



THE INFLUENCE OF WORKLOAD AND LEADERSHIP ON THE PERFORMANCE OF EMPLOYEES OF THE DEPUTY FOR THE ASIA AND AFRICA REGION OF THE INDONESIAN MIGRANT WORKER PROTECTION AGENCY (BP2MI) THROUGH JOB SATISFACTION

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ABSTRACT: This research aims to determine and analyze the influence of 1) workload and leadership on job satisfaction, 2) workload and leadership on employee performance, 3) job satisfaction on employee performance, and 4). workload on employee performance, 5) workload on employee performance through job satisfaction, and 6) leadership on employee performance through job satisfaction. The research was conducted by the Deputy for Asia and Africa, BP2MI, with a research sample of 76 respondents. The sampling technique uses a saturated sampling technique. The data analysis method uses descriptive analysis and path analysis.

The research results show that 1) there is a positive and significant influence of workload and leadership on job satisfaction, 2) there is a positive and significant influence of workload and leadership on employee performance, 3) there is a positive and significant influence of job satisfaction on employee performance, 4). there is a positive and significant influence of workload on employee performance, 5) there is a positive and significant influence of workload on employee performance through job satisfaction, and 6) there is no positive and significant influence of leadership on employee performance through job satisfaction.

KEYWORDS: Workload, Leadership, Job Satisfaction, Employee Performance

1. INTRODUCTION

Human Resource Management (HRM) is very important for any agency because they are responsible for managing the organization's most valuable assets, namely employees. Especially in the era of globalization entering the industrial era 4.0 to the era of society 5.0, where challenges are increasingly great and complex. So that the implementation of HRM functions must also keep up with the times. One of the important functions of HRM is performance measurement. Performance evaluations must be carried out periodically to ensure that employees meet organizational expectations. Performance appraisals help identify areas where employees need improvement and provide opportunities for training and development. This can help motivate employees, increase job satisfaction, and improve overall performance. HRM must ensure that employee performance is an important aspect of the organization because it determines the success or failure of the organization. Employee performance is also an indicator of organizational health. There is the most important reason why employee performance is very important to the organization because it has a direct impact on the success and life cycle of the company (Mukminin et al., 2019). When employees work well, they contribute to the success of the organization by achieving goals, meeting targets, and delivering quality work results. On the other hand, poor performance leads to poor outcomes that hinder the achievement of goals, work effectiveness, and organizational efficiency.

To measure employee performance, HRD institutions can use various metrics, such as performance appraisals, productivity and workload measures, goal achievement, and attendance records. Performance appraisals provide valuable feedback to employees about their strengths, weaknesses, and areas for improvement. Productivity measures, such as sales targets, output levels, or customer satisfaction levels, are useful for assessing how well employees are doing their jobs. Achievement of goals, such as meeting project deadlines or completing training programs, demonstrates employees' commitment to their work and their ability to complete tasks on time. Finally, attendance records demonstrate employees' reliability and dependability in coming to work on time.

Organizations can also improve employee performance by providing a work environment that encourages open communication between leaders and employees and between employees themselves, collaboration, and teamwork. Open communication between leaders and employees will lead to greater levels of trust, understanding, and connection within the organization. Good collaboration and teamwork can improve performance by allowing employees to share skills, knowledge, and expertise among themselves to achieve better results (Pohan, 2019).

Employee performance is also important for the reputation and branding of an organization, whether it is a government organization, business/private, or non-profit organization. High-performing employees can help build and maintain a positive reputation for an organization through their work, dedication, and exceptional customer service. Conversely, underperforming employees can damage an organization's reputation by providing substandard service, poor quality work, or unprofessional behavior. According to Mangkunegara (2011), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Mangkuprawira and Hubeis (2007) stated that employee performance is influenced by intrinsic and extrinsic factors of employees. Intrinsic factors that influence employee performance consist of education, experience, motivation, health, age, skills, emotions, and spirituality. Meanwhile, extrinsic factors that affect employee performance consist of physical and non-physical environment, leadership, vertical and horizontal communication, compensation, control in the form of supervision, facilities, training, workload, work procedures, punishment system, and so on.

