

THE INFLUENCE OF LEADERSHIP, MOTIVATION, AND WORKLOAD ON EMPLOYEE PERFORMANCE AT PUSDIKLAT BAHASA BADIKLAT, MINISTRY OF DEFENSE OF THE REPUBLIC OF INDONESIA

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The purpose of this study was to analyze the relationship between the influence of Leadership, Motivation, and Workload on Employee Performance at Pusdiklat Bahasa Badiklat, Ministry of Defense of The Republic Indonesia. In this study, the sample was employees at Pusdiklat Bahasa Badiklat, Ministry of Defense of The Republic Indonesia with a total sample of 30 people. This study uses quantitative methods with non-probability sampling technique (saturated sample), and data analysis tools using SPSS version 25.0 program. Based on the results of research at Pusdiklat Bahasa Badiklat, Ministry of Defense of The Republic Indonesia, shows that Leadership has a significant positive effect on Employee Performance, Motivation also has a significant positive effect on Employee Performance and Workload has a significant positive effect on Employee Performance, such as Leadership Style, Motivation and Workload Together.

1. INTRODUCTION

A good organization is one that looks to the future and prepares itself for it. An organization should prepare a forecast and environmental situation estimation to be more responsive and ready for environmental changes (Ambarwati, 2018). In other words, an organization that can be categorized as good is one that has the ability to plan and prepare for environmental changes. This refers to the development or changes in the organization, which may include changes in organizational structure, corporate culture, and the technology used, leading to various complex challenges. Organizations respond to challenges and changes.

Ministries, government agencies, and local governments are expected to create and develop an organization culture oriented towards performance improvement (Saebah & Asikin, 2022; Sudaryo et al., 2018). The development of an organization is highly relevant, especially for state organizations. Well-developed organizations can bring many benefits, such as increased efficiency, productivity, achieving employee work targets, and the ability to adapt to environmental changes. On the contrary, stagnant or underdeveloped organizations may face various problems, including poor performance, loss of human resources potential, and an inability to cope with change.

Companies/organizations under state control, especially those involved in government defense functions, face significant challenges in maintaining national sovereignty, territorial integrity, and the safety of the entire nation against any form of threat. Therefore, organizations must understand and manage everything within their institutions effectively and improve employee performance to maintain national security and achieve organizational goals.

Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, is one of the departments responsible for tasks such as technical policy and program formulation, language education and training based on national defense, monitoring, evaluation, and reporting on language training based on national defense, and other functions assigned by the Minister. Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, heavily relies on the performance of human resources to carry out the organization's operations to maintain national defense (Prabowo et



al., 2023). To survive and grow, Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia must have competent human resources in terms of both quality and quantity. Every organization strives to improve the performance of its employees with the hope of achieving its goals. Therefore, to achieve rapid organizational growth, an organization must effectively manage its human resources to produce good employee performance. A critical factor that organizations need to consider for goal attainment is employee performance. Employee performance can be influenced by several factors, including Leadership, which previous research by Aisah, S. N. (2020) found to have a significant influence on Employee Performance (Saebah & Merthayasa, 2023). Additionally, Motivation, as per Seo, M. G., & Bartunek, J. M. (2017), also influences Employee Performance. According to Morgeson, F. P., & Humphrey, S. E. (2016), Workload also affects Employee Performance. Hence, research on factors influencing Employee Performance in state institutions is essential.

One of the factors influencing the success of a company/organization is Employee Performance. Performance is the result or overall level of success of an individual over a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, or target criteria (Faradila et al., 2020). In previous research, Irwandy (2017) defined performance as the quantity and quality of work or services provided by a work unit as a whole. With knowledgeable, skilled, and high-performing employees, a company/organization can maximize its performance. Here is the data on employee performance achievement and target at Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, which has caused a decrease in employee performance.

