

THE INFLUENCE OF SITUATIONAL LEADERSHIP STYLE, TRAINING AND WORKLOAD ON EMPLOYEE PERFORMANCE AT THE J&T XPRESS EXPEDITION COMPANY BLANGKEJEREN BRANCH, GAYO LUES

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Abstract

This research aims to determine the influence of situational leadership style, training, and workload on employee performance at J&T Xpress Blangkejeren Branch, an expedition company in the field of shipping goods in Gayo Lues. By using SPSS version 29, the research results found that situational leadership style had a significant effect on employee performance, and training had a significant positive effect on employee performance. This study also found that workload has a significant impact on employee performance. The research results show that leadership style, training and workload are factors that influence employee performance at J&T Express Blangkejeren Branch.

Keywords: Situational Leadership Style, Training, Workload, Employee Performance

1. INTRODUCTION

Employee performance is a crucial aspect in determining the success of a company. In a global era characterized by increasingly fierce competition, expedition companies such as J&T Xpress are witness to the importance of managing employee performance to achieve competitive advantage (Habeahan, 2023). In a dynamic work environment, factors such as situational leadership style, training and workload are the main concerns in efforts to improve employee performance. Employees are seen as company assets, necessary to achieve organizational goals. In this era of globalization, companies must pay attention to employee performance to understand their skills and limitations in creating company products. Organizations continually offer a variety of resources to help staff members operate efficiently, creating a comfortable environment that can improve morale and enable workers to provide their best work. Additionally, organizations want their workers to be able to function under pressure to build mental toughness and help them achieve business goals. (Ginting et al., 2019). Based on an initial survey conducted by researchers at J&T Xpress Blangkejeren Branch, Gayo Lues, the findings showed inconsistent fluctuations in employee performance. Field observations on the delivery process by couriers to consumers indicate that there are delays in package delivery caused by several factors, including unstable workloads, sometimes too much and sometimes too little (over capacity and under capacity), lack of optimal training for new employees, and other factors that influence performance. There are several types of leadership styles applied in various organizations, such as transformational, transactional and situational leadership with different approaches. The transformational leadership style emphasizes the moral values of followers to increase their awareness of ethical issues. The situational leadership style focuses on the followers and depends on their level of readiness. The hope is that follower readiness can be a measure of maturity and ability to carry out the tasks given by the leader (Rostini Hasanuddin et al., 2021). Training is also one of the steps taken by a business entity to improve the capabilities of the individuals who work in it. Business entities hope that through this training and development process, employee performance can be improved, employees' skills can be updated in order to achieve more optimal and efficient performance. The training and development process is considered an important responsibility for every company, because companies cannot only rely on information obtained at the recruitment and selection stage to place employees.

The success of an organization really depends on the quality of the individuals who work in it (Cahya et al., 2021). Excessive workload becomes an obstacle in achieving optimal performance. How the company manages and distributes workload at the Blangkejeren Branch will have a direct effect on

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employee productivity and welfare. Identifying the balance point between desired productivity and reasonable workload is key to maintaining high levels of performance (Budiasa, 2021).

2. LITERATUR RIVIEW

2.1 Situasional Leadership Style

Situational leadership according to Harsey and Blanchard in (Siagian et al., 2022) depends on how the following factors interact: The level of direction and guidance of the leader, the level of socio-emotional support of the leader, and the level of maturity or readiness of followers in carrying out tasks, roles, or specific purpose. According to Hersey in (Josephine Njoroge et al., 2023) The situational leadership style is a style where the leader explains, asks for advice, praises behavior that is more or less correct, and continues to direct task completion.

2.2 Training

According to Dessler in (Setiawan et al., 2021) Training is an integrated process used by employers to ensure that employees work to ensure that employees work to achieve organizational goals, according to (Rahmah et al., 2023) training is a form of development that consists of from skills, knowledge, and behavior formed with the aim of carrying out work. Ocen et al in (Rahmah et al., 2023) state that training is a change in behavior for the better through experience, from those who have skills and knowledge to those who do not. Meanwhile, according to Simamora in (Suryanti, 2021) training is a learning process that involves the acquisition of skills, concepts, rules or attitudes to improve employee performance. Job training is an effort to improve employee performance in the work they are responsible for (choirunnisa et al. , 2023).

