

The influence of leadership, workload, and work discipline on employee performance at XYZ Broadcast Institution

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ABSTRACT

The purpose of this study is to examine the impact of leadership, workload, and work discipline on employee performance at XYZ Broadcasting Institution. The samples in this study were employees, with a total sample size of 120. This study employs quantitative methodologies, including probability sampling procedures (saturated samples) and data processing tools based on the SPSS version 25.0 program. According to the findings of research conducted at the XYZ Broadcasting Institute, Leadership has a significant positive effect on employee performance, Workload has a significant positive effect on employee performance, and Work Discipline has a significant positive effect on employee performance. The findings of this study highlight the significance of these variables in managing employee performance.

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1. Introduction

Human resource management plays a critical role in any firm. Employee performance determines an organization's success since it increases the organization's production and input in accordance with specified standards. Human resources, which include reason, sentiments, desires, abilities, skills, and human labor, are non-renewable and critical to attaining any organization's objectives. According to (Sedarmayanti & Haryanto, 2017), human resources play a very essential function in an organization, in order to achieve organizational performance. Organizations cannot function without competent human resources. A well-functioning company is dependent on more than just financial demands; work discipline considerations play a vital role in shaping a person to be responsible at work.

Human resource management operations are inextricably linked to the management of the company's most valuable asset: its employees. This is consistent with the assertion (Nugraha & Rahardjo, 2022) that human resource management is a component of the management process. Human resource management, as defined by (Harras et al., 2023), is the process of managing human resources from recruiting to termination. According to (Noor et al., 2017), firms must apply human resource management in order to attain optimal human resource effectiveness.

XYZ Broadcasting Institution is a public television station based in West Java, Indonesia. As part of the broadcasting network, the XYZ Broadcasting Institution aspires to give quality information, entertainment, and education to the people of West Java and its surrounds. The XYZ Broadcasting Institution is likewise dedicated to fostering culture, history, and local wisdom in West Java.

According to the results of the pre-survey and interviews with the head of the HR department, XYZ Broadcasting Institution is still experiencing several employee performance issues, such as not meeting

targets and decreasing performance achievements every quarter, indicating that employee performance is suboptimal. Aside from that, what affects unsatisfactory employee performance is the leadership seen by subordinates from superiors. A shortage of human resources also has an impact on the burden allotted to employees, which is excessive, as well as a lack of sense of responsibility for the duties completed. Thus, there is a lack of work discipline within the stated regulations. The targets at this institution can be described as unstable because there are still increases and declines from year to year in terms of meeting the institution's goals. One way to increase employee performance is to pay attention to issues that may interfere with performance.

Employee performance is a critical aspect in the success and growth of any firm. In human resource management and organizational growth, employee performance is very important. According to Mangkunegara (2009:67), "performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". According to Priansa (2017:269), performance refers to the work results achieved by employees while carrying out duties and activities assigned by the organization.

According to (Robbins & Judge, 2017:246), performance appraisal has a number of objectives in businesses, including: a) Assessment is used to decide critical personnel decisions like promotions, transfers, and dismissals, b) The assessment explains the training and development requirements, c) Performance assessments can be used to guide selection and development initiatives, d) Performance appraisal to meet current feedback objectives for employees regarding how the organization/company perceives their performance.

Employee performance at XYZ Broadcasting Institution is poor due to the leadership perceived by the superior's subordinates. (Rivai & Sagala, 2014:87) define leadership as the skill of persuading and guiding others to achieve common goals through obedience, trust, honor, and enthusiastic participation. Aside from that, (Ebert & Griffin, 2020) define leadership as the practice of persuading others to work hard toward organizational goals. Interviews with various staff at the XYZ Broadcasting Institution revealed that the leadership is rigid and firm when issuing directives, especially in things that are not carried out administratively in accordance with the procedures and timelines that have been established. When offering guidance, leaders typically advise directly and centrally. Both privately and publically. Aside from that, some employees stated that the leadership's directions were frequently vague or insufficiently specific, making it difficult for them to understand the work they were assigned. A leader's attention will have a significant impact on subordinates in terms of admiration or recognition. Workload is the burden that workers face as a result of the work they do. Workload has a strong influence on human resource performance, but it also has a detrimental impact on worker safety and health.

