

## **ABSTRACT**

*In facing the challenges of modern organizations, government institutions are required to foster strong employee cohesiveness to support effective teamwork and the achievement of shared goals. This study aims to analyze the influence of workload and work environment on employee cohesiveness, with role conflict as a mediating variable. The study was conducted on employees of the Central Bureau of Statistics (Badan Pusat Statistik) of Central Java Province using a quantitative approach through a survey method. Data were collected from 80 respondents using questionnaires and analyzed using path analysis and the Sobel test with the assistance of SPSS version 30.0.*

*The results of the study indicate that workload and work environment have a positive and significant effect on employee cohesiveness. Furthermore, role conflict is proven to significantly mediate the relationship between workload and work environment on employee cohesiveness. These findings emphasize that appropriate workload management and the creation of a supportive work environment can enhance team cohesiveness by reducing role conflict. This study contributes to the formulation of managerial strategies, particularly in human resource management, through the strengthening of work structures, role clarity, and conflict control to improve cohesiveness within governmental institutions.*

**Keywords:** *workload, work environment, role conflict, employee cohesiveness, path analysis, SPSS.*

