Original Articles

The Influence of Communication Leadership and Workload on Employee Performance at the Banyudono District Office, Boyolali Regency

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Abstract:
This research aims to determine the influence of (1) Leadership (2) Communication (3) Workload on Employee Performance at the Banyudono District Office, both partially and simultaneously. This research is quantitative using primary and secondary data. Data quality analysis testing uses validity tests and reliability tests. This research uses a survey method by distributing questionnaires. From a population of 30 people, all were sampled using saturated sampling techniques. The analysis used is multiple linear regression. This research shows that leadership partially influences employee performance by 25.6%. Communication partially influences employee performance by 46.1%. Workload partially influences employee performance by 23.1%. Leadership, communication, and workload simultaneously or together also have an influence on employee performance, shown by a significant value of 0.000 < 0.05. Meanwhile, the coefficient of determination test results have an Adjusted R Square value of 89.5%, which means that employee performance variables are influenced by leadership, communication and workload variables and the remaining 10.5% is influenced by other variables.

Keywords: Communication, Leadership, Workload, Employee Performance

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Introduction

A government agency is an organization consisting of people specially selected to carry out national duties as a means of providing assistance to the general public. The goals of an agency can be determined by the human resources within it, because human resources have a very important position in efforts to achieve the goals set by the organization. In this case, humans are the main and most important factor in achieving organizational goals, in other words, humans are the starting point for the goals that an agency wants to achieve. Human resources will work optimally if the organization can support the brand’s career advancement. Usually, competency-based human resource development will improve employee performance so that work quality is higher and will result in customer satisfaction and the organization will benefit (Yahya & Yani, 2023). This condition makes the management of human resources in these agencies very important as primary and secondary sources in an agency. In addition, strategic planning is needed in managing human resources to achieve long-term goals and plans, as well as implementing plans and actions to realize the company’s vision and mission (Rauf et al., 2022).

Performance is the work results achieved by employees with authority or level of commitment during a certain period. 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. Employee performance can be improved by increasing rewards and work motivation, because with the rewards given by the agency to employees, employee enthusiasm and thoroughness in work will be maximized, focused and disciplined. Realizing the importance of this, it is necessary to have support from employees who work hard for the good of the agency, taking a certain perspective from management to achieve the goals of the organization itself. When employees do their work, they must be directed to work together in one work unit, not separately. The work unit itself includes coordination aspects. In this case, the organizational function places human resources in a predetermined organizational structure so that each person has different authority and responsibilities, as well as a professional career that differentiates between leaders and employees (Ningrum et al., 2023).

Talking about high-quality and high-performing employees, the first interesting thing to pay attention to is how a leader in an agency influences and directs employees so that the employee's potential can be maximized. Leadership is the ability to influence or motivate other people to achieve goals with enthusiasm. Management activities such as planning, organizing and decision making are inactive until the leader quickly acts to revive motivation in each subordinate to achieve goals (Akhmad et al., 2022). An organization must be able to create conditions that can encourage and enable employees to develop and maximize their abilities and talents optimally in order to achieve maximum productivity. Leadership in an organization that serves the wider community develops a stable personnel system with career development based on work performance, professional abilities, expertise and skills, as well as the stability of employees' mental attitudes through educational training, assignments, guidance and consultation, as well as through motivation, code of ethics and healthy discipline, supported by a system of fair rewards (Putra, 2022).

Employee performance can also be determined by other factors such as communication. According to Robbins (2016) in carrying out work, employees never stop communicating with their co-workers, either directly or indirectly. Effective communication can be a useful strategy for increasing employee productivity. Through
communication, employees can ask questions about work-related matters. Through communication, employees have the ability to cooperate with each other (Nusani et al., 2021). Ineffective communication can lead to substandard results and even fatal consequences, not to mention failing to meet expectations. Therefore, exchanging information between employees will facilitate the process of collecting accurate information for employee work in order to maximize the fulfillment of organizational tasks and needs (Ashari, 2021).

