

THE INFLUENCE OF LEADERSHIP ON THE WORK PERFORMANCE OF EMPLOYEES OF THE PUBLIC BROADCASTING INSTITUTION (LPP) TVRI JAKARTA

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Abstract

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This study examines the influence of leadership on employee performance at LPP TVRI Jakarta, focusing on the role of leadership in driving performance within the public broadcasting institution. This study is original because it assesses the direct relationship between leadership style and employee performance in public institutions that are rarely studied quantitatively. The purpose of the study is to determine the extent of leadership's influence on employee performance. The method used is a quantitative approach with an associative research type. The study population consisted of 100 employees, and a sample of 40 respondents was selected using purposive sampling. Data collection techniques included questionnaires and documentation, while data analysis was carried out through validity tests, reliability tests, simple regression tests, t-tests, F-tests, and coefficients of determination (R^2) with the help of SPSS version 16.0. The results of the study indicate that leadership has a positive and significant effect on employee performance, with a correlation coefficient of 0.788 and an R^2 of 62.1%, which means that leadership explains 62.1% of the variation in work performance, while 37.9% is influenced by other factors. The implications of this research emphasize the importance of developing effective leadership strategies at LPP TVRI Jakarta to improve overall organizational productivity and performance.

Keywords:

Leadership, Work Achievement, LPP TVRI Jakarta

INTRODUCTION

In today's era of globalization, competition in various economic sectors and public services is increasingly fierce and dynamic. This demands that every institution, including public broadcasters like LPP TVRI Jakarta, continuously innovate and improve the quality of its human resources to compete and contribute optimally to national development. Achieving these goals is inextricably linked to the role of effective human resource management, which is heavily influenced by organizational leadership.

Human resources (HR) are an institution's most important asset in carrying out its functions and duties. Therefore, organizational success depends heavily on the ability of its human resources to perform optimally in carrying out their work (Darim, 2020). High-performing employees not only positively impact the achievement of company goals but also drive the organization's development and competitiveness. In the context of LPP TVRI Jakarta, which plays a crucial role as an institution delivering information and education to the wider public, employee performance is a key component in maintaining service quality and the institution's relevance amidst increasingly fierce media competition.

Leadership is a key element influencing employee performance within an organization. An effective leader functions not only as a resource manager but also as a motivator and inspiration for employees, thereby fostering high productivity and work morale (Imron et al., 2025). Adaptive and responsive leadership to environmental changes, including technological developments and societal needs, is vital to achieving desired results. (Yulianti & Arr, 2025) Research shows that a participatory and communicative leadership style has been proven to increase employee engagement in carrying out tasks and achieving organizational targets.

Furthermore, a synergistic relationship between leaders and employees can create a conducive work environment, where employees feel valued and motivated to contribute optimally (Cahyati & Adelia, 2024). Leaders who provide clear direction, appropriate supervision, and support in the form of rewards and coaching will increase employee loyalty and performance. Furthermore, leaders who prioritize open communication and transparency in decision-making can strengthen a healthy organizational culture that is responsive to both internal and external challenges.

In the context of a public broadcasting institution like LPP TVRI Jakarta, employee performance is not solely tied to quantitative targets but also to the quality of broadcast output that meets the public's expectations for accurate, educational, and inspiring information. Therefore, a leadership style that supports employee competency development and work innovation is essential to face the challenges of the rapidly changing digital era.

Ineffective leadership, on the other hand, can have significant negative impacts, such as decreased work motivation, increased stress levels, and low employee productivity, ultimately hindering the achievement of organizational goals. Abdu, (2019) emphasized that without the right leadership style, even employees with high potential can fail to demonstrate optimal work performance.

Management is the process of planning, organizing, directing, and controlling resources to achieve organizational goals effectively and efficiently. This concept has evolved over time to

reflect the dynamics of the business world and changes in the complex strategic environment. Management is not only a tool for achieving organizational goals but also serves as a foundation for managing change and making data-driven decisions.

