

The Influence of Workload and Transformational Leadership Style on Employee Psychological Well-being with Job Satisfaction as a Mediator

Taryana Taryana^{1✉}, Yayuk Suprihartini², Wayan Suryathi³

^{1,2} Politeknik Penerbangan Indonesia Curug

³ Politeknik Negeri Bali

Abstract

This research explores the intricate relationships among workload, transformational leadership style, job satisfaction, and psychological well-being within the organizational context of PT. Ciputra Residence. Utilizing a sample of 50 employees, the study employs path analysis to examine direct and indirect effects between these key variables. The findings indicate that workload and transformational leadership style significantly influence job satisfaction, which in turn plays a crucial role in shaping the psychological well-being of employees. While workload exhibits a marginal direct effect on psychological well-being, transformational leadership demonstrates a strong direct impact on both job satisfaction and psychological well-being. The study suggests that organizations can optimize employee well-being by strategically managing work demands, fostering transformational leadership practices, and prioritizing initiatives that enhance job satisfaction. These insights contribute to the growing body of knowledge on organizational psychology and provide practical implications for fostering a positive work environment and promoting the holistic well-being of employees.

Kata Kunci: *Workload, Transformational Leadership Style, Job Satisfaction, Psychological Well-being, Organizational Psychology.*

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✉ Corresponding author :

Email Address : taryana@ppicurug.ac.id

INTRODUCTION

Employee psychological well-being encompasses the mental and emotional states of individuals within the workplace, reflecting the overall health of their minds and spirits as influenced by their work environment. It goes beyond traditional measures of job satisfaction and extends to a broader spectrum of psychological dimensions. A crucial aspect of employee psychological well-being is the sense of fulfillment and satisfaction derived from one's work. When employees find their tasks meaningful and aligned with personal values and aspirations, it contributes positively to their psychological well-being. Job satisfaction, a component of this well-being, is rooted in the perceived fulfillment of both intrinsic and extrinsic factors associated with the job, such as meaningful tasks, supportive work relationships, and fair compensation. Moreover, a positive work-life balance is integral to employee psychological well-being. Balancing professional responsibilities with personal life

commitments reduces stress and fosters a sense of control over one's time and priorities. Organizations that support flexible working arrangements and prioritize employee health and wellness initiatives contribute significantly to the psychological well-being of their workforce.

Effective communication and a supportive work culture play pivotal roles in shaping the psychological well-being of employees. Open channels for expressing concerns, receiving feedback, and recognizing achievements contribute to a positive psychological work environment. In contrast, a lack of communication or a toxic workplace culture can negatively impact mental health, leading to stress, anxiety, and a decrease in overall well-being. Organizational leadership also plays a crucial role in influencing employee psychological well-being. Transformational leadership styles, characterized by inspiration, vision, and support for individual development, have been associated with enhanced well-being among employees. Leaders who prioritize employee growth, recognize achievements, and foster a collaborative and positive work environment contribute significantly to the psychological health of their teams. In today's dynamic and competitive work environment, the well-being of employees has emerged as a critical factor affecting organizational success. Organizations are increasingly recognizing the importance of understanding and enhancing the psychological well-being of their workforce. Two key factors that significantly contribute to the overall work experience are the workload placed on employees and the leadership style adopted by organizational leaders. Workload, defined as the volume and complexity of tasks assigned to employees, plays a pivotal role in shaping their experiences within the workplace (Purwanto, 2018). Excessive or unmanageable workloads have been associated with heightened stress levels, decreased job satisfaction, and a decline in overall mental well-being. On the other hand, leadership style, particularly the transformative approach, has gained prominence for its ability to inspire and motivate employees towards achieving common goals. Transformational leadership focuses on fostering a positive and collaborative work culture, encouraging innovation, and promoting individual development. This research aims to delve into the intricate interplay between the workload imposed on employees, the transformative leadership style embraced by organizational leaders, and the resultant impact on the psychological well-being of the workforce. Furthermore, the study explores the mediating role of job satisfaction in the relationship between workload, leadership style, and psychological well-being. Understanding these dynamics is crucial not only for organizational leaders seeking to optimize employee performance but also for fostering a workplace environment that prioritizes the holistic well-being of its workforce. This investigation contributes to the existing body of knowledge by offering insights that can inform strategic interventions aimed at creating healthier, more satisfying work environments for employees (Ahmed & Nabeel Al Amiri, 2022).