Apart from leadership and communication, employee performance is also influenced by workload. According to research by Rumawas (2018), if the workload increases it will reduce employee performance, and if the workload decreases it will increase employee performance. When tasks are given on time, employees will be able to complete them easily with an efficient and optimal workflow. With an efficient work-life balance, an agency can understand how much work its employees can complete with maximum work-life balance and how much impact it will have on the performance of the organization or its own employees (Sinaga & Sihombing, 2021). Stress due to workload is a factor that reduces the amount of productive working time or human performance within a certain period of time. Excessive workload on employees can result in low productivity and potentially cause stress. Low work-life balance often causes stress which prevents employees from carrying out their work as effectively as possible (Puspitasari et al., 2021).

The Banyudono District Office is a government agency in the form of community services. Banyudono District is located between Teras District, Sawit District, and Sambi District. The Banyudono District Office is led by a subdistrict head named Mr. Dwi Hari Kuncoro, S.STP, M.Si., who was just appointed in September 2022. Subdistrict employees need to readjust to the new regulations given by the subdistrict head. New. In a sub-district institution there is an organization or human resource management in which there are problems that arise after the change of the new sub-district head and organizational factors which include leadership, communication and workload which influence the performance of current employees.

Based on the background above, the author is interested in analyzing the variables that influence the performance of employees at the Banyudono District Office, Boyolali Regency. The author will examine this research with the title "The Influence of Communication Leadership and Workload on Employee Performance at the Banyudono District Office, Boyolali Regency".

**Literature Review And Hypothesis**

**Human Resources**

Human Resources (HR) is one of the most important factors that should not be ignored by any organization, be it a business or an agency. Human resources are also the key that determines the development of an agency. In this case, HR are humans who work in an organization as movers, thinkers and planners to achieve the organization's goals (Kurniawati, 2021). Therefore, the latest developments in employment should not be viewed as a source of income but as a means of support for agencies or organizations. Because of this, finally a new term emerged outside of H.R (Human Resources), namely H.C (Human Capital).

According to Waston (2010) in (Svarief et al., 2022) Human resource management is the managerial use of a person’s efforts, knowledge, abilities and behavior to contribute and be coordinated authoritatively by the company as part of the use of
work (or in the form of a temporary agreement) to carry out work tasks to enable the future of the agency.

Human Resource Management is needed to ensure the effectiveness and efficiency of human resources in each company with the aim of providing a work unit that is in line with the agency's vision and mission. To achieve the company's vision and mission, human resource management studies will show how important organizational compliance is in terms of growth, empowerment, evaluation and preservation of human resource capital in the right quantity and quality (Widodo et al., 2023).

The definition of HR can be divided into two types, namely micro and macro. The definition of micro-level HR is individuals who work and are members of an agency or organization. They are often referred to as employees, subordinates, laborers, employees, workers, and so on. In contrast, macro-level HR knowledge is that of citizens of a country who have reached a certain level of professional proficiency, whether they are employed or not. Overall, human resource management refers to the people who work for an organization and serve as resources that need to be developed and improved.

**Employee Performance**

Performance is a term that appears in the Indonesian language "Work" and comes from the foreign language "Achievement", it can also mean the results of someone's work. In an organization, performance is a means of achieving predetermined goals. According to Mangkunegara in research (Masvitah & Mahargiono, 2021), performance can be interpreted as a type of work result achieved in quantity and quality by employees during the implementation of tasks according to their abilities. Performance in this case is the managerial process of managing entrusted agency resources through communication with related parties as a means of achieving agency goals.

According to Wirawan in research (Gusroni, 2021), the concept of performance comes from work energy theory which is also called "Performance" in English. According to Wirawan's statement, performance is the result of various functions or indicators of a particular job or profession over a certain period of time. Employee performance in an agency encourages employees to complete all tasks that are their responsibility. Typically tasks are created using performance indicators considered in the workplace environment. As a result, we can see that the employee falls within a certain level of performance. Strength is a combination of ability and will to achieve whatever one undertakes (Lotu et al., 2022).

