

**THE INFLUENCE OF LEADERSHIP STYLE AND WORKLOAD ON THE
PERFORMANCE OF EMPLOYEES OF PT. PELABUHAN INDONESIA
(PERSERO) REGIONAL 4 MAKASSAR**

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Abstract

The purpose of this research is to determine The Influence of Leadership Style and Workload on PT Employee Performance. Indonesian Harbor (Persero) Regional 4 Makassar. This type of research is quantitative descriptive. This sample was taken from the PT. Indonesian Harbor (Persero) Regional 4 Makassar. The type of data used in this study is quantitative data obtained from distributed questionnaires and is related to the problem under study. Data collection was carried out by observing and distributing questionnaires. In this study, the data sources used in data collection include primary data and secondary data. The research instrument used in this study uses the Likert scale method. Based on the results of data research using statistical calculation through the Statistical Package for the Social Science (SPSS) application version 26 regarding The Influence of Leadership Style and Workload on PT Employee Performance. Indonesian Harbor (Persero) Regional 4 Makassar which has been discussed in the previous chapter, then the author draws an important conclusion, namely leadership style and workload have a positive and significant effect on employee performance. The leadership style needs to be further improved, especially the ability to motivate and control emotions because from the results of the second respondent's response, this is still a shortage of leaders and employee workload needs to be paid more attention, especially to working conditions because it can be seen from the research results that working conditions are still something that people complain about. employee.

Keywords: Leadership Style, Workload, Employee Performance.

INTRODUCTION

Human resources (HR) are resources that significantly affect success in achieving organizational and company goals. Whether or not human resources are good can affect the effectiveness of the performance of an organization or company, therefore the role of human resource management (HRM) in managing people in a company is very important, considering the quality of human resources that must be prioritized. Problems that occur in employees can interfere with the company in achieving company goals. All handling of various kinds of problems in employees is very dependent on human resource management. Activities to manage employees such as implementing policies as well as how to manage changes that occur also need to be considered by the company. The way the company treats its employees will greatly affect the quality of its human resources, if the quality of human resources is good it will have an impact on employee performance.

In an era of globalization that continues to grow and the increasingly fierce business world, employee performance is one of the most important assets in an organization or company. The ability of a company to achieve goals and compete in the market depends largely on the ability of employees to carry out their duties efficiently and effectively.

Therefore, employee performance management has become the main focus for the company in achieving its goals. (Fahri, 2019)

One factor that has a major role in shaping employee performance is the leadership style applied in a company. Leadership is a key element in creating a company's culture, directing its vision, and motivating its employees. Leadership style is the way how a leader leads his subordinates or employees, how the leader influences his employees, motivates, gives support and direction to his employees. The right leadership style can improve employee performance, while inappropriate leadership can hinder employee productivity and well-being and will have an impact on performance.

In addition to leadership style, there are also other factors that can affect employee performance in a company, namely the workload experienced. Workload is the volume of work charged to the workforce in the form of physical, mental, social which is their responsibility (Eni Mahawati, 2021). The excessive workload that every employee feels can lead to stress, burnout, and decreased performance.

Based on the researcher's initial research, problems were found at PT. Pelabuhan Indonesia (Persero) Regional 4 Makassar is that sometimes leaders give tasks or projects to their employees tend to seem to give tasks that are beyond the capacity and ability of the employees themselves and the leaders only want to accept the results of the project without any clearer specific direction and also often the time period given is quite short and may even require overtime to complete. So this makes employees feel burdened because they get excessive work demands for the tasks or projects given. In addition, there is also a lack of two-way communication between leaders and employees which makes leaders less sensitive to what is felt by their employees, thus making this has not been completely resolved which can be seen from the low quantity and quality of performance of the company's employees. Therefore, it is important to understand more deeply how the implementation of leadership styles and workloads felt by employees at PT. Pelabuhan Indonesia (Persero) Regional 4 Makassar which can affect their performance. Based on the theoretical basis and the phenomenon of the problem above, the researcher is interested in conducting research entitled "The Influence of Leadership Style and Workload on Employee Performance at PT. Pelabuhan Indonesia (Persero) Regional 4 Makassar"

RESEARCH METHODS

The type of data used is a type of quantitative descriptive or quantitative approach that aims to find knowledge by using numerical data as a tool to find explanations about things you want to know. The population in this study was all employees of PT. Port of Indonesia (Persero) Regional 4 Makassar totaling 147 people, from the calculation using the Slovin formula obtained 60 informants. Data collection techniques used are observation, library research, and questionnaires, variables will be measured using a Likert scale that measures respondents' attitudes, opinions, and perceptions. And the answer value of each respondent will be given a score of 1-5 with the highest response value is 5 and the lowest response is 1.