According to (CPFR & M.MPP, 2025), Management is the process used to design and maintain an environment in which individuals work together in groups to achieve common goals efficiently and effectively. Efficiency relates to the optimal use of resources, while effectiveness relates to the achievement of desired targets or results.

From a more contemporary perspective, (Firmansyah & Mahardhika, 2018) They explain that management involves coordinating and overseeing the work of others to achieve organizational goals. They also emphasize that management is not just about giving orders, but about creating productive and adaptive working conditions, especially in the digital age, which is full of challenges and uncertainty.

(MEITHIANA & Ansory, 2018) He added that management is the science and art of regulating the use of human and other resources to achieve specific goals. He emphasized that management has two main characteristics: as a systematic science and as an art in its application.

A similar opinion was expressed by (Amelia et al., 2022), which states that management is the process of directing and coordinating human and non-human resources to achieve predetermined organizational goals. They highlight the importance of the role of leaders who are able to provide direction, inspiration, and build a healthy organizational culture.

Human Resource Management (HRM) is a branch of management that focuses on managing people within an organization as its primary asset. In an era of global competition, digitalization, and rapid organizational change, the role of HRM is becoming increasingly strategic in supporting organizational success and competitiveness.

According to (Mintawati, 2024), Human resource management is the systematic process of managing individuals within an organization so that they can contribute optimally to achieving organizational goals. This process encompasses a wide range of activities, from recruitment and training to development, compensation, and termination.

Meanwhile, (R. N. I. M.M S. E. et al., n.d.) defines human resource management as a managerial function related to planning, organizing, directing, and controlling an organization's workforce to achieve effective performance. This definition emphasizes that human resource management is not merely administrative but also strategic and results-oriented.

According to (Riniwati, 2016), Human resource management is a strategic and coherent approach to managing an organization's most valuable asset, its people, who individually and collectively contribute to the achievement of business objectives. This approach highlights the importance of alignment between business strategy and HR strategy, as well as the importance of building a work culture that supports performance and innovation (Arza, 2020).

Opinion (Andriani et al., 2022) is also widely used as a reference, stating that human resource management is the science and art of managing the relationships and roles of the workforce effectively and efficiently in helping to achieve organizational goals. He emphasized that the role of HR is not only related to technical aspects, but also to human aspects and work ethics.

In a group or organization, a leader is needed as a figurehead to provide direction, guidance, encouragement, and supervision to its members so that they can carry out what the leader desires.

According to (Syahril, 2019) He stated that a leader is a person who carries out leadership, while leadership is the ability or characteristics possessed by a leader. So, the definition of leadership is nothing other than someone who has the ability or characteristics to be a leader. According to (Mayrudin et al., 2020) that leaders consist of formal leaders and informal leaders. Formal leaders are: "A person (man or woman) who is appointed by a certain company (private or government) (based on the appointment decrees from the company concerned) to hold a position in the existing company structure with all the rights and obligations related to it to achieve the company's goals that have been set from the start. While leadership is an inherent ability in a leader that depends on various factors, both internal and external factors." (Togatorop et al., 2021) A leader, broadly defined, is someone who leads by initiating social behavior by regulating, directing, organizing, or controlling the efforts of others, or through prestige, power, or position. In a more limited sense, a leader is someone who guides and leads through persuasive qualities and the voluntary acceptance of followers.

Over time, scientific leadership has begun to develop alongside the growth of scientific management, better known as the science of leadership. This is evident in the large body of literature examining leadership from various perspectives. Leadership is the central point and policy-maker for activities carried out within a company. Leadership is the activity of influencing the behavior of others so that they are directed toward achieving specific goals (Faturahman, 2018).

According to (Fazira & Mirani, 2019) The definition of leadership is the ability to influence others with enthusiasm to achieve a predetermined goal. Leadership is the human factor that binds a group together and motivates them toward a common goal.

(Waedoloh et al., 2022) What is meant by leadership is an art or process of influencing a group of people so that they are willing to work together earnestly to achieve goals.