Table 1. Employee Performance Assessment Data at Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, Year 2023

Employee	Employee Performance Assessment		Target
	2022	2023	
1	85,00%	87,22%	100%
2	78,50%	55,56%	100%
3	75,00%	60,56%	100%
4	81,83%	86,67%	100%
5	78,33%	67,78%	100%
6	70,00%	49,44%	100%
7	65,17%	60,00%	100%
8	85,00%	57,17%	100%
9	81,67%	86,28%	100%
10	61,67%	43,33%	100%
11	78,33%	92,78%	100%
12	73,33%	69,44%	100%
13	68,33%	55,56%	100%
14	85,00%	91,67%	100%
15	78,33%	67,22%	100%
16	86,67%	76,11%	100%
17	68,33%	58,33%	100%
18	72,76%	80,00%	100%
19	88,33%	67,78%	100%
20	73,33%	73,89%	100%
21	89,17%	71,11%	100%
22	89,17%	80,00%	100%
23	86,67%	86,11%	100%
24	86,67%	71,67%	100%



25	80,00%	93,33%	100%
26	75,00%	53,33%	100%
27	68,33%	66,56%	100%
28	73,33%	60,56%	100%
29	86,67%	76,67%	100%
30	66,67%	69,33%	100%
Average Achievement	77,89%	70,50%	100%

Source: Internal Company/Organization Data for the year 2023

Based on Table 1, the results of employee performance data show that the achievement of targets at Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, did not meet the targets set by the company/organization. It can be observed that the average achievement for the year 2022 is 77.89%, and the average achievement for the year 2023 is 70.50%. Based on the percentage analysis, this condition is significantly below what is expected to reach the 100% target.

Table 2. Percentage of Employee Performance Assessment at Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia

No.	Persentase	Klasifikasi
1.	>55%	Rendah
2.	56% - 70%	Sedang
3.	71% - 85%	Tinggi
4.	86% - 100%	Istimewa

Sumber: Pusdiklat Bahasa Badiklat Kementerian Pertahanan Republik Indonesia

Based on these percentages, the data indicates that the range of 71% - 85% falls into the high classification, where the employee performance at Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, for the year 2022, with an average of 77.89%, is classified as high. However, there was a decrease in 2023, where Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, achieved an average of 70.36%, which falls into the medium classification. There was a decrease of approximately 7.53%. None of the factors that can influence employee performance is Leadership. In a narrow sense, leadership, according to Badeni (2014), means governing, holding power, a leader who can manage or organize everything related to the organization or institution he leads in order to achieve a specific goal.

Table 3. Pre-Survey Leadership Data at Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia

No.	STATEMENTS	ANSWER	
		YES	NO
1.	The leader can create plans effectively.	26,7%	73,3%
2.	The leader always provides opportunities for employees to give suggestions or ideas.	36,7%	63,3%
3.	Leader's awareness of appreciating employee's work results.	26,7%	73,3%
4.	The leader coordinates and provides guidance to employees during work.	23,3%	76,7%
5.	If employees ask the leader for suggestions regarding an issue, the leader provides helpful suggestions.	34,7%	65,3%

Source: Pre-survey results processed by the author in 2023

Based on Table 3, the highest percentage in the Leadership of Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, is found in the statement "The leader coordinates and provides guidance to employees during work" with a percentage of 76.7%. This result indicates that employees express their dissatisfaction with the lack of coordination and guidance during work, which leads to suboptimal employee performance. The lowest percentage is found in the statement "The leader always provides employees with the opportunity to give suggestions or ideas," with a percentage of 63.3%.



Employee motivation is also an important factor in improving their performance. Motivation is defined as a set of energetic forces that come from within and outside employees, initiating work-related efforts, and determining their direction, intensity, and certainty (Nizamuddin, 2018).