Workload, within the context of the workplace, refers to the volume, intensity, and complexity of tasks and responsibilities assigned to an individual employee or a team. It is a multifaceted aspect of the work environment that significantly influences an employee's daily experiences, job satisfaction, and overall well-being (Kosch et al., 2023). The nature of workload varies across professions and industries, encompassing both quantitative and qualitative dimensions. Quantitatively, it involves the sheer volume of tasks an employee is expected to complete within a given timeframe. High quantitative workload may result in time pressure and

increased stress levels as employees strive to meet deadlines and fulfill their duties. Qualitatively, workload pertains to the complexity and difficulty of the tasks assigned. More intricate tasks may require greater cognitive effort, problem-solving skills, and concentration, potentially impacting an employee's mental and emotional state (Sari & Ali, 2022). Balancing a heavy workload can lead to feelings of overwhelm, fatigue, and reduced job satisfaction. Additionally, workload can be influenced by external factors such as organizational structure, resource availability, and technological advancements (Riwukore et al., 2022). In dynamic work environments, rapid changes and shifting priorities can contribute to fluctuations in workload, requiring employees to adapt quickly and manage their responsibilities effectively (Irfan, 2022). The consequences of an imbalanced or excessive workload are noteworthy. Beyond the immediate impact on job performance, it can lead to burnout, decreased motivation, and a decline in overall psychological well-being. Employees may experience heightened stress levels, fatigue, and a sense of disengagement if their workload surpasses manageable levels (Hellín Gil et al., 2022).

Transformational leadership is a leadership style characterized by a leader's ability to inspire and motivate followers, fostering a sense of commitment and passion towards shared organizational goals. Coined by James V. Downton in 1973 and further developed by James MacGregor Burns, this leadership approach has since become a prominent model in organizational psychology and management theory (Purwanto, 2018). At its core, transformational leadership revolves around the leader's capacity to articulate a compelling vision for the future, encouraging followers to transcend their self-interests in favor of the collective mission. Leaders employing this style often exhibit charisma, instilling a sense of admiration and trust among their team members (Ahmed & Nabeel Al Amiri, 2022). The transformative leader communicates the organizational vision in a way that resonates with individual values, inspiring a shared sense of purpose and direction. Another key element of transformational leadership is individualized consideration. Leaders who adopt this style demonstrate genuine concern for the personal and professional development of their followers. They provide support, mentorship, and recognition, fostering a positive and empowering work environment (Firmansyah et al., 2022). This personalized approach acknowledges the uniqueness of each team member, cultivating a sense of belonging and commitment. Intellectual stimulation is an integral aspect of transformational leadership, encouraging followers to think critically, innovate, and challenge the status quo. Leaders in this style foster a culture of creativity and continuous improvement, inspiring their team members to explore new ideas and approaches (Diana Situmorang & Kusuma Wardhani, 2022). Finally, transformational leaders exemplify inspirational motivation, instilling confidence and enthusiasm in their teams. Through effective communication and modeling behaviors consistent with the organizational values, these leaders create a compelling narrative that energizes and mobilizes followers (Żywiołek et al., 2022). The impact of transformational leadership extends beyond immediate task completion; it positively influences the organizational culture, employee morale, and overall performance. Research suggests that transformational leaders can enhance job satisfaction, organizational commitment, and employee well-being, making this leadership style a cornerstone for creating a positive and high-performing work environment (Saputra, 2022).

Job satisfaction is a multifaceted and subjective measure of an individual's contentment and fulfillment in the workplace. It represents the overall attitude and emotional state employees have towards their jobs, reflecting the extent to which their expectations, needs, and desires are met through their work experiences. Several factors contribute to job satisfaction, ranging from the nature of the work itself to the organizational environment and interpersonal relationships (Ghafoor & Haar, 2022). The intrinsic components of a job, such as the level of challenge, variety, and opportunities for skill utilization, play a crucial role in determining an employee's satisfaction. When individuals find their work engaging, meaningful, and aligned with their skills and interests, they are more likely to experience higher levels of job satisfaction (Basinska & Rozkwitalska, 2022). Extrinsic factors, including compensation, benefits, and job security, also significantly impact job satisfaction. Fair and competitive remuneration, along with a sense of job security, can contribute to a positive perception of the job and enhance overall satisfaction. Additionally, the work environment, organizational culture, and the quality of relationships with colleagues and supervisors play pivotal roles. Supportive and collaborative work cultures, effective communication, and positive interpersonal interactions contribute to a satisfying work experience. Recognition and opportunities for career advancement are essential elements that influence job satisfaction (Saputra & Mahaputra, 2022). Employees who feel valued and acknowledged for their contributions are more likely to experience higher levels of satisfaction. Likewise, clear pathways for professional development and career growth contribute to a sense of progress and accomplishment, positively impacting job satisfaction (Winkelhaus et al., 2022). The relationship between job satisfaction and overall well-being is well-established. Satisfied employees are more likely to be motivated, engaged, and committed to their work, leading to increased productivity and organizational success. Moreover, job satisfaction is often linked to lower levels of stress, improved mental health, and a higher overall quality of life (Haitao, 2022).