(D. L. S. M.M et al., 2022) believes that leadership is the skill and ability of a person to influence the behavior of others, both those of higher or lower rank, in thinking and acting so that behavior that may have been individualistic and egocentric changes into the behavior of a national company. According to (Dirham, 2019), the definition of leadership is the ability to influence others, subordinates or groups, the ability to direct the behavior of subordinates or groups, possessing special abilities or expertise in areas desired by the group, to achieve company or group goals.

According to (Fatonah, 2013) Leadership is the ability to motivate a group of people (two or more) to work together to carry out activities directed toward a common goal.

A research gap has highlighted the relationship between leadership and work performance. Most previous studies have tended to focus on the private corporate sector or government institutions in general. Therefore, the context of public broadcasting institutions, specifically LPP TVRI Jakarta, remains relatively understudied. Furthermore, previous literature often emphasizes general leadership theory without empirically linking it to employee performance in public broadcasting, which has unique characteristics such as demands for broadcast quality, interaction with the wider public, and the dynamics of media technology. This gap highlights the need for research that integrates leadership perspectives with the specific operational context of public broadcasting institutions, thus providing a deeper understanding of how leadership impacts employee performance in concrete and applicable ways.

The novelty of this research lies in its empirical focus on LPP TVRI Jakarta as a public broadcasting institution. Leadership is evaluated not only from the perspective of human resource management but also from the ability to motivate, direct, and inspire employees to achieve optimal

work performance. This study combines a quantitative approach with simple regression analysis to measure the contribution of leadership to job performance, providing empirical values in the form of correlation coefficients and concrete determination. Thus, this study expands the existing literature by presenting empirical data specific to public organizations with demanding information and education services, while connecting classical and contemporary leadership theories with actual practices in the public broadcasting environment.

This study aims to empirically determine the influence of leadership on employee performance at LPP TVRI Jakarta. Specifically, this study aims to measure the contribution of leadership to improving employee performance and identify the relationship between applied leadership styles and individual performance within the organization. This objective is aimed at providing practical recommendations for human resource management and leadership strategies in public broadcasting institutions, thereby improving organizational effectiveness, employee productivity, and the quality of public services provided by LPP TVRI Jakarta.

METHODS

This research was conducted at the Public Broadcasting Institution (LPP) TVRI Jakarta. The location was selected based on the relevance of the research focus to the conditions of the organization being studied. The research period was from May to July 2025, encompassing instrument development, data collection, and data analysis.

This research used a quantitative approach to measure the influence of the independent variable (leadership) on the dependent variable (work performance) using numerical data and statistical analysis. This research is a causal associative study, which aims to determine the relationship and influence between two or more variables.

Data: This study used primary data obtained from LPP TVRI Jakarta employees, with a population of 68. From this population, a sample of 40 employees was determined using the Slovin formula with a 10% precision. Data were collected using a Likert-based questionnaire (1–5) to measure respondents' perceptions of leadership and work performance variables. The Likert scale reflects the level of conditions ranging from very low (1) to very high (5), allowing for quantitative measurement of employee performance and leadership attributes. In addition to questionnaires, data were also obtained through direct observation to obtain a concrete picture of employee behavior, in-depth interviews to obtain qualitative information regarding leadership, and document studies to support relevant secondary data.

Data analysis tools used a quantitative approach with the help of SPSS for Windows. The analysis steps included descriptive data processing to display the distribution of scores for each variable, as well as instrument reliability testing to ensure measurement consistency. Reliability testing was conducted using the Spearman-Brown method to evaluate the instrument's internal consistency. Next, inferential analysis was conducted using simple and multiple regression to determine the effect of leadership (the independent variable) on work performance (the dependent variable). This regression analysis was supplemented with tests of classical assumptions, such as normality, multicollinearity, and heteroscedasticity, to ensure model validity. The regression results were then evaluated using regression coefficients, correlation coefficients, coefficients of determination (R^2), and t- and F-tests, allowing researchers to empirically assess the relationship, contribution, and significance of leadership's influence on employee performance.

RESULT AND DISCUSSION

TVRI was founded on August 24, 1962, and was the first television station in Indonesia with national coverage. Since its inception, TVRI has evolved from an Information Academy campus to a Public Broadcasting Institution (LPP) in 2005. Its functions encompass information, education, entertainment, social monitoring, and cultural preservation. TVRI's early years were known as its golden age because its programs possessed high cultural and aesthetic value, although news was still influenced by government politics at the time.