Table 4. Pre-Survey Motivation Data at Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia

No.	STATEMENTS	ANSWER	
		YES	NO
1.	The company/organization provides opportunities to develop ideas.	31,4%	68,6%
2.	The company/organization rewards high-performing employees.	36,7%	63,3%
3.	The working relationships among colleagues are good and accepting of one another.	43,3%	57,6%
4.	I am granted authority and delegation by my leader to manage my personal work.	31,4%	68,6%
5.	Leaders provide encouragement for the progress of every employee and continuously motivate employees to meet the company/organization's requirements.	39%	61%

Source: Pre-survey results processed by the author in 2023

Based on Table 4, it can be seen that employees at Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, are expected to have high motivation. Among all the response statements, respondents gave negative responses related to the motivation variable. Surprisingly, the highest response is for the statement "The company/organization provides opportunities to develop creativity," with 68.6%. The second-highest percentage is for the statement "The company/organization rewards high-performing employees," with 63.3%. The third-highest percentage is for the statement "Leaders provide encouragement for the progress of every employee and continuously motivate employees to meet the company/organization's requirements," with 61%. The lowest percentage, the smallest, is for the statement "Working relationships among colleagues are good and accepting of one another," with 57.6%.

In addition to Leadership and Motivation, Workload is also an important factor in employee performance. According to Mangkunegara (2018), workload is the number of tasks and responsibilities that employees must undertake within a specific period. According to this expert, excessive workload can lead to physical and mental exhaustion among employees, ultimately affecting their performance.

Table 5. Pre-Survey Workload Data at Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia

No.	STATEMENTS	ANSWER	
		YES	NO
1.	Tasks assigned are appropriate to the employee's position capacity.	21,4%	78,6%
2.	The time provided to complete the work is sufficient.	36,7%	63,3%
3.	The work environment makes me feel safe and comfortable.	39%	61%
4.	The facilities in the work environment are adequate.	31,4%	68,6%
5.	The relationship and communication between employees and leaders are good.	41,3%	58,6%

Source: Pre-survey results processed by the author in 2023

Based on Table 5, it is evident that the highest percentage in Employee Workload at Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, is found in the statement "Tasks assigned are appropriate to the employee's position capacity" with a percentage of 78.6%. This result indicates that employees currently express their dissatisfaction with the appropriateness of the tasks assigned to them. The lowest percentage is for the statement "The relationship and communication between employees and leaders are good," at 58.6%.

In the context of Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, research on the influence of Leadership, Motivation, and Workload on Employee Performance is crucial. This institution is responsible for upholding the government's interests in the defense sector. Therefore, this research is expected to provide insights into the organization's development and its impact on the effectiveness of employee performance at Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia. It will offer a better understanding of how government organizations can address complex challenges. The findings of this research can provide valuable recommendations for Pusdiklat Bahasa Badiklat, Ministry of Defense of the Republic of Indonesia, to enhance its effectiveness in carrying out national defense duties and what factors can influence employee performance in state institutions, allowing organizational management to make appropriate policies to improve employee performance and achieve organizational goals.

2. METHODS

The research method used is a quantitative research method with a descriptive and verificative approach. This involves seeking information about phenomena, clearly defining the objectives to be achieved, planning the approach, and collecting data as material for the report. The data collection technique used in this research is a questionnaire, which consists of a set of written questions to obtain information from the respondents (Sugiyono, 2018). The sampling technique employed in this study uses a saturated sampling (Nonprobability Sampling), where all members of the population are used as the sample, making it a maximum sample, with all members of the population considered as the sample (Sugiyono, 2018). The data analysis method to determine the influence between variables will be analyzed using SPSS 25.0.

3. RESULTS AND DISCUSSION

Validity and Reliability Test

Validity test is a test carried out to determine the level of legitimacy and validity of a research instrument. The validity test technique used is Product Moment Pearson Correlation. The number of research respondents used for this test was 30 people so the r table value with a significance level of 5% was 0.361.

