

THE INFLUENCE OF OHIO MODEL'S LEADERSHIP STYLE AND WORKLOAD ON EMPLOYEE PERFORMANCE AT PT BIO FARMA (PERSERO) BANDUNG CITY OFFICE

Angelita Mutiara Simbolon¹, Syarifuddin^{*2}

Faculty of Communication and Business, Telkom University, Indonesia ^{1,2}

Correspondence E-mail*: Syarifuddin@telkomuniversity.ac.id

Abstract. *The Ohio Model Leadership Style is a study that aims to consider a leader's actions and identify the extent to which a certain leadership style has an impact on group performance and satisfaction. There are several indicators that affect employee performance, including leadership style and workload. This study aims to find out how the Ohio Model leadership style and workload affect employee performance at the PT Bio Farma (Persero) Bandung City office. In this study, the author used descriptive method analysis and quantitative method. The study took samples from 95 employees, in determining the sampling technique using the sample probability technique using the Slovin formula. The analysis method uses the Partial Least Square-Structural Equation Model (PLS-SEM). The results of the description study showed that Ohio Model's leadership style, workload, and employee performance were in the good category. Partially, the Ohio Model leadership style has a positive and significant effect on employee performance and workload has a positive and significant effect on employee performance. The Ohio Model leadership style and workload have a positive and significant effect simultaneously on employee performance at PT Bio Farma (Persero) Bandung City.*

Keywords: *workload, Ohio Model leadership style, employee performance*

INTRODUCTION

Human resources are the main determinant of a company's success because employees are critical assets that drive all operational and strategic aspects of an organization. The quality and ability of employees determine the ability of the corporation to innovate, keep up with market developments, and achieve competitive advantage. Therefore, human resources are no longer aligned with the production factor but are also the main key in achieving and maintaining the company's long-term success. Human Capital is a very valuable asset for organizations, so leaders are needed who can empower employees well to improve performance. PT Bio Farma (Persero) is one of the proud companies of the Indonesian nation based in the city of Bandung, engaged in the production of vaccines and antisera. This company always applies optimal and appropriate working principles to achieve the corporate *goals* at large, namely creating a healthier and more sanitized society, playing an active role in supporting the efforts of the Indonesian people in improving their health. In its business operations, PT Bio Farma (Persero) always applies effective and efficient working principles to achieve the company's goals at large, namely creating a healthier and more prosperous society.

Employee performance is influenced by leadership style, as in line with the theory from Heidjrachman & Husnan (Adriyanti et al., 2021) which states that leadership style is a model of action built to integrate corporate *goals* with one's *goals* in achieving company *goals*. In maximizing these goals, the factor that greatly affects employee performance, Hence the importance of companies implementing a leadership style. According to Danisa and Syarifuddin's research (2023) leadership affects the Company's performance. Workload plays an important role in employee performance because it has a direct impact on stress levels, productivity, and the quality of work results. According to Dymas, Ignatius & Epsilandri (2024) Leadership variables affect positive employee performance. According to research Koesomowidjojo (2017) There is a relationship between employee performance and workload such as workers can experience a decrease in performance because they become more tired in completing tasks

that are not in accordance with their physical and mental abilities, they become more tired in completing tasks that are not in accordance with their physical and mental abilities.

To optimize employee performance and maximize company profits, companies must pay attention to *human resource management* which has a leadership model that can manage human resources in such a way that it affects the improvement of employee performance but can also increase employee loyalty to the organization. Employee performance appraisals are carried out to measure whether employees perform well or poorly through employee performance evaluation, employee performance achievements will affect organizational performance. PT Bio Farma (Persero) showed financial performance based on the annual report (Parent Entity) for 2022 (audited) in terms of sales down compared to 2021 (audited). According to the 2023 annual report, there are still several performance indicators that have not reached the target or growth compared to the performance in 2022. To identify effective management strategies in balancing the Ohio Model leadership style and workload, as well as to make comparisons with best practices in the industry, can provide further insights to maintain and improve the performance of PT Bio Farma's employees, as well as how employee performance is affected by workload, seen in its negative or positive aspects. The long-term impact of these two variables on organizational performance. Therefore, the author wants to observe the extent to which the Ohio Model's leadership style and workload affect employee performance at PT Bio Farma (Persero) Bandung City.