Performance is a work result that can be achieved in any organization that adheres to ethical standards and remains focused on achieving organizational goals (Alamtaha et al., 2023). Of course, every agency expects its employees to work well. By increasing the number of employees who perform well in their work, the level of productivity will also increase. The success of this agency can be seen from consumer behavior which reduces the number of complaints and immediately meets targets.

1. **Performance Standards**

Work standards are the expected level of work in an organization and function as benchmarks or goals that must be achieved based on established benchmarks. Good work standards must be realistic, easy to understand, and useful for the agency and employees (Sitorus, 2021). Employee performance is usually measured using several methods, namely:
1) Checklist
2) Scale
3) Grading
4) Ranking

2. Factors Affecting Performance
Factors that influence employee performance, both in terms of output and work ethic, according to Kasmir in (Rahakbauw & Irawan, 2021), are:
1) Ability and expertise
2) Knowledge
3) Work plan
4) Personality
5) Work motivation
6) Leadership
7) Leadership style
8) Organizational culture
9) Job satisfaction
10) Work Environment
11) Loyalty
12) Commitment
13) Work discipline

3. Employee Performance Indicators
According to Mangkunegara in (Putri, 2022) there are several indicators available that can be used to measure employee performance. These indicators are:
1) Quality of work
2) Work quantity
3) Knowledge of work
4) Reliability
5) Cooperation
6) Job adjustment factors.

Leadership
In the opinion of Edy Sutrisno (2017:43) in (Zendrato et al., 2023) stated that leadership is a process in which a leader gives orders or direction, guidance or influences the work of others in choosing and achieving predetermined goals.

According to Marshal Sashkin and Molly G. Sashkin, (2017:10) put forward the meaning of creative leadership in providing direction to subordinates, honest in all matters of work, friendly to subordinates, confident in making decisions, persistent in work, hard-hearted and strong in make decisions. Important leadership factors determine employee performance and the organization's ability to adapt to environmental changes. Effective leadership must provide support to all employees so that the business can achieve its goals. Without leadership, the relationship between organizational goals and individual goals is unidirectional (Widodo et al., 2022).

According to Handoko in research (Bahari, 2022) the ability that each person has to influence other people to achieve goals and objectives in their work is called leadership. Management includes leadership and also includes other functions such as supervision, organizing and planning.

1. Leadership Skills
However, a leader's skills are very important in achieving agency goals. There are several important points that leaders need to master (Febrianto & Syaiful
Eko, 2021). These four skills include:

1) Conceptual Skills
   It is very important for leaders to have conceptual skills in the team. This ability consists of intelligence in coordinating and integrating all existing resources on the team.

2) Communication Skills
   The most important leadership skill a leader needs to have is communication skills.

3) Administrative Skills
   A very important factor in the process of starting leadership, especially for a team, is administrative skills.

4) Technical Skills
   Even though operational activities are not really attached to the team leader, knowledge of technical matters is still needed in the leadership process.

2. Leadership Type

Leaders as creatures of God who have unique characteristics are able to determine their own path. The organizations they lead can be classified into various types or forms as stated by several opinions from experts in (Salsabilla et al., 2022) as follows:

1) Authority Type (Autocrat)
   Autocrat comes from the words "utus" (own) and "kratos" (power), so it means absolute control.

2) Internalistic type
   Participants' expectations can be used to color paternalistic leaders’ beliefs about their role in the daily operations of the organization.

3) Charismatic type
   Based on this, the charismatic leadership type is a type of leadership that is based on individual character.

4) Democratic Leadership Type
   Democratic leadership prioritizes human welfare and provides effective support to its participants.

5) Militaristic Type
   This type of leadership usually uses methods that are easy to apply in the military.

6) Laissez Faire type (laissez-faire style of leadership)
   According to this "laissez faire" model, superiors give clear instructions to each staff member in the form of procedures along with information about what will be done to carry out their duties.