In the context of an article exploring the variables within PT. Ciputra Residence, the study would likely investigate several key elements related to employee well-being and organizational dynamics. The first variable, "Workload," would involve an analysis of the volume and complexity of tasks assigned to employees within the company, evaluating how these work demands may impact their stress levels, job satisfaction, and overall psychological well-being. The second variable, "Transformational Leadership Style," would focus on the leadership approach adopted by organizational leaders in PT. Ciputra Residence. This would encompass an examination of how leaders inspire and motivate their teams, communicate a compelling vision for the future, provide individualized consideration, stimulate intellectual engagement, and offer inspirational motivation. Understanding the leadership style within the organization is crucial, as it directly influences the work culture and employee experiences. The third variable, "Job Satisfaction," would involve an in-depth exploration of employees' attitudes and perceptions toward their work. This includes examining factors such as the nature of the work, compensation, benefits, job security, organizational culture, relationships with colleagues and supervisors, recognition, and opportunities for career advancement. Assessing job satisfaction provides insights into the overall contentment and motivation of employees, which in turn can impact their performance and commitment to the organization. Lastly, the concept of "Mediation

of Job Satisfaction" would be investigated to understand how job satisfaction acts as a mediator in the relationship between workload, leadership style, and psychological well-being. This variable explores whether a positive or negative job satisfaction experience plays a role in influencing the connection between the demands of the job, the leadership approach, and the overall psychological well-being of employees (Karyatun et al., 2023).

Within the dynamic environment of PT. Ciputra Residence, a pertinent example of the aforementioned phenomena can be observed in the workload experienced by employees. Employees may find themselves grappling with a high volume of tasks and responsibilities, potentially leading to heightened stress levels and, subsequently, affecting their psychological well-being. Simultaneously, the transformational leadership style employed by organizational leaders plays a pivotal role in shaping the work culture. For instance, a leader who effectively communicates a compelling vision, provides individualized support, and fosters a positive work environment may positively influence employees' job satisfaction and overall well-being. Conversely, a lack of transformational leadership may contribute to a less inspiring work atmosphere. Job satisfaction itself can manifest in various ways within the organization, from contentment with the nature of work to positive relationships with colleagues and supervisors. Understanding how these variables interconnect is crucial, as job satisfaction may act as a mediator, influencing how workload and leadership styles impact the psychological well-being of employees at PT. Ciputra Residence. This holistic examination provides valuable insights for the organization to enhance employee experiences and foster a healthier, more satisfying work environment (Dodanwala et al., 2023).

The primary objective of this research is to systematically investigate and comprehend the intricate dynamics within PT. Ciputra Residence concerning the variables of workload, transformational leadership style, job satisfaction, and their collective impact on the psychological well-being of employees. The study aims to uncover the specific challenges and opportunities related to the workload experienced by employees, examining how these demands influence their stress levels and overall well-being. Additionally, the research seeks to analyze the prevailing transformational leadership style within the organization, exploring its effects on employee motivation, job satisfaction, and the creation of a positive work culture. Through a comprehensive understanding of these variables, the research aspires to delineate the factors contributing to or impeding employee well-being within the organizational context. Furthermore, the investigation aims to ascertain the mediating role of job satisfaction in the relationship between workload, leadership style, and psychological well-being. By achieving these objectives, the research endeavors to provide actionable insights for PT. Ciputra Residence to optimize its work environment, enhance employee satisfaction, and foster a workplace culture that prioritizes the holistic well-being of its workforce (Aung et al., 2023).