Human Resource Management

Human resource management (HRDM) is a field of management that specifically studies human relationships and roles in a company's organization (Suwatno dan Priansa, 2018), lead in the preparation of human resource strategies, end to end recruitment, training, career development, and encourage the development of business organizations. Human resource management also plays a crucial role in associations. There are eleven functions of human resource management that are defined from opinions Silaen et al., (2022) that is:

- a) Preparation of Human Resources Strategy
- b) Classification
- c) Guidance
- d) Controlling
- e) Provision
- f) Development
- g) Indemnity Payment
- h) Merger
- i) Therapy
- j) Compliance
- k) Dismissal

Ohio Model's Leadership Style

According to Sunyoto (2013) The Ohio Model leadership style is a study that aims to consider the actions of a *leader* and identify the extent to which a particular leadership style impacts group performance and satisfaction. The Ohio Model Leadership Style is a study that aims to consider a leader's attitude and identify the extent to which a certain leadership style impacts group performance and satisfaction. The following are the dimensions of the Ohio Model leadership style defined by Sunyoto (2013) as follows:

1. Initiating Structure
Task-oriented leadership style.
2. Consideration
Employee-oriented leadership style.

Workload

The quality of work results is greatly influenced by the workload; therefore, it is essential in ensuring that employees feel comfortable and have a workload that is in accordance with their abilities. If the workload is managed properly, employees can work more efficiently and productively to provide more optimal results. According to Budiasa (2021) Workload refers to how employees view the number of mandatory activities they perform during a predetermined period as well as the effort that employees undertake when overcoming job challenges. Dimensions of employee performance. Workload dimensions in perspective Putra (Harini et al., 2018) in the Budiasa (2021) There are four dimensions of workload available, which are as follows:

- a. Goal acquisition
- b. Work situation
- c. Time use
- d. Standard of work

Employee Performance

According to Wibowo (2016), performance is the implementation of the plan that has been prepared, and the implementation of performance is carried out by human resources who have the ability, competence, motivation and interests. The dimensions of employee performance assessment (Y) according to Robbins & Judge (2016) was:

1. Quality
2. Quantity
3. Timeliness
4. Success
5. Independence

The Relationship Between Ohio Model's Leadership Style on Employee Performance

Ernawati & Awaru (2015) has the view that the Ohio Model's leadership style can improve employee performance. In addition, a safe and comfortable work environment also contributes to the comfort of employees when working on essential tasks, not just objects. This can increase their confidence and sense of ownership of the organization, work, and responsibility. So that the scope of work is safe and comfortable and contributes to the comfort of employees in doing their duties and work.

The above can also be concluded from the research (Novianty dan Syarifuddin, 2022) that the Ohio Model leadership style enhances employee positive performance because it can efficiently organize the organization, evaluate employee performance based on the fulfillment of their roles, establish clear procedures for task completion, build effective communication among employees, and evaluate employee performance based on team achievements. In addition, the Ohio Model leadership style is also considered to instill trust in employees, implement mutual respect in the workplace, create friendly relationships between employees, provide support to employees and pay attention to and ensure employee welfare.

The Relationship Between Workload and Employee Performance

According to Koesomowidjojo (2017) There is a significant relationship between employee performance and the workload of each employee. When workloads exceed their capabilities, this can result in decreased efficiency and productivity of tasks that do not match their physical and mental capacity. When workloads exceed their capabilities, this can result in decreased efficiency and productivity. Thus, this is supported by research results (Fitriah, 2023) workload has a significant influence on improving employee performance. When the workload is regulated to the maximum and in line with the employee's ability, employees can increase their efficiency and productivity.

Frame of Mind

A framework of thinking according to Sugiyono (2018) It is stated that the framework of thought is also called a theoretical structure that describes the extent to which *the theory* is connected to various essential components. *The independent variables* of the following studies include Ohio Model Leadership Style (X1) and Workload (X2), while the *dependent variable* is Employee Performance (Y). The following conceptual framework is the direction of this research:

