needs for Appreciation, and Needs for Self-Realization. The company's efforts to improve the quality of work life.

## METHODOLOGY

In testing the relationship between current variables and assessing the impact of one variable on another variable, a causal research design is used in this study. Sugiyono, (2019) Therefore, the purpose of this study is to determine the causal relationship between the dependent variable, namely employee performance, with the independent variables, namely work techniques, workload, and transactional leadership, with motivation as an intervening variable.

All 107 employees of PT Sakupos Indonesia are the population studied. In order for the population to function as a whole as a sample as well as a source of information, each member of the population is used as a sample in this study, which uses a saturated sampling technique. The result is that 107 employees act as samples or research respondents.

In this study, the data were analyzed using partial least squares and mediation (intervening) using the Structural Equation Modeling (SEM) method to produce a path diagram (path analysis). SEM-PLS analysis usually consists of two submodels: a measurement model often referred to as an outer model, and a structural model commonly referred to as an inner model.

## RESEARCH RESULT

### *Outer Model*

#### *Convergent Validity*

Validity testing is the initial step in this study. If a person's loading value ( $\lambda$ ) on the measured latent variable is  $\geq 0.7$ , then the reflexive measurement is considered valid. An indicator should be removed if its loading value ( $\lambda$ ) is less than 0.7, because this indicates that the indicator is not sufficient to measure the underlying variable accurately. The figure below shows the findings of the convergent validity test for each indicator on each variable.

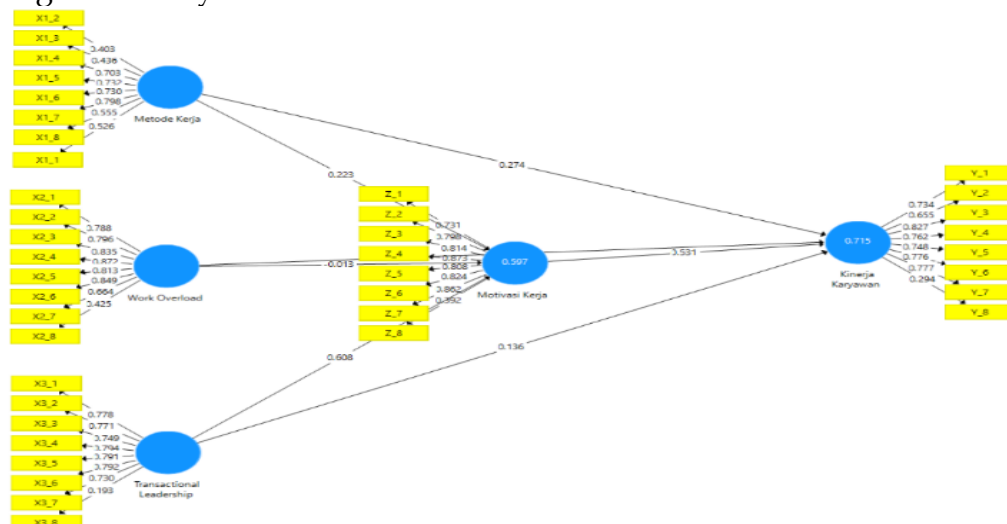


Figure 1. Covergent Validity

The convergent validity test produces the image above, which is explained in table 7 below: The results of the initial path diagram validity level test using SmartPLS 3.2.9 show that not all indicators have a value  $> 0.7$ , which means that

not all indications are significant, as seen in the output in the image above. Therefore, it is necessary to exclude (drop) the loading factors of the two-work technique and employee performance variables that have convergent validity and a value per indicator of less than 0.7.