RESULTS AND DISCUSSION

A. Results

Characteristics of Respondents by Gender

Table 1. Characteristics of Respondents by Gender

GENDER	SUM	PRESENTASE (%)
Male	31	52%
Female	29	48%
TOTAL	60	100%

Table 1 explains that the total male respondents were 31 employees with a percentage of 52% and the number of female respondents was 29 employees so that the total percentage was 48%. Then it can be said that employees of PT. Pelabuhan Indonesia (Persero) Regional 4 Makassar is dominated by male employees.

1. Reliability Test

Table 2. Reliability Test Results

No	Indicator	Cronbach`s Alpha	Information
1	Leadership Style (X1)	0,949	Reliable
2	Workload (X2)	0,637	Reliable
3	Employee Performance (Y)	0,708	Reliable

From table 2 above, it can be concluded that the calculation results of each variable of leadership style (X1), workload (X2) and employee performance (Y) have a Cronbach's Alpha value greater than 0.60. So it can be said that all variables in the instrument are reliable.

2. Partial Test (Test t)

Table 3. Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.961	4.052		1.471	.147
	Leadership Style	.491	.076	.652	6.468	.000
	Workload	.267	.126	.213	2.118	.039

Based on table 4.17 above, it can be seen that in the leadership style variable, the t -value is $t_{\text{calculated}} > t_{\text{table}}$ ($6,468 > 2,002$) and the significance value for the leadership style variable ($0.000 < 0.05$), it can be concluded that H1 is accepted, which means that leadership style has a positive and significant effect on employee performance at PT. Port of Indonesia (Persero) Regional 4 Makassar. While the workload variable is listed the value of $t_{\text{calculated}} > t_{\text{table}}$ ($2,118 > 2,002$) and the significance value for the workload variable ($0.039 < 0.05$), it can be concluded that H2 is accepted which means that workload has a positive and significant effect on employee performance at PT. Port of Indonesia (Persero) Regional 4 Makassar.

3. Test Coefficient of Determination (R²)

Table 4. Test Results of Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.643	.631	2.65447

From the results of multiple linear regression management, it is known that the magnitude of the coefficient of determination (R²) of 0.643 means that the variables of leadership style and workload are able to explain the variation of employee performance variables, which is 64.3% and the remaining 35.7% is influenced by other factors that are not studied in this research model.

B. Discussion

Based on the test results above, the results of the leadership style variable (X1) were obtained $t_{\text{calculate}} = 6,468 > t_{\text{table}} = 2,002$ with a probability of 0.000 significant level < 0.05 , while the workload variable (X2) obtained the calculation results $t_{\text{calculate}} = 0.2118 > t_{\text{table}} = 2,002$ with a probability of 0.039 significant levels < 0.05 . So it can be concluded that H1 and H2 are accepted which means that there is a positive and significant influence between leadership style and workload on employee performance at PT. Port of Indonesia (Persero) Regional 4 Makassar. This shows that the better the leadership style, the better the employee performance. The results showed that the leader of PT. Pelabuhan Indonesia (Persero) Regional 4 Makassar is able to provide constructive motivation to employees, have good communication skills in conveying information, be responsible and have good emotional control skills, this is included in a good leadership style so as to trigger employees to be more active to work which will certainly have a good impact on PT. Port of Indonesia (Persero) Regional 4 Makassar. Likewise with the workload, if the workload borne by employees is in accordance with the ability of employees, the resulting employee performance will increase. Based on the results of research on employees of PT. Pelabuhan Indonesia (Persero) Regional 4 Makassar can be concluded that employees are able to complete their tasks on target and on time, a good and conducive work environment and division placement in accordance with employee expertise, so that it can be concluded that employee workload is low or in accordance with employee capacity which causes employee performance to be better as well.

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