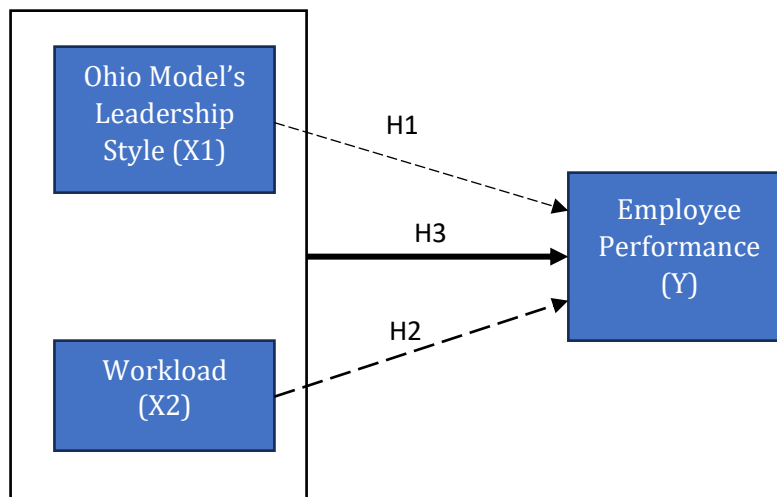


Figure 1 Frame of Mind

Source: Results of Researcher's Data Processing (2023)

Based on figure 1, a straight line signifies a partial influence, and a dotted line signifies a simultaneous influence.

Research Hypothesis

Opinion Sugiyono (2019) Related to hypothesis is a temporary response to the formulation of the research problem, where the formulation of the study problem is presented to a statement sentence scheme. With the above frame of thought, then a formulation of research hypotheses can be made, which include:

- H1: "The leadership style of the Ohio Model has a significant partial effect on the performance of employees of PT Bio Farma (persero) Bandung City."
- H2: "The workload has a partial significant effect on the performance of employees of PT Bio Farma (persero) Bandung City."

- c. H3: "The performance of employees of PT Bio Farma (Persero) Bandung City is influenced by the workload and leadership style of the Ohio Model."

METHOD

Types of Research

The following types of research apply a quantitative approach and use descriptive techniques. Like a view Sugiyono (2022) explained that the quantitative method is based on the philosophy of positivism. The following method is called the quantitative method because the research data is in the form of numbers and is analyzed using statistics. According to Sugiyono (2019) Descriptive statistics is a branch of statistics that focuses on presenting raw data in an easy-to-understand form, without generalizing or inferences. Because this study involves more than one *independent variable*, it is called multiple linear regression. According to (Ghozali, 2018) The purpose of multiple linear regression analysis is to determine the direction and influence of *independent variables* on *dependent variables*.

Operational Research Variables

According to Sugiyono (2022) stated that research *variables* essentially include all elements set by the researcher to be studied, aiming to obtain information about various elements and then draw conclusions based on the results. There are three factors that the author uses in this study as *variables*, namely two *independent variables*, the Ohio Model (X1) and workload (X2), and one *dependent variable* describing employee performance (Y).

Population and Sample

The total population of this study is 1,839 workers at PT Bio Farma (Persero) Bandung City. The author uses sampling using *the Probability sampling* technique with a *simple random sampling type*. According to Sugiyono (2022) A similar sampling method was applied to each member of the population selected as a sample. It is defined as *simple* because random sampling is taken from the population without looking at the strata. So, this study will apply the Slovin formula with an error rate of 0.1 (10%). The reason why a 10% error is used is based on the maximum level of error that can be understood in the study, Sugiyono (2022). So, the current sample is applied to 95 respondents including employees of PT Bio Farma (Persero) Bandung City.

Data Analysis Techniques

Descriptive statistics are required to carry out descriptive analysis. Like a view Sugiyono (2022) Descriptive statistics is a branch of statistics that focuses on presenting raw data in an easy-to-understand form, without generalizing or inferences. Once the data is tabulated, the data is analyzed using *the Partial Least Square-Structural Equation Model (PLS-SEM)* as it belongs to two submodels: the measurement model, known as the outer model, and the structural model, known as the inner model.

According to Abdillah & Hartono (2018) which states that the *Partial Least Square (PLS) Method* is a *Structural Equation Model (SEM) method* that is based on *covariance* and switches to *variance*. Data analysis can be said to be a mechanism that is carried out in the continuity of quantitative research after collecting data from respondents, after which the data is put together according to *variables* and types of informants, tabulated according to *variables* and types of respondents, presented for each *variable* used by researchers, and assessments are carried out in order to respond to problem formulation and measure hypotheses.