3. Leadership Indicators

Several indicators of leadership variables according to Ivancevich, Konopaske, and Matteson in research (Erlangga, 2021) are as follows:

1) Telling
   Ability to make rules needed to do work, and tell employees what, who, where, how, when, and why to do the task.

2) Selling
   This concerns the leader's steps in ordering employees with structured orders and must be carried out in a supportive manner.

3) Participating
Leaders and employees work together in making and implementing decisions that have been determined to achieve good quality work.

4) Delegating

Leaders provide direction regarding something specific and delegate to employees to carry out tasks according to direction.

**Communication**

According to Fahmi (2016: 163), communication is a message conveyed by one party to another party, whether direct or indirect messages.

Meanwhile, Sopiah (2018: 141), communication is defined as the exchange of information, either directly from the sender to the recipient or through communication tools.

Hamali (2018:224) in (Dinda et al., 2021) can say that communication is a process of conveying information and ideas from superiors to subordinates or from employees to other employees in order to carry out tasks as efficiently as possible.

1. Types of Communication

   According to (Fatmawati, 2022), in organizations there are several types of organizational communication, namely:

   1) Vertical communication from above

   Communication is carried out by first collecting information and then transferring it from a higher position to a lower position.

   2) Vertical communication from bottom to top

   The functions carried out in the bottom up model emphasize how subordinates respond to policies determined by the organization, providing functions given from subordinates to superiors which are useful for providing input in the organization’s decision making process, providing considerations regarding what subordinates need to do. In order to act, be able to complete work optimally, provide consideration to leaders to make the right decision in resolving a problem or adopting a policy.

   3) Horizontal Communication

   The essence of horizontal communication prioritizes the delivery of information to people who have the same or equal position or authority.

2. Factors That Influence Communication

   According to Mangkunegara in (Saragi et al., 2021), there are 2 factors that influence communication, namely factors from the sender or also called the communicator and from the recipient or communicant.

   1) Factors from the sender (Communicator)

      a) Communicator skills

      Communicators as senders of information, ideas, news, messages need to master ways of conveying thoughts both in writing and orally.

      b) The communicator’s attitude

      The communicator’s attitude greatly influences his communication. Communicators who have an impolite attitude cause the communicant to not trust the information provided by the communicator.

      c) Communicator knowledge

      The communicator must have extensive knowledge and master the material that will be given to the communicant so that the communicant is able to understand the information provided.

      d) Media channels used by the communicator
The communicator’s media channels play a very important role in attracting the attention of the communicator.

2) Factors from the recipient (Communicant)
   a) Communication skills
      The communicator's skills in listening and reading messages or information are very important, so that the message conveyed by the communicator can be understood properly and correctly.
   b) Communication attitude
      The attitude of the communicant towards the communicator influences whether a communication is successful or not.
   c) Communicant’s knowledge
      Communicant knowledge is very important in the communication process. Communicants who have clear knowledge will make it easier for the communicator to understand the information, ideas or messages conveyed by other people.
   d) Communication channel media
      In obtaining information, ideas or suggestions conveyed by communicants, the media channels they use are very influential.

3. Communication Indicators
   According to (Rahakbauw & Irawan, 2021), indicators of effective communication are as follows:
   1) Understanding
      It is the ability to understand a message clearly and concisely conveyed by a communicator.
   2) Fun
      If communication is successful in more than just conveying information, it can also result in a pleasant experience for both parties involved
   3) Influence on attitudes
      If in communicating with other people there is a change in behavior then the communication is effective, and if there is no change in attitude then the communication is ineffective.
   4) Improved relationships
      That is, in the process of effective communication, the degree of interpersonal ties increases systematically.
   5) Action
      Communication will be more effective if both parties follow up with each other after communicating.

Workload
   According to Koesomowidjojo (2017:22) individual workload has been determined by the company's work standards based on the type of work. Workload is the amount of work given to employees or human resources that must be completed within a certain time period.