According to Rohman & Ichsan (2021), a workload is a set of activities that an organizational unit or position holder must do within a specific time frame. If employees' workloads are not balanced with their abilities and competencies, difficulties will arise at some point, disrupting their future performance. According to Tarwaka (2015:104), workload can be determined operationally based on characteristics such as task demands or effort expended to complete the work. Meanwhile, according to Kasmir (2016:40), Workload is calculated by comparing the total standard time required to complete tasks and work to the entire standard time. Given that human effort is both mental and physical, each has a unique level of stress. A high loading level allows for excessive energy consumption and overstress, whereas a low loading intensity might produce boredom at work.

According to (Munandar et al., 2022), workload refers to activities assigned to workers or employees that must be accomplished within a specific time frame using the workforce's skills and potential. According to the beliefs and opinions of the experts listed above, a high workload might emerge when someone attempts to perform multiple tasks in a short period of time in order to meet predetermined goals. However, ineptitude or limitations in their abilities or capacities may keep them from reaching the required goals. In such cases, performance failure and even a drop in job quality are possible outcomes.

Employee needs based on an examination of staff workload at the XYZ Broadcasting Institution. Bezzeting employs 156 people in total, while 338 people work on workload analysis. The ABK research reveals that the XYZ Broadcasting Institution has a human resource deficiency of 182 individuals. As seen in the graph, there are issues with workload inside the XYZ Broadcasting Institution, so it is vital to manage human resources and staff recruiting to replace workforce shortages in order to maintain sustainable

performance achievements year after year. By adding more employees to carry out their primary jobs and functions, each employee's workload will be reduced.

Work discipline is the next factor that contributes to poor employee performance. The researchers discovered the extent of irresponsible employee absenteeism at the public broadcasting organization XYZ Broadcasting organization. Soetrisno (2016:89) defines discipline as a person's behavior that complies with organizational norms, both written and unwritten. Research findings (Alfitri & Widarta, 2022) Work discipline has a favorable and significant impact on employee performance. According to Handoko in Sinambela (2016:334), discipline is a person's desire to understand the rules that govern an organization based on their own experiences. Furthermore, according to Sutrisno (2019):18, discipline is "the amount of time that a person devotes to the rules and regulations of his or her workplace, or the discipline that is based on the rules, regulations, and procedures that are in accordance with the rules of the organization, whether they are broken or not".

XYZ Broadcasting Institutions that were away from work between January and December 2022, with an increase and decrease in staff attendance. The most serious kind of indiscipline is refusing to enter or leave the office. Employee discipline will suffer if this is not addressed promptly. Employee tardiness occurs when an employee arrives late to their scheduled workplace. Employee tardiness can be a severe issue in the office since it interferes with productivity, work quality, and overall work discipline.

This research aims to fulfill three objectives. The first step is to examine the impact of competency on employee performance at XYZ Broadcasting Institution, followed by the impact of workload on employee performance at XYZ Broadcasting Institution, and finally the impact of work discipline on employee performance. Finally, assess the combined impact of leadership, workload, and work discipline on staff performance at XYZ Broadcasting Institution.

This study can provide firms with real advice for enhancing leadership, managing workloads, and establishing work discipline to increase employee performance. Furthermore, the research findings could contribute significantly to the academic literature on human resource management and organizations, filling any knowledge gaps that may exist.

2. Research Method

This study takes a quantitative approach, emphasizing the analysis of numerical data processed using statistical methods. Quantitative research, which is mostly conducted in inferential studies for hypothesis testing, draws findings based on the likelihood of rejecting the null hypothesis. Prof. Priadana (Priadana & Sunarsi, 2021) describes quantitative research as a sort of research that seeks to expose phenomena holistically and contextually by gathering data from the natural world, with researchers serving as the primary instrument. The quantitative method utilized is correlation. In correlational research, near the end of the theoretical framework, the theoretical model, the conceptual model (if necessary), and a separate paragraph for the hypothetical model are offered. However, for case study research, it is sufficient to develop a theoretical model and explain it appropriately (Priadana & Sunarsi, 2021). Due to the small population, the research employed census sampling methodologies (Sugiyono, 2013), with all XYZ Broadcasting Institution personnel sampled totaling 120 people, the majority of whom are female, with an average age range of 20 to 30 years and a bachelor's degree. The basic assumption test, multiple linear regression analysis, and the t test for partial analysis are used in this study to investigate variable interactions and their significance.