The following research decided to apply the *Partial Least Square-Structural Equation Model (PLS-SEM)* technique version 4.0. Like a view Ghozali & Latan (2020) There are two submodels that will be

tested, namely the measurement model known as the outer model and the structural model known as the inner model. *The outer model* is implemented in measuring the validity of the construct and the reliability of the instrument, this assessment is done through the calculation pattern of *convergent validity*, *discriminant validity*, *composite reliability* (*Cronbach's alpha*). Meanwhile, *the inner model* displays the relationship or how much the estimate between constructive/latent variables or those formed based on substantial theory, with *R-Square testing*, *Path Coefficient*, T_{cal} values, and hypothesis testing.

RESEARCH RESULTS

Each concept measured; the researcher was involved to explain the respondents' responses. The researcher used descriptive analysis in this study to identify the employees of PT Bio Farma (Persero) Bandung City had an impact on the Ohio Model's leadership style and workload, so the researcher measured a questionnaire and accompanied by answers that must be chosen by the respondents, the author used primary data to determine the performance of employees at PT Bio Farma (Persero) as many as 95 respondents could be influenced by the Ohio Model leadership style and workload. According to Robbins & Judge (2016) mentioning demographic attributes such as age, length of service, gender, and last education. The following is a description of the characteristics used by the author based on gender, age, length of service and education.

Respondent Characteristics

Most respondents consisted of male *gender* with 52 (54.7%) and female gender 43 (45.3%). Respondents based on *age* ≤ 30 years with a total of 65 (69.5%) and respondents pursuing S1 education with a total of 63 (66.3%) dominated the *length of service* and *education* in this study.

Descriptive Analysis

Descriptive analysis was carried out to identify how much employee performance at PT Bio Farma (Persero) Bandung City influenced the Ohio Model leadership style and workload, therefore the following research applied a descriptive analytical method. As many as 82.7% of the respondents' ideal score answered the ten statements on the Ohio Model leadership style variable which includes the dimensions of initiator, structure and consideration, this *variable* is included in the category of very good when viewed from the continuum line. Then 83.3% of the respondents' ideal score answered the statement on the workload variable which includes four dimensions, namely goal acquisition, *work situation*, *time use*, and *standard of work*, the *workload variable* is included in the category of very good when viewed from the continuum line. And there are 84.7% of the respondents' ideal scores for the respondents' answers to employee performance variables which include five dimensions, namely quality, *quantity*, *timeliness*, success, and *independent*, the following variables are included in the category of very good when viewed from the continuum line.

Testing Measurement Model (*Outer Model*)

This study aims to build and test a *Structural Equation Modeling* (SEM) model that measures the influence of Ohio Model leadership style and workload on the performance of employees of PT Bio Farma (Persero) Bandung City. The specification of the relationship between the indicator and its latent variable is shown in the measurement model, also known as the outer model. In this study, three *variables* were assessed through 29 indicators. The following tests utilize SmartPLS 4.0. with the full model path diagram as follows:

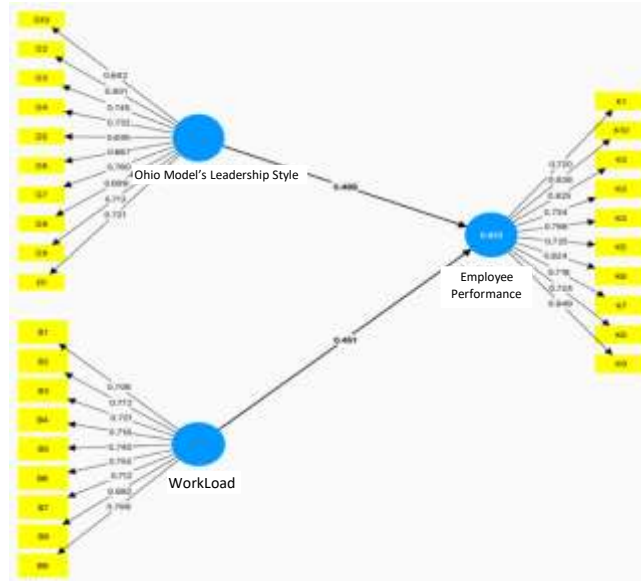


Figure 2 Outer Model (Partial Least Squares)
 Source: Author's Data Processing Results (2024)

Referring to the path chart above, there is a yellow box that represents the indicators or items applied to this research. Each arrow that connects the indicator to a latent variable indicates a validity value, which is used to test the reliability of the construct of the variable being examined to test the reliability of the construct of the variable being studied.