Research Variables

Independent Variable (X): Leadership, encompassing the dimensions of Knowledge, Commitment, Planning, Decision-Making, and Control.

Dependent Variable (Y): Employee Performance, encompassing the dimensions of Quality, Quantity, and Output.

Operational definitions are provided through the indicator grid and questionnaire items used to measure each variable.

Respondent Characteristics

Table Number of Respondents Based on Age, Gender, Years of Work and Position

Age (years)	Amount	Percentage (%)
21 s/d 30	8	22
31 s/d 40	9	22
41 s/d 50	10	24
51 to the top	13	32
Amount	40	100
Gender	Amount	Percentage (%)
Men	28	73
Woman	12	27
Amount	40	100
Length of Service (years)	Amount	Percentage (%)
0 s/d 10	21	54
11 s/d 20	13	32
21 s/d 30	6	14
Amount	40	100
Position	Amount	Percentage (%)
Ka Division	1	3
Head of Subdivision	1	3
Kasie	13	32
Staff	25	62
Amount	40	100

Source: Primary Data

Based on respondent data, of the 40 LPP TVRI Jakarta employees, the age distribution is divided into 21–30 years (22%), 31–40 years (22%), 41–50 years (24%), and 51 years and above (32%). Based on gender, the majority are men (73%) and women (27%). For length of service, 54% have 0–10 years of service, 32% 11–20 years, and 14% 21–30 years. Meanwhile, based on position, 3% are Head of Agency, 3% Head of Sub-Section, 32% Head of Section, and 62% staff.

Data Description

Based on the questionnaire results, the Leadership variable (X) showed quite large fluctuations with the lowest score of 34 and the highest of 75, so that the score range was 41. Statistical analysis showed an average (mean) of 66.20, a median of 67.11, a variance of 77.24, and a standard deviation of 9.28.

Table Frequency Distribution of Leadership Variable Data (X)

		x			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	34.00	1	2.5	2.5	2.5
	47.00	1	2.5	2.5	5.0
	50.00	1	2.5	2.5	7.5
	54.00	1	2.5	2.5	10.0
	57.00	1	2.5	2.5	12.5
	58.00	2	5.0	5.0	17.5
	59.00	1	2.5	2.5	20.0
	60.00	2	5.0	5.0	25.0
	61.00	1	2.5	2.5	27.5
	62.00	1	2.5	2.5	30.0
	63.00	3	7.5	7.5	37.5
	64.00	1	2.5	2.5	40.0
	65.00	1	2.5	2.5	42.5
	66.00	4	10.0	10.0	52.5
	67.00	3	7.5	7.5	60.0
	68.00	1	2.5	2.5	62.5
	70.00	4	10.0	10.0	72.5
	72.00	2	5.0	5.0	77.5
	73.00	1	2.5	2.5	80.0
	74.00	1	2.5	2.5	82.5
	75.00	7	17.5	17.5	100.0
Total		40	100.0	100.0	

To illustrate the frequency of research data results for the Leadership variable (X), it can be presented in the form of a frequency distribution as follows:

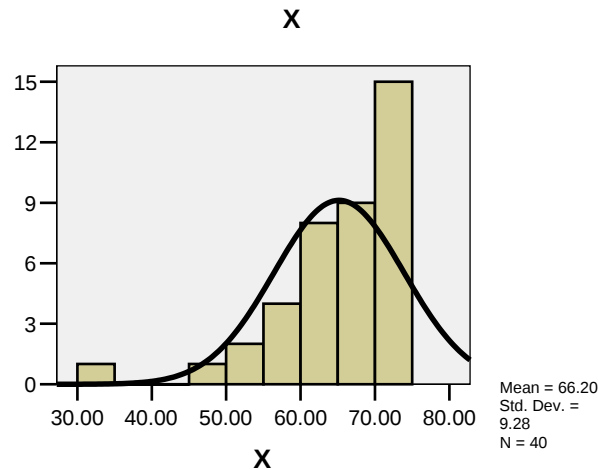
Table Of Frequency Distribution for Leadership Variable Data (X)

