

Balancing Leadership and Workload: Examining Their Impact on Employee Job Satisfaction in the Security Services Industry

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Abstract

This study examines the influence of leadership style and workload on employee job satisfaction, focusing on security personnel at PT. Kartika Cipta Indonesia. Using a quantitative approach and Structural Equation Modeling-Partial Least Squares (SEM-PLS), this research analyzes the relationships between leadership style, workload, and job satisfaction. Data were collected through a structured questionnaire distributed to 155 respondents, with measurement reliability assessed through Composite Reliability and Cronbach's Alpha. The findings indicate that leadership style has a positive and significant impact on job satisfaction ($\beta = 0.459$, $T = 5.382$, $P = 0.000$), suggesting that effective leadership characterized by support, collaboration, and clear communication enhances employee satisfaction. Conversely, workload negatively affects job satisfaction ($\beta = -0.464$, $T = 4.723$, $P = 0.000$), implying that excessive job demands contribute to stress, burnout, and reduced work engagement. These results align with previous studies, reinforcing the importance of leadership effectiveness and workload management in organizational settings. The study highlights the need for organizations to foster supportive leadership while implementing strategic workload distribution to maintain a productive and satisfied workforce. Future research should explore the mediating effects of work engagement, psychological resilience, and organizational culture to deepen the understanding of these relationships across different industries.

Keywords: *Leadership style, workload, job satisfaction, SEM-PLS, security personnel, employee well-being*

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Received tanggal bulan tahun, Accepted tanggal bulan tahun, Published tanggal bulan tahun

INTRODUCTION

Employee job satisfaction has long been recognized as a critical factor in organizational success, influencing productivity, work engagement, and employee retention (Robbins & Judge, 2018). Organizations strive to cultivate a work environment that fosters job satisfaction, as satisfied employees are more committed, motivated, and likely to contribute positively to workplace dynamics (Locke, 1976). Leadership style plays a pivotal role in shaping job satisfaction, as effective leaders provide guidance, support, and motivation, thereby enhancing employees' overall work experience (Yukl, 2017). Conversely, a leadership style that lacks clarity, empathy, or vision may lead to dissatisfaction, disengagement, and decreased job performance (Goleman, Boyatzis, & McKee, 2013). Given the importance of leadership

style in workplace satisfaction, numerous studies have examined the relationship between leadership behavior and employee outcomes, consistently demonstrating that transformational and participative leadership styles positively influence job satisfaction, while autocratic or laissez-faire approaches can lead to dissatisfaction (Bass & Riggio, 2006; Judge & Piccolo, 2004).

In addition to leadership, workload has emerged as another crucial determinant of job satisfaction, particularly in industries that demand high levels of efficiency and operational rigor. Excessive workload, defined as the volume of tasks assigned to employees within a given timeframe, has been identified as a major contributor to stress, burnout, and turnover (Karasek & Theorell, 1990). When employees perceive their workload as overwhelming and unmanageable, their motivation and job satisfaction decline, leading to reduced performance and potential disengagement (Bakker & Demerouti, 2007). Workload imbalances not only affect employee well-being but also create operational inefficiencies, as overworked employees are more prone to errors, fatigue, and decreased quality of work (Maslach, Schaufeli, & Leiter, 2001). On the other hand, moderate and well-distributed workloads, supported by structured work processes and clear expectations, have been shown to enhance job satisfaction by fostering a sense of accomplishment and control (Demerouti et al., 2001).

The interplay between leadership style and workload is particularly significant in security service industries, where employees face physically and mentally demanding work environments. Security personnel, who are often tasked with maintaining safety, enforcing regulations, and managing emergencies, experience unique job pressures that influence their job satisfaction (Cooper & Quick, 2017). In such contexts, the role of leadership in mitigating workload stress and enhancing employee morale becomes even more pronounced. Supportive and adaptive leadership styles can serve as a buffer against excessive job demands, providing employees with the necessary resources, guidance, and motivation to navigate challenging work conditions (Schaufeli, Bakker, & Van Rhenen, 2009). Conversely, inadequate leadership coupled with high workload demands can exacerbate job dissatisfaction, increasing employee turnover and reducing organizational stability (Podsakoff, LePine, & LePine, 2007).