   Vanchapo in (Rini & Prastiwi, 2022) explains that workload consists of a number of tasks that must be completed by employees in a short time. If employees are able to carry out their work well and are also able to adapt to the many responsibilities imposed by superiors then this will be borne by the employee, but on the other hand, if a job is not able to be carried out by the employee and these obligations and activities will become excessive responsibility for the employee.
According to Ahmad Komaruddin in (Hasan, 2021) states that workload is a process that calculates the number of hours used or must be completed by employees within a certain time period. In other words, work schedule analysis aims to determine how many employees there are and how many responsibilities are given to them as employees.

1. Workload Type
   As stated by Koesomowidjojo (2017:22), there are 2 (two) types of workload, namely, as follows:
   1) Quantitative workload
      Quantitative workload will show the large amount of work that must be carried out, such as high working hours, high work pressure, or large job responsibilities.
   2) Qualitative workload
      Qualitative workload will be related to whether or not the work is being carried out.

2. Factors That Influence Workload
   According to (Santoso & Rijanti, 2022) workload is influenced by 2 factors, namely external factors and internal factors. Factors that influence workload include:
   1) External factors, namely loads that come from outside the worker's body, such as;
      a) Physical tasks.
      b) Work organization.
      c) Work environment.
   2) Internal factors are factors that originate from within the body itself as a result of reactions to workload originating from outside. Internal factors include:
      a) Somatic factors.
      b) Psychological factors.

3. Workload Indicator
   The indicators used in this research are the workload indicators proposed by (Tanjung et al., 2021) which include:
   1) Targets that must be achieved
      Individuals must be aware of the large scale of targets given to ensure that work and work results are completed within a certain time period provided by the agency.
   2) Working conditions
      Individuals must be aware of their work conditions, such as working outside the scheduled time and doing work that is not actually related to their job.
   3) Working time
      Working time is the time used to complete work assigned by the company.
   4) Job standards
      Employee attitudes towards their work include things such as work assignments that must be completed within a predetermined time period and work assignments that are in accordance with existing work standards.

The framework of thinking in this research is briefly described as follows:
So the author puts forward the following hypothesis:

H1: Leadership influences employee performance at the Banyudono sub-district office, Boyolali Regency.

H2: Communication influences employee performance at the Banyudono sub-district office, Boyolali Regency.

H3: Workload influences employee performance at the Banyudono sub-district office, Boyolali Regency.

H4: Leadership, Communication, and Workload simultaneously influence employee performance at the Banyudono sub-district office, Boyolali Regency.

Methods

This research is quantitative descriptive. This research was conducted at the Banyudono District Office, Boyolali Regency. Researchers use primary data and data secondary as data information. In this study, the population was 30 Banyudono District employees. Considering that the population in this study is not too large, the population in this study was taken as a sample. Thus, this research is population or census research. The data collection technique is by distributing questionnaires containing several questions regarding Leadership, Communication and Workload issues on Employee Performance. The results of respondents' answers are calculated based on the Likert scale value, which consists of five levels of answers. This research uses the SPSS Version 25 application to process research data, by means of validity tests, reliability tests, descriptive statistical tests, normality tests, multicollinearity tests, heteroscedasticity tests, multiple linear regression analysis, t tests, F tests, and coefficient of determination tests.

Results

1. Test Research Instruments
   a. Validity Test

   The validity test is used to test whether a questionnaire is valid or not. The criterion for determining the validity of a questionnaire is if $R_{count} > R_{table}$ then the statement can be said to be valid. Meanwhile, if $R_{count} < R_{table}$ then the
The following are the results of the validity test for the Employee Performance variable (Y):

<table>
<thead>
<tr>
<th>Statement Items</th>
<th>r count</th>
<th>Sig. (2-tailed)</th>
<th>r table</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y1</td>
<td>0.437</td>
<td>0.016</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>Y2</td>
<td>0.785</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>Y3</td>
<td>0.572</td>
<td>0.001</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>Y4</td>
<td>0.753</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>Y5</td>
<td>0.704</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>Y6</td>
<td>0.632</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: processed primary data, 2024

From the table above, it can be seen that the Pearson Correlation value (calculated r) for each statement item is greater than the r table with a significance level at the 0.05 or 5% level, so that employee performance variables can be analyzed further.