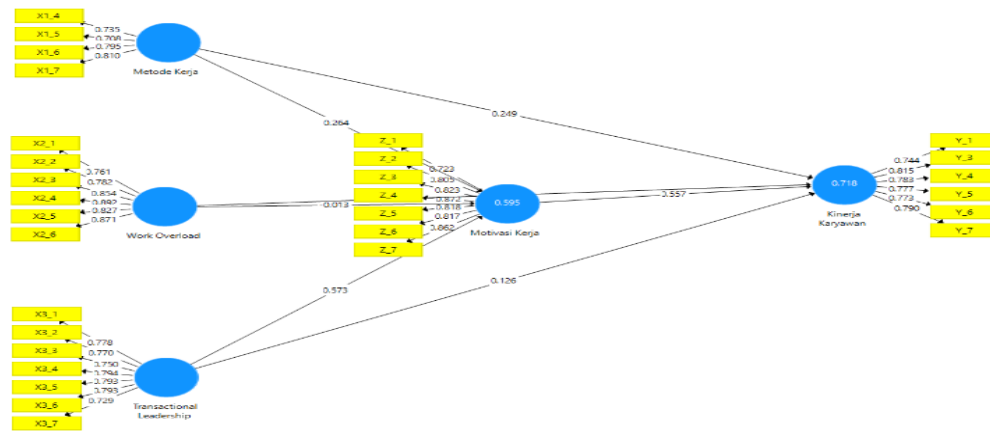


Figure 2. Convergent Validity

After the indicators with loading values  $<0.7$  are removed (dropped), the path diagram above shows that there are no more indicators with loading values  $<0.7$ . Thus, the variable can be declared valid. Further explanation can be seen in the following table 4:

Table 4. Loading Faktor Convergent Validity

Variable	Indicator	Outer Loading	Information
Working Method (X1)	X1_4	0,703	Valid
	X1_5	0,732	Valid
	X1_6	0,73	Valid
	X1_7	0,798	Valid
Work Overload (X2)	X2_1	0,788	Valid
	X2_2	0,796	Valid
	X2_3	0,835	Valid
	X2_4	0,872	Valid
	X2_5	0,813	Valid
	X2_6	0,849	Valid
Transactional Leadership (X3)	X3_1	0,778	Valid
	X3_2	0,771	Valid
	X3_3	0,749	Valid
	X3_4	0,794	Valid
	X3_5	0,791	Valid
	X3_6	0,792	Valid
	X3_7	0,73	Valid
Work motivation (Z)	Z_1	0,731	Valid
	Z_2	0,798	Valid
	Z_3	0,814	Valid
	Z_4	0,873	Valid
	Z_5	0,808	Valid
	Z_6	0,824	Valid
	Z_7	0,862	Valid



Variable	Indicator	Outer Loading	Information
Employee performance (Y)	Y_1	0,734	Valid
	Y_2	0,655	Valid
	Y_3	0,827	Valid
	Y_4	0,762	Valid
	Y_5	0,748	Valid
	Y_6	0,776	Valid
	Y_7	0,777	Valid

The loading factors for the five variables work techniques, workload, transactional leadership, employee performance, and motivation have been successful in reaching the value of each indicator  $> 0.7$ , according to the data displayed in the above figure. This demonstrates the data's dependability and appropriateness for more study.

#### Reliability

Research on a variable is considered credible if its Cronbach Alpha value is more than 0.6. The table below shows the results of the reliability test for each research variable.

Table 5. Reliability

Variable	Composite Reliability	Cronbachs Alpha
Working Method	0,848	0,761
Work Overload	0,931	0,914
Transactional Leadership	0,912	0,888
Work motivation	0,934	0,917
Employee performance	0,903	0,872

#### Average Variance Extracted (AVE)

The link between each variable and other variable in the model, as well as the AVE value of each variable, reveals discriminant validity. If the AVE root of each variable is higher than its correlation with other variables, the model is considered to have satisfactory discriminant validity. Since there is no data with a value less than 0.5 at the outer loadings value above, the analysis can proceed to the AVE root value.

Table 6. Average Variance Extracted (AVE)

Variable	Average Variance Extraced (AVE)	Information
Working Method	0,582	Convergent Validity
Work Overload	0,693	Convergent Validity
Transactional Leadership	0,597	Convergent Validity
Work motivation	0,670	Convergent Validity
Employee performance	0,610	Convergent Validity

### Cronbach's Alpha

If a study's Cronbach's alpha value is greater than 0.6, the variable is deemed reliable. The reliability test results for each study variable are displayed in the table below.

Table 7 Cronbach's Alpha

Variable	Cronbachs Alpha	rho_A	Composite Reliability	Information
Working Method	0,761	0,771	0,848	Reliable
Work Overload	0,914	0,949	0,931	Reliable
Transactional Leadership	0,888	0,890	0,912	Reliable
Work motivation	0,917	0,921	0,934	Reliable
Employee performance	0,872	0,949	0,903	Reliable

### Inner Model

#### R<sup>2</sup> Square (Coefficient of Determination)

By analyzing the R-Square (R<sup>2</sup>) value, the internal model or structural model is tested to determine the relationship between variables and assess the adequacy of the model. The results of the PLS-based structural model analysis display the determination coefficient values presented in the following table.