Nomor	Interval Kelas	Frekuensi Absolut	Frekuensi Relatif (%)	Kumulatif Persen (%)
1	34 – 41	1	2.5	2.5
2	42 – 49	2	5	12.5
3	50 – 57	2	5	20
4	58 – 65	10	25	65.
5	66 – 75	25	62.5	100,00
Amount		40	100,00	

Source: Processed data

Categorically, the majority of respondents rated the Leadership variable (X) as having a very high influence on employee performance, namely 25 respondents (62.5%). Ten respondents (25%) rated it highly, two respondents (5%) rated it moderately high, two respondents (5%) rated it moderately low, and one respondent (2.5%) rated it very low. This frequency distribution can be depicted in histogram form to clarify the distribution of respondents' assessments.

Histogram Graph of the Leadership Variable (X)



Source: Processed data

Based on the results of statistical analysis, the Employee Performance (Y) score ranges from 35 to 75, with a range of 40. The results of data processing show an average score (mean) of 65.14, a median of 65.68, a mode of 66.12, a standard deviation of 9.10, and a variance of 65.62. The frequency distribution of the scores for this variable can be seen in the following table:

Table Of Frequency Distribution of Employee Performance Scores (Y)

Y

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	39.00	1	2.5	2.5	2.5
	48.00	2	5.0	5.0	7.5
	56.00	1	2.5	2.5	10.0
	57.00	2	5.0	5.0	15.0
	59.00	2	5.0	5.0	20.0
	60.00	2	5.0	5.0	25.0
	61.00	2	5.0	5.0	30.0
	62.00	3	7.5	7.5	37.5
	64.00	1	2.5	2.5	40.0
	65.00	5	12.5	12.5	52.5
	66.00	1	2.5	2.5	55.0
	67.00	1	2.5	2.5	57.5
	68.00	1	2.5	2.5	60.0
	69.00	2	5.0	5.0	65.0
	70.00	2	5.0	5.0	70.0
	71.00	2	5.0	5.0	75.0
	72.00	3	7.5	7.5	82.5
	73.00	2	5.0	5.0	87.5
	74.00	3	7.5	7.5	95.0
	75.00	2	5.0	5.0	100.0
Total		40	100.0	100.0	

Source: Processed data

To illustrate the frequency of the research data for the Employee Performance variable (Y), it can be presented in the form of a frequency distribution as follows:

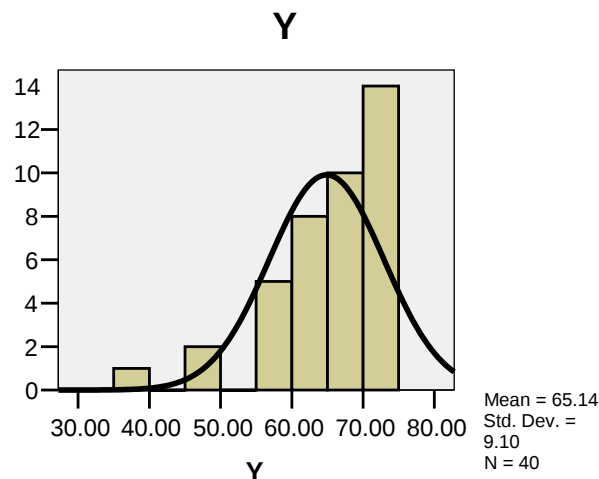
Frequency Distribution Table for Employee Performance Variable (Y)

Nomor	Interval Kelas	Frekuensi Absolut	Frekuensi Relatif (%)	Kumulatif Persen (%)
1	34 – 41	2	5	2.5
2	42 – 49	2	5	5
3	50 – 57	7	17.5	45.2
4	58 – 65	15	37.5	47.3
5	66 – 75	14	35	100,00
Amount		40	100,00	