Civil Servants or State Civil Apparatus (ASN) as human resources in the government agency of the Indonesian Migrant Workers Protection Agency (BP2MI), are the main element in serving the public, especially Indonesian Migrant Workers (PMI) who will work abroad or when the PMI returns to their homeland. Completeness of work facilities supported by modern leadership (new style) that can move today's employees to become hopeful agents of change to achieve goals effectively and efficiently. How well employees can do their jobs, will significantly affect productivity and organizational performance. Three factors influence an individual in working, namely (1) individual ability to do the job, (2) the level of effort devoted, and (3) organizational support. ASN as government officials and public servants are expected to always be ready to carry out their duties and serve the community well.

The effect of leadership on improving employee performance in previous studies has a good and positive effect, such as research by Muhtar (2022) that leadership style and workload have a significant effect on improving employee performance, with the leadership style variable having the most dominant effect. Then Alfattama's research (2021) states that leadership has a direct effect on employee performance. Research conducted by Abdulsalam, D., & Mawoli, M. A. (2012) also provided the same results, namely that leadership style has a positive and significant effect on the assessment of work improvement. Modern leadership factors in this digital era are central to improving employee performance because four dimensions of leadership must be achieved, namely: (1) navigating the business environment, leaders can master uncertainty and adopt new approaches to continue to grow and develop in volatile conditions; (2) leading with empathy, leaders can create a sense of having the same goal and manage it through influence rather than through command and control; (3) learning through self-correction and reflection, leaders can encourage and even urge new experimental efforts, the experiment may fail but from that failure improvements are obtained; and (4) creating mutually beneficial conditions, leaders must focus on continuous success for the organization and stakeholders or service users (Juhro & Hadiwaluyo, 2020; Pohan, 2019).

In addition to leadership factors, employee performance can increase because there is a balance between work and social life, the workload in the agency where the employee works. The balance between life and work is one of the important factors that need to be considered by the organization in making a policy so that employee performance is maintained. The workload can have a major impact on employee performance, where a workload that is not appropriate for each employee will create a condition of dissatisfaction that can result in decreased performance. A person's workload has been determined in the form of agency work standards according to the type of work. A workload that is too heavy or light will result in work inefficiency. A workload that is too light means there is excess labor (Poluan, 2018).

Conditions in the work unit of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), according to the author's observations, show that the division of workload is not following the agency standards that have been prepared. Several positions are not filled, so this will certainly have an impact on the workload received by each employee in the unit where each employee will get a greater workload. A lack of employees in an organizational unit supported by inappropriate leadership will certainly have an impact on increasing the workload in the unit. There are several things related to employee performance in the BP2MI

Asia and Africa Regional Deputy work unit that must be considered, namely there is still a gap between employees. Working hours that do not match the position and title cause the relationship between work and personal life of employees to be unbalanced. This is because the workload given is no longer appropriate so employees have to take more hours to complete the work. In addition, an inappropriate leadership model also results in employee performance decreasing. Leaders often order employees without paying attention to employee conditions (mood). So this can result in employee dissatisfaction which ultimately also has an impact on decreasing performance. Suboptimal performance is not because employees are unable to work well. However, this can happen because the employee cannot adjust the leadership model of his superior so that in the mind of the employee feels less appreciated by his leader.

2. LITERATURE REVIEW

Employee Performance

Human resources are very important for organizations to manage, utilize, and organize employees so that they can function productively to achieve goals. Mangkunegara (2011) stated that Human Resource performance is a term from the words job performance or actual performance, which is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him.

According to Sutrisno (2010), performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization following their respective authorities and responsibilities or about how a person is expected to function and behave following the tasks that have been assigned to him and the quantity, quality and time used in carrying out tasks.

Performance is not just an achievement of results but in general, it is necessary to pay attention to other aspects, of the definition of performance according to Prawirosentono (2008), performance is the result of work that can be achieved by a person or group of people in an organization, following their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and following morals and ethics.

Sedarmayanti (2015) stated that performance is a system used to assess and determine whether an employee has carried out his work as a whole, or is a combination of work results (what a person must achieve) and competence (how a person achieves it).

Performance Indicators According to Robbins (2016) there are six performance indicators as a tool to measure the extent of employee performance achievement, including:

- 1) Quality. Work quality is measured by employee perceptions of the quality of work produced and the perfection of tasks against employee skills and abilities.
- 2) Quantity. Is the amount produced expressed in terms such as the number of units, and the number of activity cycles completed?
- 3) Timeliness. Is the level of activity completed at the beginning of the stated time, seen from the perspective of coordination with output results and maximizing the time available for other activities?
- 4) Effectiveness. Is the level of use of organizational resources (labor, money, technology, raw materials) maximized to increase the results of each unit in the use of resources?
- 5) Independence. Is the level of an employee who will later be able to carry out his work functions
- 6) Work commitment. It is a level where employees have a work commitment to the agency and employee responsibility towards the office.