Convergent Validity

Like a view Ghozali (2021) All indicators that have a correlation value of more than 0.7 are considered valid. However, in scale-up studies, a charge factor value between 0.5 and 0.6 is still acceptable. Thus, convergent validity can only be achieved when each variable has an AVE value above 0.5. The following are the results of the correlation between indicators such as loading factors as well as AVE values in each research variable:

The results of the above processing show that each of these variables has an AVE higher than its threshold value or 0.5. So, it can be stated that all variables have met the criteria for convergent validity and this shows that the indicator is declared valid. The value of good convergent validity is indicated by the Average Variance Extracted (AVE) value > 0.5.

Based on the data processed above, each variable meets the criteria for convergent validity and can be considered valid if its AVE value exceeds 0.5.

Discriminant Validity

The Discriminant Validity Test can be shown by comparing the average effect size of the variable (AVE) and the correlation between variables in a study. Like a view Budhiasa (2016) which states that the correlation between the indicator and its construct correlates with the construct of the other blocks. >The highest cross loading factor occurs in a variable when the correlation value of one construct with the value of the indicator is greater than the value of the other construct.

From the results of the data processing, each item or indicator in each variable has the highest cross loading value compared to other indicators. Therefore, the conclusion is obtained that all the indicators

involved in the following research have met the requirements because they show strong discriminant validity.

Composite Reliability

To ensure the accuracy, consistency and accuracy of the instrument in measuring constructs, a reliability test with the SmartPLS 4.0 program is required, *PLS-SEM* allows the measurement of construct reliability with reflective indicators with two events: *Composite Reliability* and *Cronbach's Alpha*. The *Composite Reliability* value must be greater than 0.7 for confirmatory research, and the statement is said to be reliable if *Cronbach's Alpha* value is greater than 0.7 for *confirmatory* research and the statement is reliably if the *Cronbach alpha* value > 0.7 for *confirmatory* research, Ghozali (2021).

Based on the table above, based on the results of *Composite Reliability*, both *Cronbach's Alpha* and *composite reliability* values exceeded the threshold value of 0.7, indicating that the research instruments used were reliable enough to measure *research variables*. According to Ghozali (2018) states that *Cronbach's Alpha values and composite reliability* exceeding 0.7 indicate good reliability. Therefore, the calculation shows that when viewed with the general variables, the test used in the following study can be considered reliable and all *variables* show an adequate degree of reliability.

Structural Model Testing (Inner Model)

Internal testing of the model according to Ghozali (2021) To assess a structural model with PLS, first look at the square R for each endogenous latent variable to be the approximate power of the structural model. Presented below, *Path Coefficient* testing using the *bootstrapping* method includes:

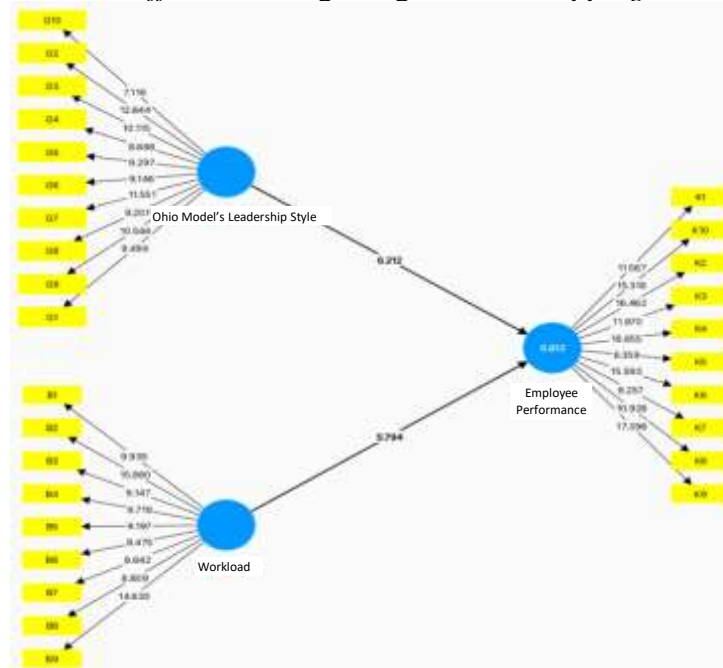


Figure 3 Inner Model (Partial Least Squares)
Source: Author's Data Processing Results (2024)

Based on the *internal model* illustration shown above, the *highest path coefficient* value is the Ohio Model's leadership style on employee performance, which is 6,212, while 5,794 people experience the impact of workload on their performance. Thus, all *variables* in the inner model show a *positive coefficient path*. The influence of *independent variables* on *dependent variables* increases along with the value of the *road coefficient* between the two.