Despite the extensive literature on leadership, workload, and job satisfaction, research gaps remain in understanding these relationships within specific industry settings, particularly in security services. Existing studies primarily focus on corporate, healthcare, and educational sectors, leaving a gap in empirical research on frontline security personnel who operate in high-stakes environments. Moreover, while prior studies establish a general link between leadership style and job satisfaction, few have explored how workload moderates this relationship, particularly in organizational contexts with rigorous operational demands. Addressing these gaps is crucial to providing practical insights for workforce management and policy formulation, ensuring that leadership approaches and workload distributions are optimized to enhance job satisfaction and organizational performance.

This study aims to examine the influence of leadership style and workload on employee job satisfaction, focusing on security personnel at PT. Kartika Cipta Indonesia. By employing a quantitative approach and utilizing Structural Equation Modeling-Partial Least Squares (SEM-PLS), this research seeks to provide empirical evidence on how leadership practices and workload perceptions shape job satisfaction in a high-pressure work environment. The findings of this study are expected to

contribute to both theoretical and practical discussions on workforce management, offering actionable insights for organizational leaders seeking to enhance employee well-being, performance, and retention.

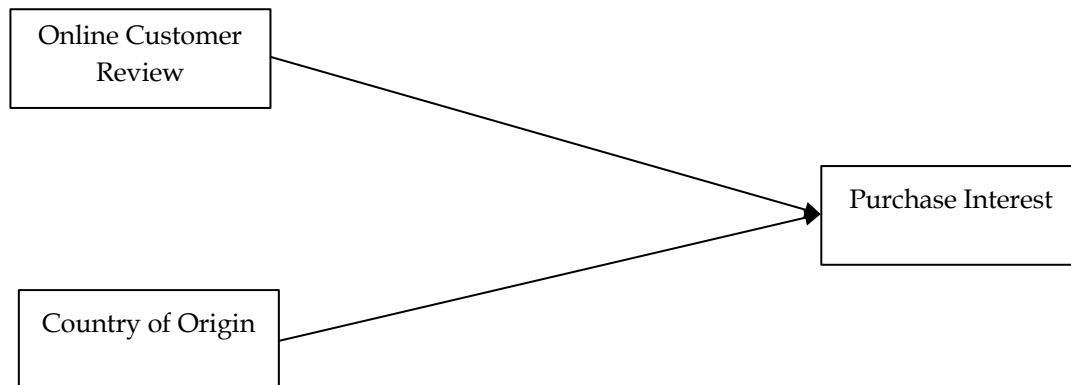


Figure 1: Framework

METHODS

This study employs a quantitative research approach to investigate the influence of leadership style and workload on employee job satisfaction, following the positivist paradigm that emphasizes objective measurement and statistical analysis (Creswell & Creswell, 2018). The research adopts a survey-based methodology, utilizing a structured questionnaire to collect primary data from security personnel at PT. Kartika Cipta Indonesia. The target population consists of all security employees within the company, with a sample of 155 respondents selected using purposive sampling, ensuring that participants meet specific inclusion criteria related to tenure and job responsibilities (Etikan, Musa, & Alkassim, 2016). The instrument used for data collection is a Likert-scale questionnaire, which measures employee perceptions of leadership style, workload, and job satisfaction, validated through content validity and reliability testing using Cronbach's alpha (Nunnally & Bernstein, 1994). To ensure measurement accuracy, validity tests were conducted using SPSS 25.0, and data analysis was performed through Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 3.0, a robust statistical technique widely applied in organizational and behavioral research (Hair, Hult, Ringle, & Sarstedt, 2017).

The research design follows a two-step evaluation process: first, assessing the measurement model (outer model) to establish the reliability and validity of the constructs, and second, evaluating the structural model (inner model) to test hypotheses regarding the relationships among variables (Chin, 1998). The independent variables in this study include leadership style (measured by dimensions such as collaboration, decision-making, and delegation) and workload (assessed through task distribution, time allocation, and job demands), while job satisfaction serves as the dependent variable, reflecting employee engagement, motivation, and well-being (Hackman & Oldham, 1980). Hypothesis testing was conducted by analyzing path coefficients, R^2 values, and t-statistics, ensuring that the statistical significance of each relationship is rigorously evaluated (Gefen, Straub, & Boudreau, 2000). The findings of this study are expected to contribute to existing literature by providing empirical evidence on how leadership and workload dynamics influence

employee satisfaction in high-pressure work environments, particularly in the security services sector.