Workload

Workload is one aspect that must be considered by every organization because workload is one of the factors that affect employee performance. Workload analysis techniques require the use of standard staff ratios or guidelines to determine personnel needs. Workload analysis identifies both the number of employees and the types of employees needed to achieve organizational goals.

Workload means that each employee carries out the work tasks entrusted to be carried out and is accounted for by the organizational unit or a particular employee according to their abilities and capabilities so that work effectiveness will be successful. The increased workload can occur in an employee due to limited human resources in the organization so he gets three or more tasks that must be done simultaneously (Rocky & Nursiani, 2018).

The Ministry of State Apparatus Empowerment and Bureaucratic Reform in Permen PANRB Number KEP/75/M.PAN/7/2004 defines workload as a collection or number of activities that must be completed by an organizational unit or office holder within a certain period. Meanwhile, according to Permenakertrans Number PER.17/MEN/XI/2010, workload is the number of work targets or target results that must be achieved in a certain time unit. A workload can be interpreted as a collection or number of activities that must be completed by an organizational unit or office holder within a certain period.

Mangkuprawira and Hubeis (2007) stated that employee performance is influenced by intrinsic and extrinsic factors of employees. Intrinsic factors that affect employee performance consist of education, experience, motivation, health, age, skills, emotions, and spirituality. Extrinsic factors that affect employee performance consist of physical and non-physical environment, leadership, vertical and horizontal communication, compensation, control in the form of supervision, facilities, training, workload, work procedures, punishment systems, and so on. Thus, workload is included in the extrinsic factors that affect employee performance. Workload is the tasks given to workers or employees to be completed at a certain time using the skills and potential of the workforce (Munandar, 2011). According to Putra (2018), there are several indicators of workload (Rolos et al., 2018), including:

- 1) Targets to be achieved. Individual views on work results that must be completed within a certain period. Views on the size of the work target given to complete the work.
- 2) Work conditions. Includes how the individual views the conditions of his work, for example making quick decisions when processing goods, and dealing with unexpected events such as doing extra work outside the specified time.
- 3) Use of working time. Working time used in activities related to production (standard or basic time, circle time).
- 4) Work standards. The impression that the individual has about the ins and outs of his work, one example is the feeling that arises regarding the workload that must be completed within a certain period.

Leadership

Sutrisno (2016) argues that leadership is a process of directing and influencing activities related to the tasks of group members. Meanwhile, Fahmi (2016) says that leadership is a science that comprehensively studies how to direct, influence, and supervise others to carry out tasks according to planned orders.

Hasibuan (2010) also argues that leadership is how a leader influences the behavior of subordinates so that they are willing to work productively to achieve organizational goals. As for Pancasila Leadership, it is Leadership that has the soul of Pancasila, which has the authority and power to bring and lead the community in its environment into an awareness of social and state life based on Pancasila and the 1945 Constitution of the Republic of Indonesia.

Leadership is one dimension of competence that greatly determines the performance or success of an organization. The main essence of leadership is a way to influence others to be effective, of course, everyone can be different in doing it. Leadership is an art because each person's approach to leading people can be different depending on the characteristics of the leader, the characteristics of the task, and the characteristics of the people they lead.

Leadership indicators are also put forward by Kartono (2013). From the several indicators above, researchers use leadership indicators to meet the criteria for agile leadership which include:

- 1) Analytical ability. The ability to analyze so that you can make the right decisions is very important for every leader. This is one of the main leadership indicators that is seen when conducting an evaluation. A leader needs to have a complete personal strategy with plans and goals to achieve it.
- 2) Motivating ability. The ability to provide motivation is an important priority for a great leader. They can provide motivation, work together, maintain good relationships, and empower their subordinates to develop and utilize their capacities more optimally.
- 3) Ability to create a healthy work environment. Every leader must have the ability to make others want to follow his wishes. The attitude, interaction, and way of speaking of a leader must be able to influence the atmosphere and climate of work in his environment. In addition, leaders must be able to resolve conflicts that occur in their organization constructively, so that they do not harm all parties.
- 4) Ability to delegate tasks or authority. Trust is one of the leadership indicators that has no form. A good leader will try to know and recognize each member of his team, and be able to understand the desires, expertise, skills, abilities, and real insights related to what can be offered to the company. Thus, the leader can know how, when, and to whom to delegate tasks.
- 5) Communication and listening skills. A leader certainly has experience, ideas, and also expertise. One indicator of effective leadership can be seen in the way he conveys ideas, messages, or thoughts so that his

subordinates can understand the real intention. An effective leader will always be willing to listen to the opinions and ideas of others. Meanwhile, a leader who lacks confidence will pour out all his ideas without being willing to listen to opinions.

- 6) Responsibility. The wheels of the organization will certainly know the moments of ups and downs. Good leadership is someone who must know, be responsible, and learn from the failures and successes that have been achieved. A good leader must be able to be responsible for each team member, ensuring the completion of work on time. Responsibility can also be interpreted as an ability to bear various risks that may occur, until finally providing answers and bearing the consequences.

Job Satisfaction

Job satisfaction is a positive feeling about one's job which is the result of evaluating its characteristics. Job satisfaction is individual, someone with a high level of job satisfaction has positive feelings about their job, while someone dissatisfied has negative feelings about their job. According to Sutrisno (2019), job satisfaction is defined as an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors.

Job satisfaction indicators for each employee differ according to their views and what they feel. According to Afandi (2018), job satisfaction indicators consist of:

- 1) Work. The content of the work done by someone does have satisfactory elements.
- 2) Salary/Wages. The amount of payment received by someone as a result of carrying out work is following the needs that are felt to be fair.
- 3) Promotion. The possibility of someone being able to develop through promotion. This is related to whether or not there is an opportunity to obtain career advancement while working.
- 4) Supervisor. Someone who always gives orders or instructions in carrying out work.
- 5) Co-workers. A person always interacts in carrying out work. A person can feel his/her coworkers are very pleasant or unpleasant.

Framework

This study uses a path analysis method that describes the direct influence between workload and leadership variables as independent variables through job satisfaction as an intervening variable or mediating variable on employee performance as a dependent variable. These variables are measurable, see Figure 1 (Framework).

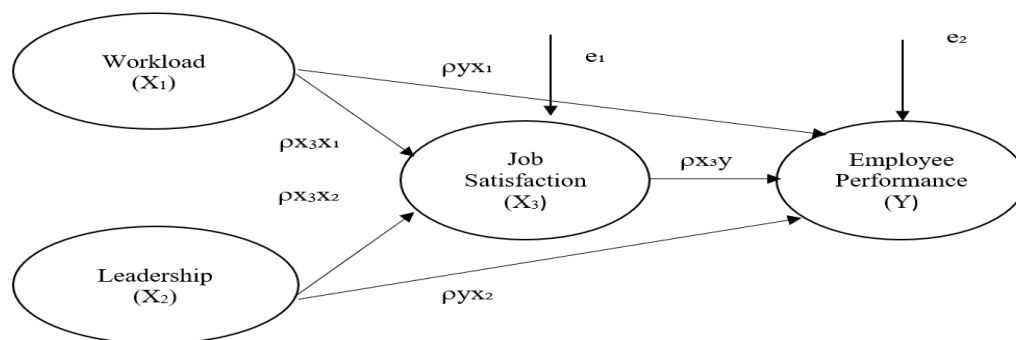


Figure 1. Framework of research

RESEARCH METHODS

Time and Location of Research

This research was conducted from August to October 2023. This research was conducted with the following stages: observation, distribution of questionnaires, and analysis of research data. This research was conducted at the Office of the Indonesian Migrant Workers Protection Agency (BP2MI), Jalan MT Haryono Kav 52, Pancoran, South Jakarta 12770.