3. Results And Discussions

In this work, the normality test was performed using Kolmogorov-Smirnov analysis. The Normality Test determines if the confounding or residual variables in a regression model have a normal distribution or not (Ghozali, 2017:147). The normalcy test can be discovered using the Kolmogorov-Smirnov test's Asymp Sig value. If it exceeds 0.05, the data is considered typical. The normalcy test utilizing Kolmogorov-Smirnov analysis with IBM SPSS Statistics version 25 software yielded the following results:

Table 2. Normality test results

		Unstandardized Residual
N		120
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	2.62782817
Most Extreme Differences Absolute		.079
	Positive	.059
	Negative	-.079
Kolmogorov-Smirnov Z		.079
Asymp. Sig. (2-tailed)		.200c,d

According to the results above, the results of the normality testing indicate that the data is normally distributed. The Asymp Sig value (2-tailed) is 0.200 > 0.05, indicating that all variables in this study are normally distributed.

Table 3. Multicollinearity test results

Model	Tolerance	VIF
(Constant)		
Leadership	.938	1,066
Workload	.458	2,181
Work	.469	2,131
Discipline		

Based on the data presented above, the table above displays the tolerance values for X1, X2, and X3, which are 0.938, 0.458, and 0.469, respectively. These three variables have a tolerance value above 0.1 and a VIF value below 10. Thus, it is argued that there is no multicollinearity between the independent variables.

Table 4. Heteroscedasticity test results

	B	Std. Error	Beta	t	Sig.
(Constant)	-.964	4,516		-.214	,832
Leadership	.123	,070	,296	1,754	,089
Workload	,022	,157	,015	3,137	,022
Work	-.076	,097	-.133	-.787	,437
Discipline					

According to the table, the results of the regression model's heteroscedasticity test are good or do not occur because the significant value is more than 0.05, namely 0.089 for leadership, 0.022 for workload, and 0.437 for work discipline.

This study employs multiple linear regression analysis to determine the specific contributions of Leadership (X1), Workload (2), and Work Discipline (X3) on Employee Performance (Y). The analysis was conducted using a significance threshold of 0.05. The resultant regression equation is $Y = 2.279 + 0.152X_1 + 0.022X_2 + 0.698X_3$.

Using Multiple Linear Regression Analysis, partial testing is utilized to determine the partial impact of the independent variables - Leadership (X1), Workload (2), and Work Discipline (X3) - on the dependent variable, designated by Y in this case, namely Employee Performance. The t-test compares the calculated and crucial t values. This hypothesis was tested using a significance threshold of 0.05 (5%). Table 5 shows the outcomes of this analysis:

Table 5. Results of multiple linear regression analysis

	B	Std. Error	Beta	t	Sig.
(Constant)	2,279	5,895		,387	,700
Leadership	,152	,056	,208	2,725	,009
Workload	,022	,157	,015	,137	,891
Work	,698	,090	,838	7,749	,000
Discipline					

Based on the table above, the multiple linear regression equation is obtained as follows: $Y = 2.279 + 0.152X_1 + 0.022X_2 + 0.698X_3$. The constant is 2.279, which means that if the independent variable is

assumed to be zero, the dependent variable is 2.279. The first regression coefficient on the leadership variable (X1) is positive at 0.152, indicating that if leadership (X1) grows by one unit, employee performance (Y) increases by 0.152. The regression coefficient for the two workload variables (X2) is positive at 0.022, indicating that if the workload (X2) increases by one unit, employee performance (Y) will rise by 0.022. The regression coefficient for the three work discipline variables (X3) is positive at 0.698, implying that if work discipline (X3) increases by one unit, employee performance (Y) increases by 0.698.

Table 6. Partially significant test (t-test)

	B	Std. Error	Beta	t	Sig.
(Constant)	2,279	5,895		,387	,700
Leadership	,152	,056	,208	2,725	,009
Workload	,022	,157	,015	,137	,891
Work Discipline	,698	,090	,838	7,749	,000

T-test (partial) of the leadership variable (X1) against the performance variable (Y). demonstrates that the collected findings are $t_{count} 2.725 > t_{table} 2.002$, indicating that the hypothesis is accepted, implying that leadership influences employee performance. The significance value is 0.009 ($p=0.009 < \alpha=0.05$), indicating that leadership (X1) has a significant impact on employee performance (Y). Analysis of the t test (partial) of the workload variable (X2) on the employee performance variable (Y) shows that the findings obtained are $t_{count} 0.137 < t_{table} 2.002$, hence the hypothesis is rejected, indicating no influence between workload and employee performance. The significance value of 0.891 is greater than 0.05, indicating that workload (X2) has no influence and is not significant on employee performance (Y). The results of the partial t test (X3) on the variable (Y) Employee Performance show that $t_{count} 7.749 > t_{table} 2.002$, indicating that the hypothesis is accepted, implying that there is an influence between work discipline and employee performance. The significance value is 0.000, with $\alpha=0.05$, indicating that work discipline (X3) has a significant impact on employee performance (Y).