The following are the results of the validity test for the leadership variable (X1):

<table>
<thead>
<tr>
<th>Statement Items</th>
<th>r count</th>
<th>Sig. (2-tailed)</th>
<th>r table</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1.1</td>
<td>0.766</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.2</td>
<td>0.782</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.3</td>
<td>0.719</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.4</td>
<td>0.737</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.5</td>
<td>0.682</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>X1.6</td>
<td>0.742</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: processed primary data, 2024

From the table above, it can be seen that the Pearson Correlation value (calculated r) for each statement item is greater than the r table with a significance level at the 0.05 or 5% level, so that leadership variables can be analyzed further.

The following are the results of the validity test for the communication variable (X2):

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<tr>
<th>Statement Items</th>
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<th>Sig. (2-tailed)</th>
<th>r table</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>X2.1</td>
<td>0.519</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
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<td>X2.2</td>
<td>0.755</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>X2.3</td>
<td>0.733</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>X2.4</td>
<td>0.652</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
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<tr>
<td>X2.5</td>
<td>0.792</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>X2.6</td>
<td>0.897</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: processed primary data, 2024

From the table above, it can be seen that the Pearson Correlation value (calculated r) for each statement item is greater than the r table with a significance level at the 0.05 or 5% level, so that communication variables can be analyzed further. The following are the results of the validity test for the workload variable (X3):
(X3):

<table>
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<tr>
<th>Statement Items</th>
<th>r count</th>
<th>Sig. (2-tailed)</th>
<th>r table</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>X2.1</td>
<td>0.519</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>X2.2</td>
<td>0.755</td>
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<tr>
<td>X2.3</td>
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<tr>
<td>X2.4</td>
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<tr>
<td>X2.5</td>
<td>0.792</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
<tr>
<td>X2.6</td>
<td>0.897</td>
<td>0.000</td>
<td>0.3610</td>
<td>Valid</td>
</tr>
</tbody>
</table>

*Source: processed primary data, 2024*

From the table above, it can be seen that the Pearson Correlation value (calculated r) for each statement item is greater than the r table with a significance level at the 0.05 or 5% level, so that the workload variable can be analyzed further.

b. Reliabilitas Test

The reliability test is carried out after a validity test is carried out and the test is in the form of a valid statement or question.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach Alpha</th>
<th>N of item</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance</td>
<td>0.728</td>
<td>6</td>
<td>reliable</td>
</tr>
<tr>
<td>Leadership</td>
<td>0.832</td>
<td>6</td>
<td>reliable</td>
</tr>
<tr>
<td>Communication</td>
<td>0.825</td>
<td>6</td>
<td>reliable</td>
</tr>
<tr>
<td>Workload</td>
<td>0.759</td>
<td>6</td>
<td>reliable</td>
</tr>
</tbody>
</table>

*Source: processed primary data, 2024*

In this way, it can be concluded that the statements in this questionnaire are reliable because they have a Cronbach's Alpha value of more than 0.60. This shows that each statement item used will be able to obtain consistent data, meaning that if the statement is submitted again, you will get an answer that is relatively the same as the previous answer.

2. Data Analysis

a. Descriptive Analysis

The variables used in this research include Leadership, Communication, Workload and Employee Performance which will be tested statistically as follows.

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>------------------------</td>
</tr>
<tr>
<td>Leadership</td>
</tr>
<tr>
<td>Communication</td>
</tr>
<tr>
<td>Workload</td>
</tr>
<tr>
<td>Employee Performance</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
</tr>
</tbody>
</table>

*Source: processed primary data, 2024*

From the table above it is known that the leadership variable has a standard
deviation value of 2,329. The communication variable has a standard deviation value of 2,612. The workload variable has a standard deviation value of 2,025. and the employee performance variable has a standard deviation value of 2,096.

b. Classic Assumption Test
   1) Normality Test
   To test normality in this study, the Kolmogorov-Smirnov test was used.