Table 8. R<sup>2</sup> Square (Coefficient of Determination)

Variable	R Square	R- Square Adjusted	Information
Employee performance	0,718	0,707	Strong
Work motivation	0,595	0,583	Substantial

#### Q<sup>2</sup> Square (Predictive Relevance)

The evaluation test of the goodness of fit model is carried out with the predictive relevance value (Q<sup>2</sup>). In calculating the predictive relevance value (Q<sup>2</sup>), the following formula is used:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R2_1) - (1 - R2_2) \\
 Q^2 &= 1 - (1 - 0,718) - (1 - 0595) \\
 &= 1 - (1 - 0,282) - (1 - 0,405) \\
 &= 1 - 0,115 \\
 Q^2 &= 0,885
 \end{aligned}$$

The R squares for the endogenous variables of the model are R<sub>21</sub> and R<sub>22</sub>. In path analysis, Q<sup>2</sup> is interpreted in the same way as the total coefficient of determination. The amount of the dependent variable's overall fluctuation that can be accounted for by the variance of the independent variables is known as the coefficient of determination or R.

Table 9. R Square and Q Square

Variable	R Square
Employee performance	0,718

Work motivation	0,595
Predictvie Relevance (Q <sup>2</sup> )	0,885

### Hypothesis Testing

Assessing the causal relationships in the suggested conceptual model is the goal of hypothesis testing. using the intelligent PLS program to analyze the results of hypothesis testing. Presented in table 10 below:

Table 10. Path Coefisien Inner Model

Influence of Variables	Coefisien parameters	T- Statistik	P Values	Information
Working Methods on Employee Performance	0,249	2,81	0,005	Significant
Working Methods on Work Motivation	0,264	2,603	0,01	Significant
Work Motivation on Employee Performance	0,557	6,208	0	Significant
Transactional Leadership on Employee Performance	0,126	1,454	0,147	Not Significant
Transactional Leadership on Work Motivation	0,573	5,946	0	Significant
Work Overload on Employee Performance	0,031	0,424	0,672	Not Significant
Work Overload on Work Motivation	-0,013	0,174	0,862	Not Significant
Working Method Through Work Motivation On Employee Performance	0,147	2,293	0,022	Significant
Transactional Leadership Through Work Motivation Towards Employee Performance	0,319	4,167	0	Significant
Work Overload Through Work Motivation On Employee Performance	-0,007	0,173	0,863	Not Significant

The results of the hypothesis testing are translated into the form of a research model and equation as follows:

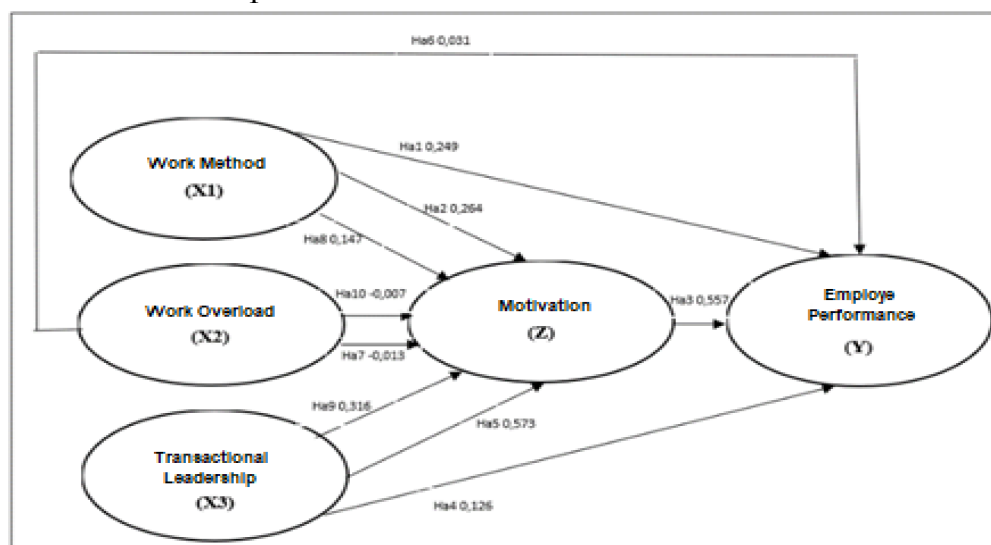


Figure 4 Hipotesis Test

$$Y = 0,249X_1 + 0,031X_2 + 0,126X_3 + e \dots\dots\dots(1)$$

$$Z = 0,557X_1 + 0,264X_2 - 0,013X_3 + 0,573Y + 0,147X_1Y - 0,007X_2Y + 0,319X_3Y + e \dots\dots(2)$$

## DISCUSSION

### *The Influence of Work Methods on Employee Performance*

This study proves the validity of the first hypothesis which states that work practices have a positive and significant influence on employee performance. The results of this study further support the research conducted by Harahap, (2020) and Yulianto, (2020) considering the research findings which show that modifications to work practices have a significant and positive impact on employee performance. so that the findings of this study can strengthen previous research.