R-Squares (R^2)

The purpose of the structural model is to estimate how latent variables interact with each other by evaluating the percentage of types described, known as *the R-Square value*, in endogenous constructs. Fluctuations in R-square values can indicate a significant change in the influence of exogenous latent variables on endogenous latent variables in the model. According to Hair et al., (2011) *R-Square* It has a general guideline where a value of 0.75 is known to be strong, 0.50 is known to be moderate, and 0.25 is known to be weak.

From the results of the analysis, the R^2 value for *the* Ohio Model leadership style variable is 0.812, which is in the strong category. This showed that 81.2% of the variation in *this variable* was influenced by the Ohio Model leadership style and workload, while the remaining 18.8% were influenced by additional elements do not present in the study.

Hypothesis

Furthermore, *bootstrapping* methods and regression analysis (regression) were applied to test the hypothesis. The *bootstrapping* results display the T-statistical value. The path coefficient, also known as the deep model, indicates the degree of significance of the hypothesis test. Like a view Ghozali & Latan (2020) The rule of thumb for a statistical T-value is that it is mandatory to exceed 1.96 and the mandatory P-value is to decrease below 0.05.

Ghozali & Latan (2020) *bootstrapping* and regression analysis is applied to test hypotheses. The *bootstrapping results* display the T-statistical value. The path coefficient, also known as the deep model, indicates the degree of significance of the hypothesis test. As per the view, the rule of thumb for a T-statistical value is a high mandatory above 1.96 and a low mandatory P value below 0.05. The following are the results of the T-Statistic and P-Value obtained using SmartPLS 4Ghozali & Latan (2020).

Normality Test

Like a view According to Supangat (2007) The kurtosis value was determined to classify the form of data distribution into three categories: leptokurtis (very pointed), mesocurtic (moderately tapered), and platykurtis (flat curve). The asymmetry is called tilting. If the value of the distribution is spread out all over the average value, the distribution is considered symmetrical. When the value is between -2 and 2, the excess kurtosis value displays normal data. Normality test results with Smart PLS 4.0:

Based on *the residual-descriptive* calculation using PLS 4.0, When the value is between -2 and 2, the overall *value of excess* kurtosis deduces normal data.

Multicollinearity Test

Like a view Ghozali (2016) The purpose of the multicollinearity test is to determine whether there is a significant association with the *independent variable*. The existence of a high correlation between *independent variables* can reduce the validity of test results and reduce the level of confidence in test results. The way to find out the regression model is free from multicollinearity is to look at the VIF (*Variance Inflation Factor*) value of less than (<10).

Based on the results of data processing that has been done, and the results appear that the data meets the multicollinearity test because each *variable* has a VIF value of less than 10 (<10).

Heteroscedasticity Test

Heteroscedasticity Test according to Ghozali (2016) applied to determine the extent to which residual variant discomfort occurs in each observation in the regression model. Because *crosssection* data combines data of various sizes, ranging from small to large, there is usually a situation of heteroscedasticity. Breusch-Pagan test: Its decision-making criteria show that heteroscedasticity does not

occur if the significance value is more than 0.05, and heteroscedasticity occurs if the significance value is less than 0.05.

Based on the table mentioned earlier, the Breusch-Pagan test has a significance value or P-value of $0.06 > 0.05$ so the model does not indicate symptoms of heteroscedasity.