Research Design

Research is a process of seeking the truth about a phenomenon or fact that occurs in a structured and systematic way. This research uses descriptive analytics with a quantitative approach. Sodik (2015) said that quantitative research is research whose specifications are systematic, planned, and structured from the beginning to the creation of the research design. Noor (2017) explained that quantitative research is a method for testing certain theories by examining the relationship between variables. These variables are measured by research instruments so that data

consisting of numbers can be analyzed based on statistical procedures. Sampling techniques are generally carried out randomly, data collection using research instruments, and data analysis is quantitative/statistical in nature to test the established hypothesis (Sugiyono, 2019)

This study tests how much contribution the leadership and workload variables have as independent variables (exogenous), job satisfaction as a mediating variable (intervening), and employee performance as a dependent variable (endogenous). Intervening variables or variables that influence the relationship between exogenous variables and endogenous variables are expressed in job satisfaction variables. Furthermore, it is combined with relevant theories using data analysis techniques concerning the variables used.

Population and Sample

Population according to Sugiyono (2019) is a generalization area consisting of subjects who have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population taken was employees in the work unit of the Deputy for Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) as many as 76 people.

According to Sugiyono (2019), a research sample is part of the number and characteristics of the population. The sample taken is a population that represents the actual conditions so that the results of the study are truly accurate. The sampling technique used is a saturated sample (census) where the entire population in this study was used as a sample, namely all employees from the Deputy for Placement and Protection of the Asia and Africa Region, the Indonesian Migrant Workers Protection Agency (BP2MI) as many as 76 respondents.

Data Analysis Model

Descriptive analysis is an analysis method that aims to describe or explain something as it is (Irawan, 2004) in Baroroh (2008). In this study, data presentation uses a data analysis table of average values (means) and frequency distributions and path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (causal models) that have been

RESULT

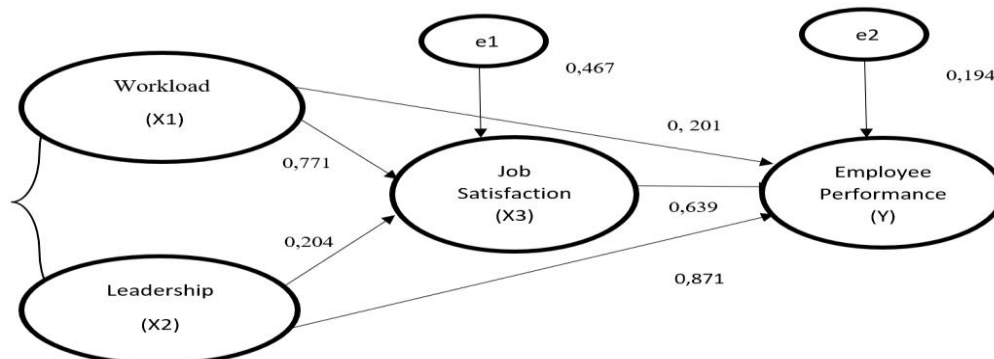


Figure 2. Path Analysis Model

The value of the influence of workload and leadership on employee performance through job satisfaction is as follows:

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,771 \times 0,639 = 0,492$$

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0,204 \times 0,639 = 0,130$$

Hypothesis Testing

a. There is an influence of workload and leadership on job satisfaction

To find out this, it is necessary to use the F-test. The following is the test of each variable:

Table 1. Results of the F Test of the Effect of Workload and Leadership on Job Satisfaction
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1878.900	2	939.450	130.358	.000 ^b
Residual	526.087	73	7.207		
Total	2404.987	75			

a. Dependent Variable: X3

b. Predictors: (Constant), X2, X1

Source: Primary Data processed, 2024

The results of the F-test for the workload and leadership variables obtained a calculated F-value of 130.358 and an F-table of 3.967 with a significance value of 0.000. This means that the F-calculated > F-table (130.358 > 3.967), and the sig value (0.000 < 0.05), which means that H0 is rejected and H1 is accepted. This provides the conclusion that workload and leadership have a positive and significant effect on job satisfaction. Thus, the first hypothesis is tested and proven

b. There is an influence of workload and leadership on employee performance

Table 2. Results of the F Test of the Effect of Workload and Leadership on Employee Performance
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3294.719	2	1647.360	924.556	.000 ^b
Residual	130.070	73	1.782		
Total	3424.789	75			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Primary Data processed, 2024

The results of the F-test for the workload and leadership variables obtained a calculated F-value = 924.556 and an F-table of 3.967 with a significance value of 0.000. This means that the F-calculated > F-table (924.556 > 3.967), and the sig value (0.000 < 0.05), which means that H0 is rejected and H1 is accepted. This provides the conclusion that workload and leadership have a positive and significant effect on employee performance. Thus, the second hypothesis is tested and proven.