RESULTS AND DISCUSSION

The findings of this study provide empirical insights into the relationship between leadership style, workload, and employee job satisfaction within the security services sector. By utilizing Structural Equation Modeling-Partial Least Squares (SEM-PLS), the results validate the hypothesized effects of leadership style and workload on job satisfaction, offering statistical evidence on their significance and direction. The analysis includes an evaluation of descriptive statistics, reliability and validity tests, and hypothesis testing through path coefficients and t-statistics, ensuring a comprehensive assessment of the proposed research model. The discussion interprets these findings in light of existing theoretical frameworks and empirical studies, highlighting similarities and deviations while considering contextual factors specific to PT. Kartika Cipta Indonesia. Furthermore, this section explores practical implications for workforce management, emphasizing how leadership practices and workload optimization strategies can enhance employee satisfaction and organizational efficiency.

Table 1. Composite Realibility Dan Cronbach's Alpha

Konstruk	Composite Realibility	Cronbach's Alpha
Workload	0,958	0,934
Leadership Style	0,968	0,958
Job satisfaction	0,916	0,878

The reliability analysis conducted in this study ensures the internal consistency of the measurement model by examining Composite Reliability (CR) and Cronbach's Alpha (CA) values for each latent construct. As presented in Table 4.12, all constructs—workload (CR = 0.958, CA = 0.934), leadership style (CR = 0.968, CA = 0.958), and job satisfaction (CR = 0.916, CA = 0.878)—exhibit reliability coefficients exceeding the recommended threshold of 0.7, confirming the robustness of the measurement model (Hair et al., 2017). Composite Reliability assesses the overall reliability of the latent constructs by considering factor loadings and measurement errors, while Cronbach's Alpha evaluates the internal consistency of the indicators (Nunnally & Bernstein, 1994). The high reliability scores indicate that the indicators consistently measure the intended constructs, reducing measurement error and enhancing the validity of the findings. These results strengthen the credibility of the research, ensuring that the constructs employed in this study are statistically reliable and suitable for hypothesis testing using Structural Equation Modeling-Partial Least Squares (SEM-PLS).

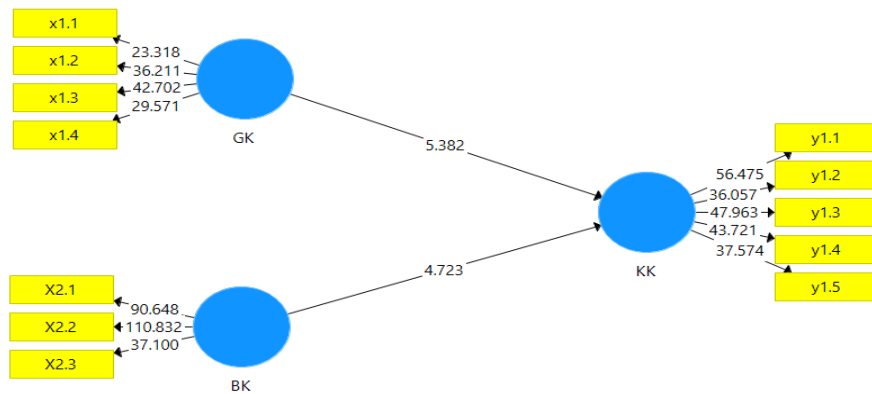


Figure 2. Output PLS Bootstrapping

The direct test which is presented in the following table:

Table 2. Path Analysis (Direct Effects)

Path	Original Sample	P-Value	Decision
GK->KK	5.382	0,000	Significant
BK->KK	4,723	0,000	Significant

The hypothesis testing results confirm that leadership style has a positive and significant influence on employee job satisfaction, while workload has a negative and significant effect. The analysis using Structural Equation Modeling-Partial Least Squares (SEM-PLS) demonstrates that leadership style ($\beta = 0.459$, $T = 5.382$, $P = 0.000$) is a key determinant of job satisfaction, supporting previous studies that emphasize the role of effective leadership in fostering a positive work environment (Noufal, 2020; Pratama et al., 2022). Employees who perceive their leaders as supportive, communicative, and participative are more likely to experience job satisfaction, as leadership behaviors directly impact workplace morale, motivation, and engagement (Judge & Piccolo, 2004). This finding aligns with transformational leadership theories, which argue that leaders who exhibit vision, empathy, and inclusivity create an environment where employees feel valued and motivated to perform at their best (Bass & Riggio, 2006). In contrast, workload ($\beta = -0.464$, $T = 4.723$, $P = 0.000$) negatively affects job satisfaction, indicating that excessive job demands contribute to stress, burnout, and overall dissatisfaction (Karasek & Theorell, 1990).