Work procedures determine how tasks and responsibilities are completed successfully and efficiently; these procedures have an impact on employee performance. Good work methods provide clear guidelines, reduce ambiguity, and help employees make optimal use of time and resources. Employee performance is greatly influenced by well-designed work processes because a methodical and effective approach can improve results, reduce errors, and speed up task completion. Supporting factors such as training, adequate resources, and good supervision from leaders also play an important role in ensuring the successful implementation of work methods. So, companies need to consistently review and update work methods to remain relevant and able to encourage optimal employee performance.

### *The Influence of Work Methods on Motivation*

The second hypothesis according to this study is that work techniques have a positive and significant effect on motivation. The findings of this study further strengthen the findings of previous studies by Susilo (2020) and Jannah et al.'s research (2021) which showed that work practices significantly increase motivation in the workplace. As a result, the results of this study support the results of previous studies.

Effective and structured work methods eliminate job ambiguity, provide task clarity, and foster a supportive work environment, these methods have a positive and significant impact on employee motivation. With the right work method, employees feel more confident and organized in carrying out their tasks, so they are motivated to achieve better results. Because effective work methods encourage the creation of an organized and supportive work environment, and give employees a sense of comfort and increased confidence in their capacity to complete tasks, productive work practices have a good and important influence on motivation.

### *The Influence of Motivation on Employee Performance*

This study supports the third hypothesis, which states that the work approach has a significant influence and provides benefits on motivation. The findings of this study also strengthen the research conducted by Siswanto, (2019) and research by Mardiana et, al (2021) showing how employee performance is

significantly improved through incentives. Thus, the findings of this study strengthen the findings of previous studies.

Motivation has a good and significant influence on employee performance because it can increase enthusiasm, focus, and dedication in achieving goals. Workers who are highly motivated, either through internal motivation such as responsibility and achievement, or external support such as incentives and awards, tend to be more committed to their work. Motivation also helps employees face challenges and maintain productivity even under pressure. This shows that motivation is a major factor in increasing productivity, work quality, and target achievement. Companies are required to develop effective strategies to increase employee motivation through various development programs.

### ***The Influence of Transactional Leadership on Employee Performance***

This is supported by a number of perspectives based on research findings. has a positive impact, namely by Widodo, (2020) showing how employee performance is positively and significantly influenced by transactional leadership. Similar findings are also supported by Risambessy, (2021) and (Beno et al., 2022). However, there is another opinion from Budiarto, (2009) research findings generally show that frontline staff members in service organizations perform better under transformational leadership, while frontline staff members perform worse under transactional leadership. And reinforced by Mamonto et al., (2016) and Bawarodi et al., (2017) which state that employee performance is negatively affected by transactional leadership. Thus, the findings of this study strengthen the findings of previous studies.

Employee performance is positively but slightly influenced by transactional leadership, which emphasizes a system of rewards and punishments to motivate staff to achieve goals. This means that although this method can ensure task completion through careful supervision and offers clear guidance, its impact on improving employee performance is not very strong or consistent. This factor occurs because employees feel less intrinsically motivated, only working to meet minimum demands without the drive to innovate or increase productivity continuously.

### ***The Influence of Transactional Leadership on Motivation***

Based on the results of this study, it also supports research conducted by Kartawidjaja, (2021) which shows that employee motivation in the workplace is positively and significantly influenced by transactional leadership. Awan's research, (2020) also revealed that work motivation and transactional leadership have a substantial and beneficial relationship at the same time. Thus, the findings of this study are consistent with previous studies.

The ability of transactional leadership to provide clarity regarding tasks and rewards has a good and significant effect on motivation. This approach improves work quality through the implementation of a structured reward system, such as incentives or recognition for certain achievements. This leadership also produces certainty in the implementation of work, so that motivation and work focus increase. This proves the effectiveness of

transactional leadership in increasing motivation through clear management of tasks and work results.