Multiple Linear Regression Test

The following analysis is used to estimate how the value of one *variable* will change when another *variable* changes. According to Sugiyono (2018) stating that because there is more than one *independent variable*, this is called multiple regression. On the other hand, regression analysis is used to evaluate how *independent variables* affect *dependent variables*. In the following research, multiple regression analysis was applied for the purpose of analyzing the Employee Performance of PT Bio Farma (Persero) Bandung City with 95 respondents on the Influence of Ohio Model Leadership Style and Workload. The following is presented with a regression model image using SmartPLS 4.0 software as follows:

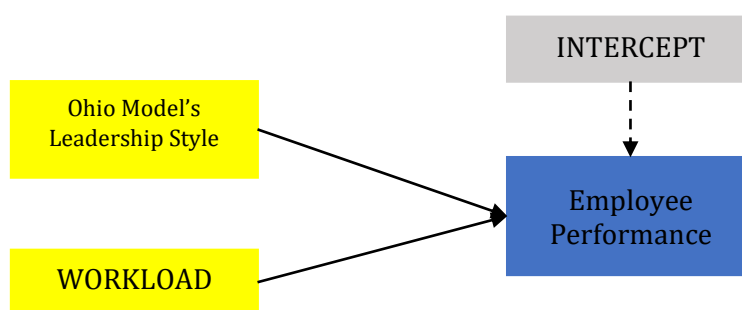


Figure 4 Multiple Linear Regression Test
 Source: Author's Data Processing Results (2024)

In the image above, it is a multiple linear regression test image using SmartPLS 4.0. To clarify the multiple linear regression test, the *summary coefficients* table is also presented as follows:

Table 1. Summary Coefficients

	Unstandardized Coefficients	Standardized Coefficients	SE	T Value	P Value	2.5%	97.5%
Ohio Model Leadership Style	0.516	0.488	0.091	5.688	0.000	0.336	0.696
Workload	0.504	0.444	0.097	5.175	0.000	0.311	0.697
Intercept	2.171	0.000	2.128	1.020	0.310	-2.056	6.397

Source: Author's Data Processing Results (2024)

Based on the regression equation mentioned earlier, it can be described, among others:

- Constant (α) = 2.171 means that if the Ohio Model leadership and workload value are 0, then the value of employee performance is 2.171
- The regression coefficient value of the Ohio model's leadership style (X1) is positive at 0.516, which means that if there is an increase in the Ohio model's leadership style by one level, then

employee performance increases by one level of the value of the Ohio Model leadership style variable, which is 0.516

- c. The variable *workload regression coefficient (X2)* is positive, with a value of 0.504, which describes that if there is a slight increase in the workload variable, then employee performance increases by one level of the value of the workload variable, which is 0.504.

T-test

The T-test was conducted to test the research hypothesis of how *variable dependent* and *variable independent* partially affect each other. The regression test is usually carried out with a confidence level of 95 percent or a significance level of 5 percent ($\alpha = 0.05$). According to the statistical test criteria t Ghozali (2016), H0 accepted and H1 Rejected if the value of the significance of the t-test (P value) greater than 0.05. This shows that there is no relationship between *independent and variable dependent*. H0 is rejected and H1 is accepted if the significance value of the t-test (P value) is less than 0.05. This shows that *independent and variable dependent variables* influence each other.

In accordance with the provisions of the T test, the P value in the employee performance test is $0.000 < 0.050$ due to the influence of the Ohio Model leadership style, then H1 is accepted, namely the Ohio Model leadership style has a positive and significant value on employee performance. In the employee performance test on the influence of workload, H1 was accepted, that the workload had a positive and significant impact on employee performance, because the P value of 0.000 was less than 0.050.

F-test

The F test is a test that is used for two or more samples according to the view Santoso (2018). Hypothesis testing was simultaneously used to determine the significant degree of relationship between *independent and dependent variables*. The ANOVA table has an F value, and a significance level of 0.05 is used to determine the verdict of this test. For the F test, conditions such as the view Ghozali (2016), that is if the significant value F (P value) < 0.05 , H0 is rejected and H1 is accepted, which means that all independent variables have a significant influence on *dependent or bound variables*. If the significant value of F (P value) is more than 0.05, H0 is accepted and H1 is rejected, which means that all *independent variables* have no significant influence on *dependent or bound variables*:

The Ohio Model's leadership style and workload have a positive and significant effect simultaneously on employee performance at PT Bio Farma (Persero) Bandung City

H0: The performance of employees of PT Bio Farma (Persero) Bandung City was not significantly and positively influenced by the Ohio Model's leadership style and workload.

H1: The performance of employees of PT Bio Farma (Persero) Bandung City is positively and significantly influenced by the Ohio Model's leadership style and workload.