Table 6. Results Test Validity Variable

Variable	Amount Items	Items Valid	Information
Leadership (X1)	6	6	VALID
Motivation (X2)	6	6	VALID
Workload (X3)	10	10	VALID
Employee Performance (Y)	8	8	VALID

Source: Outputs Processing Data SPSS

Based on the results of testing the questionnaire instrument contained in variable X1, X2, X3 and Y, mark r count, Which obtained from all items more big from the r value of the table. Therefore, it can be concluded that the questionnaire items are considered suitable for use. Reliability testing aims to determine the consistency of research measuring instruments. The results of the reliability test calculations can be seen from the Cronbach's Alpha coefficient as shown in the following table:

Table 7. Results Test Reliability

Variable	N of Items	Cronbach's Alpha
Leadership (X1)	6	,693
Motivation (X2)	6	,897
Workload (X3)	10	,933
Employee Performance (Y)	8	,629

Source: Outputs Processing Data SPSS

The reliability test results above show that the Cronbach's Alpha value of the entire questionnaire for each variable is greater than 0.6. These results indicate that the questionnaire used in the research is a reliable questionnaire.

Coefficient Test Determination

The coefficient of determination is a value that shows the influence of the independent variable on the dependent variable. The test results can be seen in table 8 below:

Table 8. Results Coefficient Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.733	.702	1.684

a. Predictors: (Constant), Workload, Leadership, Motivation

Source: Outputs Data SPSS

Based on coefficient test The determination shown in table 8 above is known Adjusted R Square value is 0.702. that value means namely Leadership (X1), Motivation (X2) and Workload (X3) have an effect to variable Employees Performance (Y) amounted to 70.2%. Meanwhile, the other 29.8% influenced by other variables that are not researched.

Hypothesis Testing

Test Significance Variable By Individual (t-Test)

The Individual Variable Significance Test (t-Test) is carried out to determine the partial influence of variables. The following are the results of the partial tests carried out :

Table 9. Results Test Variable By Individual Likelihood Ratio Tests

Coefficients ^a					
Model		Unstandardized		Standardized T	Sig.
		Coefficients			
		B	Std. Error	Beta	
1	(Constant)	25.467	2.018	12.622	.000
	Leadership	.584	.181	.780	.003
	Motivation	.701	.237	1.344	.006
	Workload	.979	.187	2.763	.000

a. Dependent Variable: Employee Performance

Source: Outputs Data SPSS

Based on results test in Table 9 above, The known t-table value is 2.055, and since the calculated t-values for each variables X1, X2, and X3 are greater than the t-table value, it can be concluded that there is an effect significant of each variable X1, X2, and X3 on Y. Therefore value significance from variables X1, X2 and X3 are 0.003, 0.06 and 0.000 respectively. Significance value from third variable the known to be smaller than 0,05. This value means that Leadership (X1), Motivation (X2) and Workload (X3) have an effect significant to Employee Performance (Y).

Test Significance Variable By Simultaneously (F-Test)

Significance Test Variable By Simultaneously (F-Test) is purposeful testing. For know influence variable independent to variable dependent in a way overall. The test results Can seen in table 10 below :

Table 10. Results Test Variable By Simultaneously

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	202.137	3	67.379	23.754	.000 ^b
	Residual	73.749	26	2.837		



Total	275.886	29
a. Dependent Variable: Employee Performance		
b. Predictors: (Constant), Workload, Leadership, Motivation		

Source: Outputs Data SPSS

Referring on testing in above, mark significant intercept only final obtained is 0.000 or smaller than 0.05. These results conclude that in a way whole variable independent influential to variable dependent. Meaning, Leadership (X1), Motivation (X2) and Workload (X3) influential significant to Employee Performance (Y).

4. CONCLUSIONS

There is a positive and significant influence between Leadership (X1) on Employee Performance (Y). The higher the leadership applied in the company/organization, the more employee performance in the company/organization will also improve. Motivation (X2) is known to have a positive and significant effect on Employee Performance (Y). The more the company/organization provides encouragement for the advancement of each employee, the higher the employee performance will be. Workload (X3) is known to have a positive and significant effect on Employee Performance (Y). The more the Workload given aligns with the employees' competencies, the level number of employee performance will increase. Leadership (X1), Motivation (X2) and Workload (X3) simultaneously have a significant effect on Employee Performance (Y). These three aspects are very important for companies to pay attention to in order to be able to provide a sense of performance to each employee.

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