Source: Processed data

Categorically, the majority of respondents rated the Employee Performance (Y) variable as high. Fourteen respondents (35%) gave it a very high rating, 15 respondents (37.5%) gave it a high rating, 7 respondents (17.5%) gave it a fairly high rating, 2 respondents (5%) gave it a fairly low rating, and 2 respondents (5%) gave it a very low rating. The frequency distribution of these ratings can be depicted in the histogram in the following figure:

Histogram Graph Image of Employee Performance Variable (Y)



Data Testing:

a. Reliability Test

Table Reliability Coefficient

No.	Variabel	Koefisien Reliabilitas (Alpha Cronbach)
1.	Leadership (X)	0,918
2.	Employee Work Performance (Y)	0,887

By looking at the results of the Reliability Coefficient (Cronbach's Alpha) listed in the table above, it can be said that the instrument used is reliable, meaning that an instrument is trustworthy enough to be used as a data collection tool, because the instrument is classified as good.

b. Validity Test

Table Of Summary of r Values for the Validity Test of the Research Instrument for the Leadership Variable (X)

Nomor Kuesioner	r-butir	r-tabel	Keterangan
Butir 1	0,481	0,325	Valid
Butir 2	0,612		
Butir 3	0,791		
Butir 4	0,690		
Butir 5	0,472		
Butir 6	0,665		
Butir 7	0,770		
Butir 8	0,599		
Butir 9	0,698		
Butir 10	0,420		
Butir 11	0,613		
Butir 12	0,733		
Butir 13	0,681		
Butir 14	0,571		
Butir 15	0,598		

From a research sample of 40 people, $r = 0.05$ yields an rtable of 0.325. Meanwhile, based on the data in Table 4.6 above, it can be seen that the calculated r value is greater than the rtable value. Therefore, the correlation coefficient values for the validity test of the Leadership variable (X) instrument, consisting of 15 statements, can be considered valid.

Summary Table of r Values for the Validity Test of the Research Instrument for the Employee Performance Variable (Y)

Questionnaire Number	r-butir	r-tabel	Information
Item 1	0,394	0,325	Valid
Item 2	0,367		
Item 3	0,544		
Item 4	0,673		
Item 5	0,669		
Item 6	0,757		
Item 7	0,641		
Item 8	0,404		
Item 9	0,422		
Item 10	0,382		
Item 11	0,752		
Item 12	0,639		
Item 13	0,642		
Item 14	0,599		

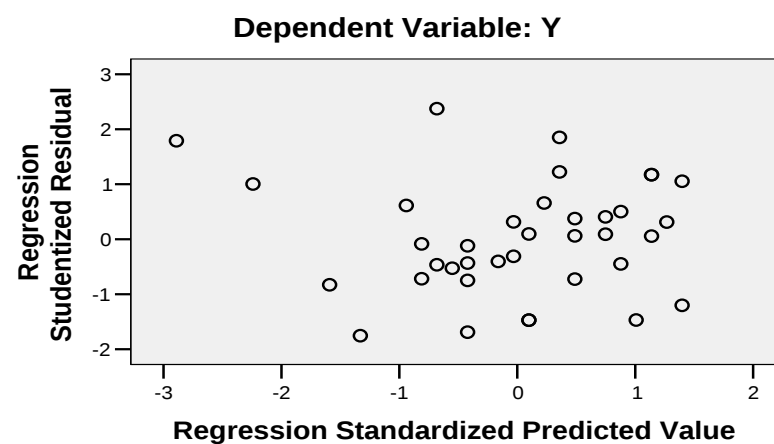
Item 15	0,502		
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From a research sample of 40 people, with a value of $\alpha = 0.05$, the rtable value was 0.325. Meanwhile, based on the data listed in Table C.3 above, it can be seen that the calculated r value is greater than the rtable value. Thus, the correlation coefficient values for the validity test of the Employee Work Performance (Y) variable instrument, consisting of 15 statements, can be said to be valid.

c. Heteroscedasticity Test

Picture Scatterplot

Scatterplot



The image above shows that the data is scattered around the number 0 (0 on the Y-axis) and does not form a specific pattern or trend line. Therefore, the data can be said to be homoscedastic and meets the requirements for correlation analysis.

d. Autocorrelation Test

Based on computer calculations using SPSS version 16.0 and the processed data, the following Durbin-Watson statistical values were obtained.