### ***The Effect of Work Overload on Employee Performance***

The findings of this study also strengthen the research conducted by Kimura, (2018) which shows that work overload has a negative effect on employee performance. Likewise, the research of Dwomoh et al., (2019) which proves that excessive workload usually results in stress and fatigue that can easily burn employees and therefore result in negative performance. Thus, the findings of this study strengthen the findings of previous studies.

Employee performance may benefit from work overload, but these benefits are not statistically significant because the results are not always commensurate with the extreme increase in effort. Although in some cases employees may respond by working harder or longer to complete tasks, excessive pressure often reduces the quality of work, decreases efficiency, and increases stress and fatigue levels. This means that although a heavy workload can spur workers to try harder, its effect on results is not necessarily reliable or powerful enough to produce meaningful changes in results. The right workload so that employees can continue to work optimally without experiencing a decrease in work quality or well-being.

### ***The Effect of Work Overload on Motivation***

The findings of this study also strengthen the research conducted by Nadiaty et al., (2019) showing how excessive workload significantly and negatively affects motivation in the workplace. Research by Azwar, (2015) also supports these findings, providing findings showing that excessive workload significantly and negatively affects motivation in the workplace. Research by Azhara, (2020) strengthens these findings, concluding that work overload has a negative and significant effect on employee work motivation. So the results of this study support the results of previous studies.

Work overload has a negative and insignificant effect on motivation because excessive workload tends to reduce employee enthusiasm and energy. When employees are burdened with too many or heavy tasks, they can feel stressed, exhausted, and less motivated to give their best. Despite hard work to complete tasks, work overload often reduces the quality of work results and affects employee well-being

### ***The Influence of Work Methods Through Motivation on Employee Performance***

The results of this study are the same as those conducted by Pristiyono et al., (2020) and Susilo (2020) which show that while the work approach has a large and beneficial impact on work motivation, the approach does not have a significant and positive impact on performance, indicating that employee performance does not always increase or decrease by working from home. Employee performance is fully mediated by work motivation. Thus, the findings of this study confirm the findings of previous studies.

A good work method has a positive and significant effect on employee performance through motivation because clear and efficient arrangements can

increase work enthusiasm. With a structured and efficient work method, employee motivation can increase, which has an impact on better performance. Clear task arrangements make employees more focused and understand the responsibilities that must be carried out, thereby increasing self-confidence and certainty. Highly motivated employees tend to try harder, pay more attention, and overcome obstacles. With increased motivation, employees are more committed to achieving targets and optimal work results. Overall, through the motivation generated from an efficient and transparent work environment, good work practices can improve employee performance. This positive influence has been proven to be significant in increasing the achievement of organizational goals.

### ***The Influence of Transactional Leadership Through Motivation on Employee Performance***

Suryani, (2021) shows that Transactional leadership positively and significantly affects work motivation. Meanwhile Harahap & Tirtayasa, (2020) that work motivation has a substantial and positive impact on worker performance, and transactional leadership has a major impact on motivation in the workplace. Employee performance is fully mediated by work motivation. As a result, the results of this study support previous research.

By using performance-based rewards or punishments, transactional leadership significantly and positively affects employee engagement and performance. Giving rewards or incentives for hard work increases employee enthusiasm and motivation to improve performance. Transactional leadership establishes a clear structure in the work, by regulating the work and rewards that will be received after the goal is achieved. This clarity helps employees understand what is expected and what will be obtained after achievement. The motivation that arises from this reward system encourages employees to be more focused, improve the quality of work, and be more committed to achieving targets. This increase in motivation also improves employee performance, which then affects the achievement of organizational goals. In transactional leadership, a well-established reward system will encourage a more efficient and results-oriented workplace, and increase employee motivation to achieve organizational goals.

### ***The Effect of Work Overload Through Motivation on Employee Performance***

There are a number of viewpoints that support the positive influence of this study based on the findings by Anita (2019) and Triananda, et al. (2021) showing that workload positively and significantly affects employee performance through motivation. However, there are other opinions from Wiryang et al., (2019) and Ahmad et al., (2019) stating that work overload has a negative impact on employee performance even though there is motivation in it. Thus, the findings of this study strengthen the findings of previous studies.

Excessive workload has a negative and insignificant effect on employee performance through motivation. Although excessive workload can motivate workers to try harder, the stress and fatigue it causes often reduce motivation.