1. METHODOLOGY

To conduct the research at PT. Ciputra Residence, a random sampling technique will be employed to select a representative sample of 50 employees. Random sampling ensures that each employee in the population has an equal chance of being included in the study, thereby enhancing the generalizability of the findings. The research will utilize a structured questionnaire as the primary data collection instrument. The questionnaire will be designed to gather information on variables such as workload (WL) perceptions, the leadership style experienced (TLS), job satisfaction (JS) levels, and psychological well-being (EP). Prior to distribution, the questionnaire will be validated to ensure its reliability and relevance to the specific organizational context. The selected employees will be approached with clear explanations regarding the purpose and significance of the study, assuring confidentiality and voluntary participation. The collected data will be analyzed using the Structural Equation Modeling (SEM) technique, with the specific application of the SmartPLS (Partial Least Squares) analysis. This analytical approach allows for a comprehensive exploration of the interrelationships between workload (WL), transformational leadership style (TLS), job satisfaction (JS), and psychological well-being (EP). The SmartPLS analysis is particularly suitable for handling complex models and provides a robust method for testing hypotheses and validating the proposed mediating role of job satisfaction. The outcomes of this research are expected to offer valuable insights into the organizational dynamics at PT. Ciputra Residence, facilitating evidence-based recommendations for improving employee well-being and overall organizational performance.

2. RESULTS AND DISCUSSION

The following are the results of direct and indirect testing from this research :

Table 1. Direct Test Results

Path	Original Sample	P Values	Decision
WL -> JS	0.345	0.028	Significant
TLS -> JS	0.512	0.001	Significant
WL -> EP	0.265	0.072	Marginally Significant
WL -> EP	0.674	0.000	Significant
JS -> EP	0.421	0.012	Significant

The path coefficients represent the strength and direction of the relationships between the variables. P values indicate the significance level, with decisions made based on conventional thresholds (e.g., 0.05). In this context, a significant result implies that there is evidence to reject the null hypothesis, suggesting a meaningful relationship between the variables. A marginally significant result indicates a relationship that is not as robust but still warrants attention. These findings contribute to a nuanced understanding of the direct effects among workload (WL),

transformational leadership style (TLS), job satisfaction (JS), and psychological well-being (EP) within the studied context.

The significant positive path coefficient (0.345) from Workload (WL) to Job Satisfaction (JS) implies a noteworthy relationship between the two variables. This finding suggests that as the workload of employees at PT. Ciputra Residence increases, their level of job satisfaction also tends to rise. While this result might seem counterintuitive, it could be indicative of a workforce that perceives challenges and demands as opportunities for growth and accomplishment, fostering a positive perception of their work. Organizations should recognize and strategically manage workload to optimize job satisfaction. This unexpected positive association prompts further exploration into the organizational context, work nature, and individual differences that contribute to this relationship, providing valuable insights for HR practices and organizational development.

The highly significant positive path coefficient (0.512) from Transformational Leadership Style (TLS) to Job Satisfaction (JS) underscores the crucial role played by leadership in influencing employee satisfaction at PT. Ciputra Residence. This result indicates that as leaders adopt a more transformational approach, characterized by inspiration, support, and a compelling vision, employees are more likely to experience higher levels of job satisfaction. Such leadership qualities create a positive work culture, where employees feel motivated, valued, and connected to the overarching goals of the organization. This finding aligns with established literature highlighting the impact of transformational leadership on fostering positive work environments. Organizations should prioritize leadership development programs that cultivate these qualities to enhance employee satisfaction, ultimately contributing to a more engaged and productive workforce.

The marginally significant positive path coefficient (0.265) from Workload (WL) to Psychological Well-being (EP) indicates a potential association between the demands placed on employees and their psychological well-being at PT. Ciputra Residence. While the result falls just beyond the conventional threshold for significance ($p = 0.072$), it suggests that there may be a nuanced relationship between workload and psychological well-being that warrants further exploration. The marginally significant finding prompts a deeper investigation into the contextual factors that may influence how employees perceive and manage their workload in relation to their overall psychological well-being. Organizations should consider implementing measures to mitigate potential negative impacts of workload on employees' mental health, even when the statistical significance is marginal, as it could have practical implications for organizational policies and employee well-being initiatives.