c. There is an influence of job satisfaction on employee performance

To test the influence of job satisfaction on employee performance, a t-test is carried out. The following are the results of the t-test:

Table 3. Results of the t-Test on the Effect of Job Satisfaction on Employee Performance
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.435	3.418		3.639	.001
X3	.762	.107	.639	7.137	.000

a. Dependent Variable: Y

Source: Primary Data processed, 2024

The t-test results for the job satisfaction variable obtained a calculated t-value of 7.137 and a t-table of 1.665. This means that the t-calculated > t-table (7.137 > 1.665), and the sig value (0.000 < 0.05), which means that H0 is rejected and H1 is accepted. This provides the conclusion that job satisfaction has a positive and significant effect on employee performance. Thus, the third hypothesis is tested and proven.

d. There is an influence of workload on employee performance through job satisfaction

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,771 \times 0,639 = 0,492$$

In the workload variable, the indirect influence value is obtained from the path coefficient value $\rho_{X_3X_1}$ multiplied by the path coefficient value ρ_{YX_3} . The multiplication results show that the indirect influence coefficient value (0.492) is greater than the direct influence coefficient value (0.201). This shows that job satisfaction can mediate positively and significantly workload in influencing employee performance. Thus, hypothesis four is proven and tested.

e. There is an influence of leadership on employee performance through job satisfaction

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0,204 \times 0,639 = 0,130$$

In the leadership variable, the indirect influence value is obtained from the path coefficient value $\rho_{X_3X_2}$ multiplied by the path coefficient value ρ_{YX_3} . The multiplication results show that the indirect influence coefficient value (0.130) is smaller than the direct influence coefficient value (0.871). This shows that job satisfaction cannot mediate the influence of leadership in influencing employee performance. Thus, hypothesis five is not proven and not tested.

3. DISCUSSION**1. The Influence of Workload and Leadership on Job Satisfaction of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI)**

Based on the results of the descriptive analysis of the workload variable, the indicator that dominates the formation of the workload variable is the target, that the addition of tasks can result in the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) not achieving the target and giving tasks that are not following abilities will result in tasks not being completed on time. The average value of the workload variable shows that employees of the Deputy for the Asia and Africa Region of BP2MI tend to agree that the target indicators, work conditions, use of working hours, and work standards form the workload variable

In the leadership variable, the indicator that gives the greatest value to the formation of the leadership variable is responsibility, that Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are responsible for the sustainability of the organization and Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are responsible for achieving. The average value of the leadership variable shows that employees of the Deputy for Asia and Africa BP2MI tend to agree that indicators of analytical ability, motivational ability, ability to create a healthy work environment, ability to delegate tasks and authority, communication and listening skills, and responsibility for leadership variables.

In the job satisfaction variable, the indicator that gives the greatest value to the formation of the job satisfaction variable is the supervisor, the Leader of the Deputy for Asia and Africa BP2MI supervises every job of his employees, and the Employees of the Deputy for Asia and Africa BP2MI obey the work rules assigned by the leader. The average value of the job satisfaction variable shows that employees of the Deputy for Asia and Africa BP2MI tend to agree that the indicators of the job itself, salary, job promotion, supervisor (superior), and co-workers form job satisfaction variables.

Based on the regression analysis, it shows that workload and leadership contribute to the job satisfaction of the Deputy for Asia and Africa BP2MI. The results of this study are in line with the results of research conducted by Anak Agung Gede Agung Gunaputra (2017); Yandra Rivaldo (2020); Ackhriansyah Ahmad Gani (2020); Muhammad Afif Assary (2022); Prayekti & Fadhil Ar Rasyid (2022); Vinda Sulvitri et al (2018); Lona Chinsia Alfattama (2021); I Gusti Bagus Ari Pinatih (2017); Adit Triyadin (2021); Jeky K.R. Rolos et al (2018); Abidin, Z., Wibowo, I., & Subagja, I. K. (2021).

2. The Influence of Job Satisfaction on the Performance of Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI)

In the job satisfaction variable, the indicator that gives the greatest value to the formation of the job satisfaction variable is the supervisor, the Head of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) supervises every job of his employees and the Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) obey the work rules

assigned by the leadership. The average value of the job satisfaction variable shows that employees of the Deputy for the Asia and Africa Region of BP2MI tend to agree that the indicators of the work itself, salary, job promotion, supervisor (superior), and co-workers form the job satisfaction variable.