This reduces the employee's ability to stay focused and productive. In addition, work overload is not strong enough to trigger sustainable motivation because it reduces employee satisfaction and well-being. Even though employees try to meet the demands of their jobs, excessive workload can reduce their enthusiasm and energy. This shows that despite efforts to maintain performance, work overload tends to reduce the effectiveness and consistency of motivation needed to achieve optimal performance. Balanced workload management is essential to maintain motivation and performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

### ***Conclusions***

The author can draw the following conclusions from the research results presented in the previous chapters:

1. Effectively designed work methods play an important role in helping employees achieve work targets. An organized work system provides a clear structure, allowing employees to understand the steps needed to complete tasks more focused. In addition, a structured method can minimize errors in task execution, increase time efficiency, and support employees in facing complex work demands.
2. Workloads that exceed the optimal capacity of employees are the main cause of stress in the work environment. This condition can interfere with employees' focus and ability to complete tasks with maximum results. The pressure from excessive workloads not only reduces productivity, but also has an impact on the physical and mental well-being of employees, which in the long term can affect the stability of the organization.
3. Clear direction from the leader is a key element in ensuring the smooth implementation of employee tasks and responsibilities. Clarity of instructions from the leader helps employees understand the expectations set and the steps to be taken. Good communication between leaders and employees also contributes to reducing misunderstandings, creating more harmonious working relationships, and increasing effectiveness in achieving organizational goals.
4. Recognition of employee contribution and performance not only provides a sense of appreciation but also increases work motivation. Appreciation given, whether in the form of verbal, incentives, or formal recognition, encourages employees to continue to strive to give their best. This creates a positive work culture, where employees feel respected and supported in achieving their maximum potential. The habit of completing work on time reflects the level of responsibility, discipline, and efficiency of employees. Consistency in completing tasks according to schedule supports the achievement of overall organizational targets. This also shows the employee's ability to manage time and work priorities well, which ultimately contributes positively to the success of the company.

### ***Recommendations***

The findings of this study indicate the impact of transactional leadership, workload, and work technique variables as factors that influence employee



motivation and performance. Based on this study, the researchers have made the following recommendations to improve employee performance:

1. Work completed on time can improve employee efficiency and productivity. Therefore, companies need to provide time management training to help employees organize their priorities and work time. This will allow them to complete tasks according to the specified schedule without feeling rushed, thereby reducing pressure that can affect the quality of work.
2. Stress caused by excessive workload can reduce employee performance and mental health. Therefore, companies are advised to evaluate and adjust the workload according to the individual capacity of employees. A more balanced workload management will help reduce stress and allow employees to work more focused and with sufficient energy, which will ultimately improve the quality and productivity of work.
3. Recognition of employee initiative and effort can increase motivation and a sense of ownership of the work. Therefore, companies need to ensure that employees who show effort and initiative are given appropriate appreciation, either in the form of verbal awards or other incentives. With the right appreciation, employees will feel more appreciated and encouraged to make greater contributions to their work.
4. Employee motivation can be increased by providing clear opportunities to receive rewards and recognition for their hard work. Companies need to create a transparent and consistent reward system, where employees know what it takes to earn rewards. With a fair system, employees will feel more motivated to work hard and achieve the goals set by the company.
5. Recognition of employee contributions has a positive impact on work enthusiasm and sense of responsibility. Companies need to provide rewards for the contributions that employees have made, whether in the form of praise, incentives, or other forms of recognition. This will increase employee pride and satisfaction with their work, as well as increase their commitment to continue contributing to the progress of the company.

## **ADVANCED RESEARCH**

Further research can expand the study by exploring the influence of structured work methods on employee target achievement by considering moderating variables such as work discipline, independence, and technology support. In addition, excessive workload can be further studied by adding intervening variables such as stress levels, psychological resilience, or social support to understand its impact on employee productivity and well being. The study of leadership can also be expanded by comparing transactional and transformational leadership styles to see their effectiveness in providing clear direction and improving communication. Future research can also assess various forms of rewards, both verbal, financial incentives, and formal recognition in increasing work motivation and loyalty. Longitudinal studies can be used to understand the influence of the habit of completing work on time on career development, long-term productivity, and how time management mediates the relationship between individual responsibility and organizational performance.

## ACKNOWLEDGMENT

My deepest gratitude goes to all lecturers of Universitas Teknologi Muhammadiyah Jakarta, especially to the author's supervisor who has directed the improvement of scientific work so that it is worthy of being used as a reference in the field of management. My gratitude goes to both parents who always pray for and support me in completing this thesis until it is finished. And fellow students who always support the author in completing this scientific work.