2.3 Workload

Workload is one aspect that every organization must pay attention to, because workload is one thing that can increase employee performance (Kurnia & Sitorus, 2022). According to Munandar in (Kurnia & Sitorus, 2022), namely: "A condition of work with a job description that must be completed within a certain time limit." Workload is a work obligation that is completed armed with knowledge, mind, nature of work and expertise in accordance with the work period that has been given (Steffany & Hikmah, 2023). Meanwhile, according to Hutabarat Dalam (Steffany & Hikmah, 2023) workload can be influenced by internal factors related to actions that take place within the employee's body, and can be influenced by external factors originating from outside the employee's body. Workload is in the form of activities that must be completed by an organizational unit or person who has a position at a certain time (choirunnisa et al., 2023).

2.4 Employee Performance

The achievements achieved by employees cannot be separated from management in creating job satisfaction, sembiring in (Setiawan et al., 2021) performance is the result of the quality and quantity of work carried out by an employee in accordance with the tasks given to him. According to Afandi in (Setiawan et al., 2021), performance is the result of work that can be achieved by one person or a group of people within the company in accordance with their respective authority and responsibilities to achieve goals unlawfully, without breaking the law and without conflict. with ethics. According to Mangkunegara in (Dimas et al., 2022), what is meant by performance is the work results measured in terms of quantity and quality obtained by employees when carrying out instructions in balance with the duties and responsibilities assigned to them. This is one of the key factors influencing the progress of an organization. If employee performance increases or is better, then achieving organizational goals will be smoother. On the other hand, if employee performance is low or not good, these goals will be difficult to achieve and the results will not be in line with the company's expectations.

3. RESEARCH METHOD

The location of this research was carried out at J&T Blangkejeren, Gayo Lues Regency, Aceh 24653. This location was chosen because access makes it quite easy for researchers to collect data from the company. Previously the author had also conducted a survey of the company and it also became capital for researchers in conducting this research, the object of the research These are all employees of J&T Xpress Blangkejeren Branch, Gayo Lues, totaling 34 employees.

4. RESULTS AND DISCUSSION

4.1 Validity Test

The validity test is used to measure the authenticity or validity of a questionnaire. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure (Ghozali, 2011).

Table 1
Situational Leadership Style Validity Test Results (X1)

variable indicators	R Count	≈	R Table Sig 5% (df 43-2)	Result
X1.1	0.965	>	0.3008	Valid
X1.2	0.959	>	0.3008	Valid
X1.3	0.958	>	0.3008	Valid
X1.4	0.966	>	0.3008	Valid

Source: Research Result, Data Processed 2024

From the results of the validity test for the Situational Leadership Style variable (X1), all the indicators tested were declared valid. This can be seen from the calculated R value for each indicator which is greater than the table R value at a significance level of 5% with degrees of freedom (df) of 41 (43-2). The R table value used as the validity decision limit is 0.3008. Because the calculated R value for each indicator is greater than the table R value, each indicator in the Situational Leadership Style variable is declared valid.

Table 2
Training Validity Test Result (X2)

variable indicators	R Count	≈	R Table Sig 5% (df 43-2)	Result
X2.1	0.967	>	0.3008	Valid
X2.2	0.969	>	0.3008	Valid
X2.3	0.973	>	0.3008	Valid
X2.4	0.979	>	0.3008	Valid
X2.5	0.961	>	0.3008	Valid

Source: Research Result, Data Processed 2024

Based on the results of the validity test for the Training variable (X2), all indicators tested were declared valid. This can be seen from the calculated R value for each indicator which is greater than the table R value at a significance level of 5% with degrees of freedom (df) of 41 (43-2). The R table value used as the validity decision limit is 0.3008. Because the calculated R value for each indicator is greater than the table R value, each indicator in the Training variable is declared valid

Table 3

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Workload Validity Test Result (X3)				
variable indicators	R Count	≈	R Table Sig 5% (df 43-2)	Result
X3.1	0.948	>	0.3008	Valid
X3.2	0.948	>	0.3008	Valid
X3.3	0.913	>	0.3008	Valid
X3.4	0.921	>	0.3008	Valid
X3.5	0.876	>	0.3008	Valid