Based on the Durbin-Watson value of 1.134, this statistic meets the criteria that if the Durbin-Watson value is -2 to 2, there is no autocorrelation. Therefore, this regression does not show any autocorrelation.

e. Multicolleration Test

Based on computer calculations using SPSS version 16.0 and processed data, the tolerance value for the Leadership variable (X) was 1.000. Therefore, since the tolerance value is ≥ 0 , it can be concluded that there is no significant relationship between the Leadership variables (X) and no collinearity.

Meanwhile, the VIF value for the Leadership variable (X) was 1.000. Therefore, the VIF value obtained was < 10 , indicating no collinearity between the independent variables, Leadership (X). Therefore, the regression line model used for the independent variables, Leadership (X) and Employee Performance (Y), was appropriate.

f. Simple Correlation Coefficient Analysis

The correlation coefficient value of the Leadership variable (X) with the Employee Work Performance variable (Y) is 0.788, meaning that there is a close relationship between Leadership and Employee Work Performance of 78.8%. The relationship between these two variables is very strong because it is between 0.80 – 1.000, which means that if Leadership increases, it is certain that Employee Work Performance will also increase or vice versa.

g. Simple Determination Coefficient Analysis

**Table Of Simple Correlation Coefficient
Correlations**

		Y	X
Pearson Correlation	Y	1.000	.788
	X	.788	1.000
Sig. (1-tailed)	Y	.	.000
	X	.000	.
N	Y	40	40
	X	40	40

Sumber : data olahan

Table Of Correlation Coefficient Interpretation Guidelines

Interval Koefisien	Relationship Level
0.00 – 0.199	Very low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1.000	Very Strong

The analysis of the Determination Coefficient (Kd) shows that the Leadership variable (X) influences Employee Work Performance (Y) by 62.1%, while the remaining 37.9% is influenced by other factors. To test the truth of this influence, a hypothesis test was conducted using the t-test. Based on the calculation, the calculated t value was obtained at 7.885, while the t table with a significance level of 0.025 and a sample size of 40 was 2.021. These results indicate that the calculated t value > t table, so the alternative hypothesis is accepted, which means that Leadership has a significant effect on Employee Work Performance.

h. Hypothesis Testing

Table Of Hypothesis Testing t-Test

Model	Unstandardized Coefficient	Standardized Coefficient	T	Sig
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	B	Std. Error	Beta		
1					.000
(constant)	17.566	6.044		2.906	.000
X	.726	.092	.788	7.896	

Source: Processed Data

From the results of processing research data with the help of a computer, the processed data obtained a t-value of 7,896 while the value of t-table with degrees of freedom of 39 at α (0.025) was 2,021. Thus, t-count > t-table, so it is clear that Ho is rejected and H1 is accepted. With the proof that t-count > t-table, it can be stated that Leadership has a positive and significant effect on Improving Employee Work Performance at LPP TVRI Jakarta. To clarify the description of the t-hypothesis test for the Leadership variable (X) can be seen in the t-hypothesis curve image below.

Picture t-Test Curve

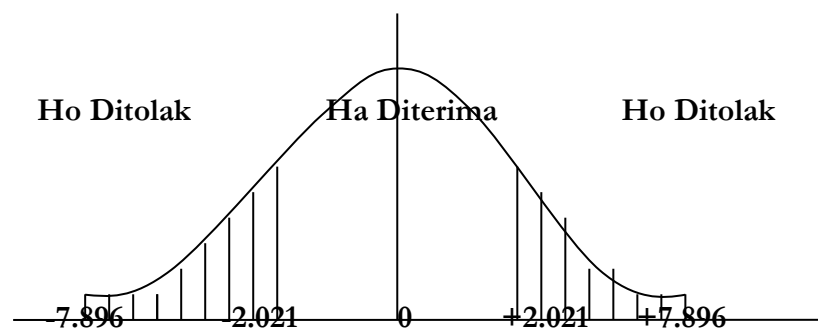


Table Hypothesis Testing F Test

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1572.174	1	1572.174	62.349	.000 ^a
	Residual	958.201	38	25.216		
	Total	2530.375	39			