## REFERENCES

- A.Colquitt, J., Lepine, J. A., J. M., & W. (2009). *Organizational Behaviour: Improving Performance and Commitment in the Workplace*.
- Agusthina Risambessy, P. L. W. (2021). *Pengaruh Gaya Kepemimpinan Transaksional, Penempatan Kerja dan Iklim Kerja Terhadap Kinerja Karyawan*. 17(2).
- Ahmad, Y. ., Tewal, B. ., & Taroreh, R. N. (2019). Pengaruh Stres Kerja, Beban Kerja, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Fif Group Manado. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 7(3), 2303–1174.  
<https://ejournal.unsrat.ac.id/index.php/emba/article/view/23747>
- Awan, T. T. D. (2014). Pengaruh Kepemimpinan Transaksional Terhadap Motivasi Kerja Karyawan pada Kantor PT Wijaya Sukses Sejahtera di Kabupaten Berau. *EJournal Administrasi Bisnis, Volume 2*, 386–400.
- Azhara, R. A. (2020). *Pengaruh Beban Kerja Terhadap Motivasi Kerja Pegawai Bagian Pembinaan SMK di Dinas Pendidikan Provinsi Jawa Barat*.
- Azwar, I. R. (2015). Dengan Kemampuan Kerja Sebagai Variabel. *Jurnal Keuangan Dan Perbankan*, 19(3), 475–487.
- Bass, B. M. (2020). *Transformational leadership: Theory, research, and practice*. Routledge.
- Basthoumi Muslih. (2020). Urgensi Komunikasi dalam Menumbuhkan Motivasi di Era Pandemi Covid-19. *Jurnal Penelitian Manajemen Terapan (PENATARAN)*, 5(1), 57–65.
- Bawarodi, M., Tewal, B. dan Raintung, M. C. (2017). Pengaruh Kepemimpinan Transaksional Dan Budaya Organisasi Terhadap Kinerja Karyawan Pada PT. FIF GROUP Manado. *Jurnal EMBA, Vol.5 No.2*.
- Beno, J., Silen, A. ., & Yanti, M. (2022). Pengaruh Kepemimpinan Transformasional, Transaksional Dan Motivasi Kerja Terhadap Kinerja Karyawan. *Braz Dent J.*, 33(1), 1–12.
- Budiarto, A. dan. (2009). Pengaruh Perilaku Kepemimpinan Transformasional dan Transaksional Terhadap Kinerja Karyawan Lini Depan Perusahaan Jasa. *Jurnal Ekonomi Manajemen*.
- Chandra, R. & D. A. (2017). Pengaruh Beban Kerja dan Stres Kerja terhadap Kinerja Karyawan pada PT. Mega Auto Central Finance Cabang di Langsa. *Jurnal Manajemen Dan Keuangan*, 6.
- Crosbie, T & Moore, J. (2022). *Worklife Balance and Working from Home*.
- Dinibutun, S. R. (2020). *Leadership: A Comprehensive Review of Literature*,