Source: Research Result, Data Processed 2024

Based on the results of the validity test for the Workload variable (X3), all indicators tested were declared valid. This can be seen from the calculated R value for each indicator which is greater than the table R value at a significance level of 5% with degrees of freedom (df) of 41 (43-2). The R table value used as the validity decision limit is 0.3008. Because the calculated R value for each indicator is greater than the table R value, each indicator in the Workload variable is declared valid

Table 4

Employee Performance Test Result (Y)				
variable indicators	R Count	≈	R Table Sig 5% (df 43-2)	Result
Y1	0.941	>	0.3008	Valid
Y2	0.936	>	0.3008	Valid
Y3	0.966	>	0.3008	Valid
Y4	0.920	>	0.3008	Valid

Source: Research Result, Data Processed 2024

Based on the results of the validity test for the Employee Performance variable (Y), all indicators tested were declared valid. This can be seen from the calculated R value for each indicator which is greater than the table R value at a significance level of 5% with degrees of freedom (df) of 41 (43-2). The R table value used as the validity decision limit is 0.3008. Because the calculated R value for each indicator is greater than the table R value, each indicator in the Employee Performance variable is declared valid.

4.2 Reliability Test

Reliability testing is a tool for measuring whether a questionnaire is valid or not, which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answers to questions are consistent or stable over time (Ghozali, 2011). The method used to test the reliability of the questionnaire in this research is by looking at the Cronbach Alpha value. A construct or variable can be said to be reliable if it provides a Cronbach Alpha value >0.70 (Ghozali, 2011).

Table 5
Reliability Test Result

No	Variable	Cronbach's Alpha	Results
1	<i>Situational Leadership Style (X1)</i>	0.971	Reliabel
2	<i>Training (X2)</i>	0.984	Reliabel
3	<i>Workload (X3)</i>	0.954	Reliabel
4	<i>Employee Performance (Y)</i>	0.956	Reliabel

Source: Research Result, Data Processed 2024

The results of Table 4.9 show that a variable is said to be reliable if its Cronbach's alpha value is more than 0.70. All variables in the table above have a fairly large Cronbach alpha, namely more than 0.70. Thus, the validity of situational leadership, employee performance, workload, and training can all be concluded to be reliable.

4.3 Data Analysis

Multiple linear regression analysis is used to determine the magnitude of the influence of the independent variables, namely situational leadership style, training and workload, on the dependent variable, namely employee performance. Data processing with the SPSS version 29 program gave the following results:

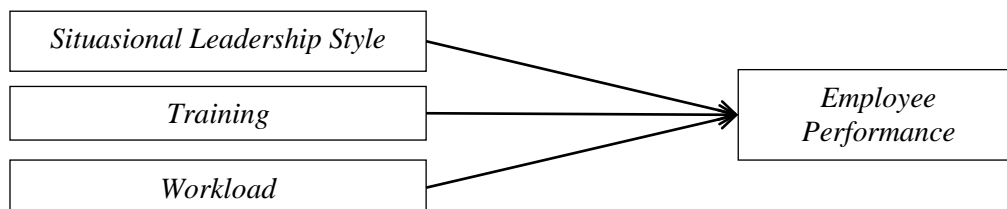
Table 6
Results Of Multiple Linear Resgression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.551	.355		1.551	.129
	Training (X2)	.453	.070	.454	6.482	.001
	Workload (X3)	.218	.050	.310	4.313	.001
	Situational Leadersip Style(X1)	.205	.051	.253	4.007	.001

Source: Research Result, Data Processed 2024

regression equation

$$Y=0.551+0.0453X1+0.218X2+0.205X3$$



Situational Leadership Style (X1): Positive coefficient 0.453, indicating that situational leadership style has a significant influence on employee performance, Training (X2): Coefficient 0.218, indicating that Training has a significant and positive influence on employee performance. This indicates that an increase in Training will result in a greater increase in Employee Performance.

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Workload (X3): Coefficient 0.205, also shows a significant influence on Employee Performance, which means that an increase in Workload will affect Employee Performance.

5. CONCLUSION

1. Situational leadership style has a significant positive effect on the performance of J&T Express Blangkejeren employees with a significance level of 0.001 and a positive regression coefficient of 0.453
2. Training has a significant positive effect on the performance of J&T Express Blangkejeren employees. With a significance level of 0.001 and a positive regression coefficient of 0.218
3. Workload has a significant positive effect on the performance of J&T Express Blangkejeren employees. With a significance level of 0.001 and a positive regression coefficient of 0.205

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