a. Predictors: (Constant), X

b. Dependent Variable: Y

Sumber : data olahan

The F-test results show a calculated F-value of 62.349, significantly greater than the F-table value of 4.10, with a numerator of 1 and a denominator of 38, at a significance level of 0.05. This indicates that Ho is rejected and H1 is accepted. Therefore, it can be concluded that the Leadership variable has a significant effect on improving employee performance at LPP TVRI Jakarta.

The main results of the study indicate that the Leadership variable has a positive and significant influence on employee performance at LPP TVRI Jakarta. Statistical analysis shows a correlation coefficient between Leadership (X) and Employee Performance (Y) of 0.788, indicating a close relationship. The coefficient of determination (R^2) of 0.621 indicates that 62.1% of the increase in employee performance can be explained by leadership, while the remaining 37.9% is influenced by other factors. The t-test results show a calculated t-value of 7.896 with a t-table of 2.021 at a significance level of 0.025, confirming that leadership significantly influences performance. The F test result of 62.349, far exceeding the F table of 4.10 at a significance level of 0.05, confirms that the regression model digunakan valid dan Overall, leadership contributes significantly to employee performance. Thus, this study demonstrates that the leadership style implemented at LPP TVRI Jakarta significantly and optimally drives employee performance.

The empirical results of this study align with previous findings demonstrating the importance of leadership in improving employee performance. For example, research by E-Jurnal Nobel (2020) found that participatory and communicative leadership styles can increase employee engagement and productivity, while a study by Kartasaputra (2023) emphasized the role of adaptive and supportive leadership in boosting employee performance. This study confirms these findings in the context of a public broadcasting institution, where effective leadership serves not only to manage and direct human resources but also to motivate and inspire employees to achieve organizational goals, particularly in maintaining broadcast quality and public services.

From a theoretical perspective, this study's findings support the leadership concepts proposed by Keith Davis (2000) and H. Koontz & O'Donnell (2005), which state that leadership is the ability to influence others to work together optimally to achieve common goals. The high correlation and determination coefficients in this study provide empirical evidence that good leadership can significantly improve work performance, as classical and contemporary theories emphasize the role of leaders as directors, motivators, and inspirers in organizations. Thus, this study not only confirms existing theories but also adds empirical value in the context of a public institution with unique characteristics such as LPP TVRI Jakarta.

CONCLUSION

Based on the research results, it can be concluded that leadership has a positive and significant influence on improving employee performance at LPP TVRI Jakarta. The majority of respondents rated leadership as important in improving performance, with 62% giving it a very high rating and 25% giving it a high rating. Similarly, overall employee performance also received a high rating from respondents, with 35% giving it a very high rating and 37.5% giving it a high rating. Statistical analysis revealed a correlation coefficient of 0.788, indicating a strong relationship between leadership and employee performance. The coefficient of determination was 0.621, indicating that 62.1% of the increase in performance was influenced by leadership, while the remainder was influenced by other factors. Thus, the research objective of determining the influence of leadership on employee performance has been empirically proven.

Based on these findings, several policy recommendations can be proposed to improve leadership effectiveness and employee performance at LPP TVRI Jakarta. First, leadership development should not only be focused on leadership or management positions but should also be provided to all employees through structured and ongoing training so that all staff develop a positive leadership spirit and are able to contribute to organizational performance. Second, the performance appraisal system should be implemented comprehensively, not only at the employee

level, but also at the leadership level, so that all personnel in the organization have the same motivation to improve performance together. Third, to strengthen the influence of leadership on work performance, the organization needs to develop supporting factors for effective leadership throughout the company structure, as well as provide appropriate awards or rewards to employees who achieve certain achievements, so that it becomes an additional motivation for all employees to continue to improve their performance. The implementation of these recommendations is expected to create a more integrated leadership and more optimal employee work performance at LPP TVRI Jakarta.

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