The positive impact of leadership style on job satisfaction highlights the importance of effective managerial practices in ensuring employee well-being and organizational productivity. At PT. Kartika Cipta Indonesia, employees expressed high levels of satisfaction with leadership, as indicated by responses in the descriptive statistics. This suggests that managers and supervisors at the company maintain strong interpersonal relationships with their subordinates, fostering collaboration and engagement. Previous research supports this claim, emphasizing that leaders who actively engage with employees, provide clear direction, and recognize contributions positively influence job satisfaction (Schaufeli, Bakker, & Van Rhenen, 2009). Additionally, studies indicate that leadership effectiveness is amplified in high-stress environments, such as security services, where employees require consistent guidance, structured decision-making, and motivational leadership to cope with job demands (Podsakoff, LePine, & LePine, 2007). The results reinforce that leaders play a critical

role in mitigating job dissatisfaction by fostering a work culture that emphasizes employee well-being, support, and motivation (Goleman, Boyatzis, & McKee, 2013).

Conversely, the negative effect of workload on job satisfaction reflects the detrimental impact of excessive job demands on employees' well-being and productivity. At PT. Kartika Cipta Indonesia, the workload is perceived as high, with many employees reporting significant job strain due to demanding work schedules, prolonged shifts, and intense job responsibilities. This aligns with research by Arfian Alwi (2020) and Alwi & Suhendra (2019), which found that heavy workloads increase fatigue, lower motivation, and ultimately reduce job satisfaction. High workloads often disrupt work-life balance, leaving employees with limited time for rest and recovery, which exacerbates stress and dissatisfaction (Bakker & Demerouti, 2007). Moreover, an excessive workload can reduce employees' sense of control over their work, leading to higher turnover intentions and lower organizational commitment (Maslach, Schaufeli, & Leiter, 2001).

These findings suggest that managing workload effectively is crucial for improving job satisfaction and employee retention. While job demands are inherent in security services, organizations must implement strategic workload distribution, fair compensation systems, and stress management programs to ensure employee well-being. Research by Yusriana (2020) and Wijaya (2020) suggests that workload management strategies, such as task delegation, flexible scheduling, and workload redistribution, can significantly enhance job satisfaction. Additionally, organizations should consider employee feedback mechanisms to address concerns related to job overload, ensuring that workload expectations align with employees' capacities and job roles (Demerouti et al., 2001). The balance between leadership support and workload management is critical, as even the most effective leadership style cannot fully compensate for chronic overwork and burnout (Karasek & Theorell, 1990).

The study confirms that leadership style significantly enhances job satisfaction, whereas high workload negatively impacts employees' well-being and work engagement. The findings provide empirical support for leadership theories that emphasize the importance of motivation, clear communication, and participative decision-making in fostering job satisfaction (Bass & Riggio, 2006). Moreover, the negative effect of workload highlights the need for organizations to adopt workload optimization strategies to maintain a productive and satisfied workforce. Future research should explore mediating factors such as work engagement, psychological resilience, and organizational culture, which may further explain the dynamics between leadership, workload, and job satisfaction. These insights offer practical implications for business leaders and policymakers, underscoring the need to prioritize leadership development and sustainable workload distribution to enhance organizational performance and employee well-being.

CONCLUSION

This study provides empirical evidence on the significant influence of leadership style and workload on employee job satisfaction, particularly within the security services sector at PT. Kartika Cipta Indonesia. The findings indicate that effective leadership, characterized by collaboration, clear communication, and employee engagement, positively enhances job satisfaction, reinforcing prior research on transformational leadership and workplace motivation. Conversely, high workload negatively impacts job satisfaction, as excessive job demands contribute to stress, fatigue, and decreased work engagement, aligning with established theories on job

strain and employee well-being. These results underscore the necessity for organizations to cultivate strong leadership practices while implementing effective workload management strategies to sustain a satisfied and productive workforce. The implications of this study highlight the critical role of leadership in mitigating workplace challenges and emphasize the importance of structural interventions to balance workload distribution and maintain employee morale. Future research should explore the mediating effects of work engagement, psychological resilience, and organizational culture, which may further elucidate the complex relationship between leadership, workload, and job satisfaction in various occupational settings.

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