Table 7. Coefficient of determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
,832 ^a	,693	,676	4.05424

The research results demonstrate that the R square is 0.693, or 69.3%, indicating that the Leadership, Workload, and Work Discipline variables influence employee performance by 69.3%, with the remaining 30.7% influenced by variables outside of the research.

Discussion and Analysis

Leadership has a good and significant impact on employee performance at XYZ Broadcasting Institution. This study's findings are consistent with those of several other researchers who have found that leadership has a favorable and significant influence on performance (Ayub Al-Amin & Ermi Utami, 2022; Alfitri & Widarta, 2022; Suparna & El Jihad, 2020; Handoko & Purnama, 2023). Leadership is the practice of instructing or organizing to carry out duties. A leader not only informs his subordinates about the type of work, but also directs them to grasp the commands issued to him so that they are carried out properly. A leader who leads effectively is one who models attitudes or actions for his subordinates, who motivates himself to generate results, and who trusts his subordinates to govern themselves. The leader's capacity to lead, guide, and direct his subordinates determines whether or not the overall organizational goals are met. If leaders are willing to listen to their employees, their staff will be more loyal to the organization because they want their thoughts to be heard. Employees will feel as if they can make a difference, which can lead to increased motivation and improved employee performance.

Workload has a favorable and significant impact on staff performance at XYZ Broadcasting Institution. Workload is quite significant for a corporation. This study's findings are consistent with those of several other researchers who have found that workload has a favorable and significant affect on performance (Yuliyah Ahmad et al., 2019; Demak Claudia Yosephine Simanjuntak et al., 2021; Yuliantini & Suryatiningsih, 2021; Handoko & Purnama, 2023). By offering effective workloads, businesses can determine to what extent employees can be given maximum workloads and how this affects corporate performance. As a result, managing human resources requires determining the standard workload and the standard number of personnel for each function. Every person at the organization has a certain job and

responsibilities based on their position or status. Employees must communicate with one another in order to give work-related information and make it easier for employees to work. Given the company's workload, it will train its employees and prepare them to bear insufficient tasks so that employees can gradually develop their skills. Continuous increase in abilities and remuneration derived from workload will influence work morale, resulting in improved employee performance. The suitability of the workload to the capacities of the personnel will influence their performance and, ultimately, the performance of the organization as a whole.

Every person in the company has a specific function and responsibilities based on their position. Employees need to communicate with one another in order to provide information about work that will make it easier for them to work. Given the company's workload, it will teach its employees and make them used to handling insufficient obligations so that employees can gradually hone their skills. Continuous increase in talents and remuneration derived from workload will influence work morale, resulting in improved employee performance. The suitability of the workload to the capacities of the employees will influence each employee's performance and, ultimately, the company's performance. Every person in the company has their own job and responsibilities based on their position or status. Employees must communicate with one another in order to share information regarding tasks that will make their jobs easier. Given the company's workload, it will teach its employees and make them used to taking on insufficient responsibilities so that employees can gradually hone their skills. Continuous improvement in abilities and remuneration derived from workload will influence work morale, hence improving employee performance. The suitability of the workload to the capacities of the employees will influence each employee's performance and, eventually, the performance of the organization.

4. Conclusion

Leadership has a positive and significant effect on employee performance at XYZ Broadcasting Institution, which indicates that if the leadership style improves, so will staff performance. Workload has a positive and significant effect on employee performance at XYZ Broadcasting Institution, which means that as the workload increases, so does employee performance. Work Discipline has a positive and considerable effect on Employee Performance at XYZ Broadcasting Institution, which implies that the higher the Work Discipline, the more Employee Performance at XYZ Broadcasting Institution will increase. Workload has a positive and significant effect on Employee Performance at XYZ Broadcasting Institution, which means that as the workload increases, so will Employee Performance at XYZ Broadcasting Institution. The study may have focused on a specific set of variables (leadership, workload, work discipline), neglecting other potential factors influencing employee performance. Explore additional factors such as organizational culture, job satisfaction, or technological influences on employee performance to create a more comprehensive model.

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