- Research and Theoretical Framework. *Journal of Economics and Business*, 3(1).  
<https://doi.org/10.31014/aior.1992.03.01.177>
- Dwomoh, G., Gyamfi, L., & Luguterah, A. (2019). *Effect of Organizational Citizenship Behaviour on Performance of Employees of Kumasi Technical University: Moderating Role of Work Overload*.
- Garnasih, R. L., & A. P. (2018). Kepemimpinan Transformasional Dan Kepemimpinan Transaksional Serta Pengaruhnya Terhadap Kinerja Dosen Fakultas Ekonomi Universitas Riau. *Jurnal Ekonomi*.
- Gilbert, J. Ronald, et al. (2011). *Metode Kerja: Sebuah Pendekatan Sistematis untuk Meningkatkan Kinerja*.
- Harahap, S. F., & Tirtayasa, S. (2020). *Pengaruh Motivasi, Disiplin, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanamu*.
- Hartono, A., & Rahadi, D. R. (2021). Work From Home Terhadap Kinerja Karyawan Pada Masa Pandemi Covid 19. *Jurnal Manajemen Bisnis*, 18(1), 16–21. <https://doi.org/10.38043/jmb.v18i1.2728>
- Hasibuan, M. (2019). *Manajemen: Dasar, Konsep, dan Aplikasi*. Bumi Aksara.
- Irawati, R., & Carrollina, D. A. (2017). Analisis Pengaruh Beban Kerja Terhadap Kinerja Karyawan Operator Pada Pt Giken Precision Indonesia. *Inovbiz: Jurnal Inovasi Bisnis*, 5(1), 51. <https://doi.org/10.35314/inovbiz.v5i1.171>
- Kartawidjaja, J. (2021). Pengaruh Kepemimpinan Transaksional Terhadap Motivasi Kerja Di PT. Mahameru Mekar Djaya. *Syntax Literate ; Jurnal Ilmiah Indonesia*, 6(7), 3280. <https://doi.org/10.36418/syntax-literate.v6i7.3504>
- Kimura, T. (2018). *"The Impact of Work Overload on Employee Well-being and Job Satisfaction: A Meta-analysis."*
- Mamonto, W. F., Nelwan, O. S. dan Sendow, G. M. (2016). Pengaruh Kepemimpinan Transformasional, Komunikasi Interpersonal Dan Kepuasan Kerja Terhadap Kinerja Karyawan (Studi Kasus Pada PT. Sulut Makmur Perkasa Kotamobagu). *Jurnal EMBA, Vol.4 No.4*.
- Nadiaty, A. H., Wahyudi, A., & Sriwidodo, U. (2019). Pengaruh Beban Kerja Dan Stres Kerja Terhadap Produktivitas Kerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening Di Poltekkes Kemenkes Surakarta Jurusan Ortotik Prostetik. *Jurnal Manajemen Sumber Daya Manusia*, 13(2), 383–394.
- Pristiyono, P., Ikhlash, M., Rafika, M., & Hasibuan, D. K. (2020). Implementasi Work from Home terhadap Motivasi dan Kinerja Dosen di Indonesia. *JURNAL AKUNTANSI, EKONOMI Dan MANAJEMEN BISNIS*, 8(2), 263–269. <https://doi.org/10.30871/jaemb.v8i2.2692>
- Rindorindo RP, Murni S, T. I. (2019). *Pengaruh Beban Kerja, Stres Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Hotel Gran Puri*.
- Sinambela, L. P. (2021). *Manajemen Sumber Daya Manusia, cetakan ke lima*. Bumi Aksara.
- Siswanto. (2019). *Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan*. 11(1), 1–14.  
<http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.reg>

- ciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484\_SISTEM\_PEMBETUNGAN\_TERPUSAT\_STRATEGI\_MELESTARI
- Sugiyono, D. (2019). Sugiyono, D. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan Kombinasi*. Bandung: Alfabeta. Alfabeta.
- Suryani, N. N. (2021). The influence of transactional leadership style on employees' innovation ability. *Nurture*, 18(1), 139–160. <https://doi.org/10.55951/NURTURE.V18I1.550>
- Tahir, M., Muchlisin, A., & Asmarani, W. (2019). *Pengaruh Work Overload dan Dukungan Sosial Terhadap Stres Kerja dan Kinerja Karyawan PT. Asuransi Jiwa Astra (Astra Life) Cabang Semarang*.
- Ameilia V, Marlianingrum P. R. (2022). Pengaruh Gaya Kepemimpinan, Stres Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pt Absolute Connection. *Jurnal Ekobis: Ekonomi, Bisnis & Manajemen*, 12(0), 0. <https://doi.org/10.32832/manager.v1i1.1770>
- Wibowo, A. (2022). Analisis Pengaruh Lingkungan Kerja dan Pelatihan Terhadap Kinerja Karyawan. *Jurnal Pendidikan Ekonomi*.
- Widodo, M. Y. L. dan S. (2020). Pengaruh Gaya Kepemimpinan Transformasional Dan Gaya Kepemimpinan Transaksional Terhadap Kinerja (Studi Pada Pt. Asdp Indonesia Ferry (Persero) Cabang Sape). *Jurnal Ilmiah M-Progress*, 10(2), 148–162. <https://doi.org/10.35968/m-pu.v10i2.440>
- Wiratama, I. N., & Sintaasih, D. K. (2013). Pengaruh kepemimpinan, diklat, dan disiplin kerja terhadap kinerja karyawan PDAM Tirta Mangutama Kabupaten Bandung. *Jurnal Manajemen, Strategi Bisnis, Dan Kewirausahaan*.
- Wiryang, A., Koleangan, R., & Ogi, I. (2019). Pengaruh Motivasi Kerja Dan Beban Kerja Terhadap Kinerja Karyawan Pada PT. PLN (PERSERO) Area Manado. *Jurnal EMBA*, 7(1), 991–1000.
- Yulianto, B & Saadah, N. (2020). *Perilaku Penggunaan APD Sebagai Alternatif Peningkatan Kinerja Karyawan Yang Terpapar Bising Intensitas Tinggi*.