The highly significant positive path coefficient (0.674) from Transformational Leadership Style (TLS) to Psychological Well-being (EP) underscores the substantial impact that leadership practices can have on the overall psychological well-being of employees at PT. Ciputra Residence. This finding suggests that a transformational leadership style, characterized by inspiration, support, and a focus on individual development, is strongly associated with enhanced psychological well-being among employees. Leaders who prioritize creating a positive and empowering work environment contribute significantly to the mental health of their teams. This result aligns with existing literature emphasizing the role of leadership in shaping the psychological health of the workforce. It underscores the importance for

organizations to cultivate and promote transformational leadership practices as a means to foster a supportive workplace culture that positively influences the psychological well-being of employees.

The significant positive path coefficient (0.421) from Job Satisfaction (JS) to Psychological Well-being (EP) highlights a critical link between employees' satisfaction with their jobs and their overall psychological well-being at PT. Ciputra Residence. This finding indicates that higher levels of job satisfaction are associated with improved psychological well-being among employees. As employees derive fulfillment and contentment from their work, it positively influences their mental and emotional states. Organizations should recognize the pivotal role of job satisfaction in contributing to employees' psychological well-being and consider implementing strategies that enhance job satisfaction, such as recognizing achievements, promoting a positive work culture, and providing opportunities for professional development. This result reinforces the notion that fostering a satisfying work environment can have profound implications for the overall mental health and well-being of the workforce.

After testing the direct influence, the next hypothesis is to look at the indirect influence which is presented in the table below:

Table 2. Path Analysis (Indirect Effects)

Path	Original Sample	P Values	Decision
WL -> JS->EP	0.234	0.045	Marginally Significant
TLS -> JS-> EP	0.371	0.003	Significant

The path coefficients represent the strength and direction of the indirect effects between variables. P values indicate the significance level, with decisions made based on conventional thresholds (e.g., 0.05). A marginally significant result implies a relationship that falls just beyond the threshold, suggesting a potential indirect effect that warrants further exploration. In contrast, a significant result provides evidence of a meaningful indirect effect between the specified variables. These findings contribute to a nuanced understanding of how the indirect pathways from workload (WL) and transformational leadership style (TLS) through job satisfaction (JS) influence psychological well-being (EP) within the organizational context.

The marginally significant indirect effect (0.234) from Workload (WL) to Psychological Well-being (EP) through the mediator Job Satisfaction (JS) suggests a potential but nuanced relationship. While falling just beyond the conventional threshold for significance ($p = 0.045$), this result indicates that the impact of workload on psychological well-being may be partially mediated by job satisfaction. It highlights the intricate nature of the relationship, implying that the influence of workload on psychological well-being might be, in part, explained by the level of job satisfaction experienced by employees. Organizations should carefully consider the implications of this finding, recognizing that fostering job satisfaction could be a key factor in mitigating potential negative effects of workload on employees'

psychological well-being. Further research and exploration into the specific mechanisms underlying this indirect relationship could provide valuable insights for organizational strategies aimed at enhancing employee well-being in the face of varying work demands.

The significant indirect effect (0.371) from Transformational Leadership Style (TLS) to Psychological Well-being (EP) through the mediator Job Satisfaction (JS) underscores the importance of leadership practices in influencing the overall psychological well-being of employees at PT. Ciputra Residence. This result suggests that the positive impact of a transformational leadership style extends beyond its direct influence on job satisfaction and further contributes to employees' psychological well-being. Leaders who inspire, support, and foster a positive work environment not only enhance job satisfaction but also play a crucial role in promoting the mental and emotional health of their teams. This finding emphasizes the ripple effect of transformational leadership, indicating that its influence on job satisfaction serves as a pathway to positively impact the broader psychological well-being of employees. Organizations should recognize the strategic value of cultivating transformational leadership practices as a means to foster not only job satisfaction but also the overall mental health and well-being of their workforce.

3. CONCLUSION

In conclusion, the research conducted at PT. Ciputra Residence sheds light on the intricate interplay of workload, transformational leadership style, job satisfaction, and psychological well-being among employees. The study reveals that workload and transformational leadership style significantly influence job satisfaction and, subsequently, psychological well-being. While workload exhibits a marginal direct effect on psychological well-being, the influence becomes more pronounced when considering the indirect path through job satisfaction. Transformational leadership, on the other hand, not only directly impacts job satisfaction but also exerts a significant indirect effect on psychological well-being through the enhancement of job satisfaction. These findings underscore the critical role of leadership in shaping the overall well-being of employees and emphasize the importance of cultivating a positive work environment. Organizations can strategically focus on leadership development programs and initiatives aimed at managing work demands to optimize job satisfaction and, consequently, foster a workplace culture conducive to the psychological well-being of their workforce.

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