Based on the results of the calculation of the F test, the P value of the Ohio Model's leadership style variable and the workload simultaneously on employee performance are 0.00 which means less than 0.05. Furthermore, it means that H1 is accepted and H0 is rejected. Based on the H1 hypothesis, employee performance is simultaneously positively and significantly influenced by the Ohio Model's leadership style and workload.

Coefficient of Determination (R^2)

The value of the determination coefficient (R^2) ranges between 0 and 1 and is used to predict how large or important the influence of an independent *variable* is on the overall *dependent variable*. A value higher than R^2 indicates that *the independent variable* provides almost all the information needed to predict *the dependent variable*, while a lower value indicates that *the independent variable* is able to predict *the dependent variable*, as is consistent with the perspective of the Ghazali (2016). The higher the value of R square, the stronger the relationship between *independent* and *dependent variables*. A value of 0.75 indicates a very strong relationship, 0.50 is quite strong, and 0.25 is weak according to the point of view Hair et al., (2011).

Based on the results of the calculation of the determination coefficient (R^2) table using the regression analysis method in SmartPLS 4.0, this research model has an R^2 value of 0.794 which can be categorized as the strongest category. The R-square value for *this variable* of 79.4% is influenced by the Ohio Model leadership style and workload. Meanwhile, the surplus of 20.6% was influenced by other *variables* that were not explained in this study.

A meta-analysis study on the relationship between Ohio State *Consideration* and *Initiating Structure* leadership behaviors and leadership, overall, the results revealed that both *Consideration* and *Initiating Structure* had a strong and significant relationship with leadership outcomes (Timothy, A. et al., 2004). The results of the study show that Ohio State's leadership behavior is very applied in Bank Syariah Indonesia KCP Yogyakarta Ahmad Dahlan which has an impact on the institution or for Human Resources through the *initiating structure* and *consideration* approach are all carried out by leaders very well, so as to be able to improve the competence of Human Resources at Bank Syariah Indonesia KCP Yogyakarta Ahmad Dahlan (Febrianti & Diwanti, 2022). Research in 25 private companies in the Republic of Korea, including in the financial, technology, manufacturing sectors, shows that the attention of leaders has a significant influence on employee performance and the dimension of leadership behavior Ohio State can be considered as one of the precursors of creative behavior and employee behavior (Dongwon Choi, et al., 2019). Ohio Model's Leadership Style and Organizational Culture Have a Partial and Simultaneous Effect on Employee Performance at the Public Works and Spatial Planning Office of Majalengka Regency (Novianty, R. & Syarifuddin, 2022).

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Regarding the results of the research as well as the discussion that has been processed and tested in the hypothesis with the title "The Influence of Ohio Model's Leadership Style and Workload on Employee Performance at PT Bio Farma (Persero) Bandung City", the conclusion was obtained that the results of the descriptive analysis for *the* Ohio Model's Leadership Style variable (X1) had a percentage of 82.7%, *the variable* Workload (X2) has a percentage of 83.3%, and *the* variable Employee Performance (Y) has a percentage of 84.7%. These three *variables* are included in the good category.

The Ohio Model's leadership style and workload have a great influence on the performance of PT Bio Farma (Persero) Bandung City employees because the combination of the Ohio Model's leadership style and maximum workload management can build a supportive work area, where employees can achieve their best performance. Conversely, poor leadership style and an unbalanced workload can result in decreased performance, increased *turnover*, and mental health issues in the workplace.

Recommendations

Based on the results of the study, to improve company performance, it is recommended that companies improve objectivity in group performance assessments through case-based leadership training.

Additionally, companies need to implement better workload management by setting priorities, fair distribution of tasks, and employee well-being programs that focus on work-life balance and physical and mental health. Finally, a thorough analysis of job tasks is needed to form a healthier and more innovative work area, checking that the tasks assigned are in accordance with the employee's capacity.

The recommendation that can be submitted is to conduct a study on similar organizations to obtain comparative data, as well as contribute to future research by emphasizing that the Ohio Model's leadership style and workload simultaneously have a significant and positive impact on employee performance, not only at PT Bio Farma (Persero) Bandung City, but also in other companies to be studied. In addition, it is recommended that subsequent studies expand coverage with larger populations to improve the accuracy of the study results.

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