   **Table 7 Kolmogorov-Smirnov Test**

<table>
<thead>
<tr>
<th>Normal Parameters&lt;sup&gt;a,b&lt;/sup&gt;</th>
<th>Mean</th>
<th>.0000000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Std. Deviation</td>
<td>.64385772</td>
<td></td>
</tr>
<tr>
<td>Most Extreme Differences</td>
<td>Absolute</td>
<td>.074</td>
</tr>
<tr>
<td></td>
<td>Positive</td>
<td>.074</td>
</tr>
<tr>
<td></td>
<td>Negative</td>
<td>-.073</td>
</tr>
<tr>
<td>Test Statistic</td>
<td>Asymp. Sig. (2-tailed)</td>
<td>.074</td>
</tr>
<tr>
<td></td>
<td>Asymp. Sig. (2-tailed)</td>
<td>.200&lt;sup&gt;c,d&lt;/sup&gt;</td>
</tr>
</tbody>
</table>
   
   a. Test distribution is Normal.
   b. Calculated from data.
   c. Lilliefors Significance Correction.
   d. This is a lower bound of the true significance.

   **Source: processed primary data, 2024**

   In table 7 the Kolmogorov-Smirnov test shows that the Asymp value. Sig. (2-tailed) of 0.200 is greater than 0.05, so it can be stated that the data is distributed normally. The normality test can also be seen in the P-Plot histogram graph as follows:

   ![Histogram](image)

   **Figure 2. Histogram**

   **Source: processed primary data, 2024**

   Based on the diagram above, it is known that the histogram ordinariness graph provides a distribution pattern that forms a bell, which means the data is normally distributed.
2) Multicollinearity Test

Multicollinearity tests whether the regression model found any problems between the independent variables.

**Table 8. Multicollinearity Test**

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>.582</td>
</tr>
<tr>
<td>Communication</td>
<td>.375</td>
</tr>
<tr>
<td>Workload</td>
<td>.399</td>
</tr>
</tbody>
</table>

*a. Dependent Variable: Employee Performance*

**Source: processed primary data, 2024**

The results of the table above show that all variables have no symptoms of multicollinearity because there are no independent variables that have a VIF value of more than 10 and a tolerance value of less than 0.10.

3) Heteroscedasticity Test

In this research, the method used to detect the presence or absence of heteroscedasticity is to look at the graph plot between the predicted value of the dependent variable, namely ZPRED, and the residual SRESID.

**Picture 4. Heteroscedasticity Test**

**Source: processed primary data, 2024**

Based on the image above, it shows that the points spread above or below the zero value do not form a particular pattern in the distribution of points in the scatterplot image. It can be concluded that there is no heteroscedasticity in the research data.

c. Multiple Linear Regression Analysis

Multiple linear analysis tests were used to determine the effect significant between the independent variable and the dependent variable.
Table 9. Multicollinearity Test

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.772</td>
<td>1.789</td>
</tr>
<tr>
<td>Leadership</td>
<td>.256</td>
<td>.071</td>
</tr>
<tr>
<td>Communication</td>
<td>.461</td>
<td>.079</td>
</tr>
<tr>
<td>Workload</td>
<td>.213</td>
<td>.099</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Performance

Source: processed primary data, 2024

From the equation above it can be explained that:

1) The constant value shows the amount of employee work value (Y). This states that if the leadership, communication and workload variables are considered constant, then the employee performance value is 1.772.

2) The regression coefficient for the leadership variable (X1) of 0.256 indicates that there is a unidirectional relationship between leadership and employee performance. Where the better the leadership, the more employee performance will increase.

3) The regression coefficient for the communication variable (X2) of 0.461 indicates that there is a unidirectional relationship between communication and employee performance. Where the better the communication, the more employee performance will increase.

4) The regression coefficient for the workload variable (X3) of 0.213 indicates that there is a unidirectional relationship between workload and employee performance. Where the smaller the workload, the more employee performance will increase.

3. Hypothesis Testing

a. T test (partial)

This t test is used to test the significance of the relationship between the independent variables, namely leadership, communication and workload, on the dependent variable, namely employee performance. In this study, SPSS version 25 was used. For this criterion, the level of significance (α) = 5% or 0.05 was used.

Table 10. T test (Partial)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.772</td>
<td>1.789</td>
</tr>
<tr>
<td>Leadership</td>
<td>.256</td>
<td>.071</td>
</tr>
<tr>
<td>Communication</td>
<td>.461</td>
<td>.079</td>
</tr>
<tr>
<td>Workload</td>
<td>.213</td>
<td>.099</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Performance

Source: processed primary data, 2024
Based on table 8, the t test results above show that the research results for the t test are as follows:

1) Leadership (X1)

Based on the results of the t test (partial), the influence of leadership on employee performance obtained a t value of 3.608 while t table was 2.055 and the level of Sig. equal to 0.001 < 0.05. So it can be concluded that the leadership variable influences the employee performance variable (Y).

2) Communication (X2)

Based on the results of the t test (partial), the influence of leadership on employee performance obtained a t value of 5.846 while t table was 2.055 and the level of Sig. equal to 0.000 < 0.05. So it can be concluded that the communication variable influences the employee performance variable (Y).

3) Workload (X3)

Based on the results of the t test (partial), the effect of communication on employee performance was obtained by a t value of 2.153 while t table was 2.055 and the level of Sig. amounting to 0.041 < 0.05. So it can be concluded that the workload variable influences the employee performance variable (Y).

b. F test (Simultaneous)

The F test is used to show whether a group of independent variables together have an influence on the dependent variable. Testing was carried out using a significant level of significance of 0.05 (α = 5%). When Sig. F > α 0.05, so the independent variable model has no effect on the dependent variable.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>115.345</td>
<td>3</td>
<td>38.448</td>
<td>83.152</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>12.022</td>
<td>26</td>
<td>.462</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>127.367</td>
<td>29</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A. Dependent Variable: Employee Performance

b. Predictors: (Constant), Workload, Communication, Leadership

Source: processed primary data, 2024

Based on the table above, the Fcount value is 83.153 > 2.98 and the significant value is 0.000 < 0.05. So it can be concluded that Leadership, Communication and Workload simultaneously have a significant and positive effect on employee performance.

c. Coefficient of Determination (R2)

The Determination Coefficient (R2) is used to see the extent to which all independent variables can explain the dependent variable.

<table>
<thead>
<tr>
<th>Model Summaryb</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

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

b. Dependent Variable: Employee Performance
Based on the table above, the Adjusted R Square figure is 0.895 or 89.5% of the variation in the dependent variable, namely employee performance, which can be explained by variations in the independent variables, namely leadership, communication and workload. And 10.5% is explained by other variables not studied.

Conclusion
Based on the data that has been collected and tested using a multiple linear regression model, it can be concluded that leadership has a positive and significant effect on employee performance, with a calculated t value of 3.608 and a significance value of 0.001. Communication too has a positive and significant effect with a value of 5,846 and a significance value of 0.000. And workload has a positive and significant influence with a value of 2,153 and a significance value of 0.041. And simultaneously (together) there is a positive and significant influence on the leadership, communication and workload variables on employee performance at the Banyudono District Office, Boyolali Regency. If we look at the data from the summary model, the leadership, communication and workload variables on employee performance have an Adjusted R Square value of 0.895 or 89.5%.

Suggestions
Future researchers are advised to conduct similar research by increasing the research scale, such as adding variables that influence employee performance more, so that more accurate research results are obtained.

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References