In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is work quality, that Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) work with good work quality and the work completed by the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) is following the direction of the leadership. The average value of employee performance variables shows that employees of the Deputy for Asia and Africa BP2MI tend to agree that indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment form employee performance variables.

Based on the results of the regression analysis, shows that job satisfaction can provide support for improving the performance of employees of the Deputy for Asia and Africa BP2MI. The results of the study show that it is not in line with the research of Ackhriansyah Ahmad Gani (2020); Muhammad Afif Assary (2022); Prayekti & Fadhil Ar Rasyid (2022); Vinda Sulvitri et al (2018); Lona Chinsia Alfattama (2021); I Gusti Bagus Ari Pinatih (2017); Adit Triyadin (2021); Jeky K.R. Rolos et al (2018); Subagja, I. K. (2020).

3. The Influence of Workload on the Performance of Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) Through Job Satisfaction

Based on the results of the descriptive analysis of the workload variable, the indicator that dominates the formation of the workload variable is the target, that the addition of tasks can result in the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) not achieving the target and giving tasks that are not by abilities will result in tasks not being completed on time. The average value of the workload variable shows that employees of the Deputy for the Asia and Africa Region of BP2MI tend to agree that the target indicators, work conditions, use of working hours, and work standards form the workload variable

In the job satisfaction variable, the indicator that gives the greatest value to the formation of the job satisfaction variable is the supervisor, the head of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) supervises every job of his employees and the Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) obey the work rules assigned by the leader. The average value of the job satisfaction variable shows that employees of the Deputy for Asia and Africa BP2MI tend to agree that the indicators of the work itself, salary, job promotion, supervisor (superior), and co-workers form the job satisfaction variable.

In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is work quality, that the Employees of the Deputy for Asia and Africa BP2MI working with good work quality, and the work completed by the Deputy for Asia and Africa BP2MI following the direction of the leadership. The average value of the employee performance variable shows that employees of the Deputy for Asia and Africa BP2MI tend to agree that the indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment form the employee performance variable.

Based on the results of the path analysis, it shows that job satisfaction provides support for increasing workloads on the performance of employees of the Deputy for Asia and Africa BP2MI. The results of this study are not in line with the research of Anak Agung Gede Agung Gunapatra (2017); Yandra Rivaldo (2020); Ackhriansyah Ahmad Gani (2020); Muhammad Afif Assary (2022); Prayekti & Fadhil Ar Rasyid (2022); Vinda Sulvitri et al (2018); Lona Chinsia Alfattama (2021); I Gusti Bagus Ari Pinatih (2017); Adit Triyadin (2021); Jeky K.R. Rolos et al (2018).

4. The Influence of Leadership on the Performance of Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) Through Job Satisfaction

In the leadership variable, the indicator that gives the greatest value to the formation of the leadership variable is responsibility, that Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are responsible for the sustainability of the organization and Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are responsible for achieving. The average value of the leadership variable shows that employees of the Deputy for Asia and Africa BP2MI tend to agree that indicators of analytical ability, motivational ability, ability to create a healthy work environment, ability to delegate tasks and authority, communication and listening skills, and responsibility for leadership variables.

In the job satisfaction variable, the indicator that gives the greatest value to the formation of the job satisfaction variable is the supervisor, the Leader of the Deputy for Asia and Africa BP2MI supervises every job of his employees, and the Employees of the Deputy for Asia and Africa BP2MI obey the work rules assigned by the leader. The average value of the job satisfaction variable shows that employees of the Deputy for Asia and Africa BP2MI tend to agree that the indicators of the job itself, salary, job promotion, supervisor (superior), and co-workers form the job satisfaction variable.

In the employee performance variable, the indicator that gives the greatest value to the formation of employee performance variables is work quality, that the Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) in working with good work quality and the work completed by the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) is following the direction of the leadership. The average value of the employee performance variable shows that employees of the Deputy for the Asia and Africa Region of BP2MI tend to agree that indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment form employee performance variables. Based on the results of the path analysis, it shows that job satisfaction does not provide support for increasing leadership towards the performance of employees of the Deputy for the Asia and Africa Region of BP2MI. The results of this study are not in line with the research of Anak Agung Gede Agung Gunaputra (2017); Yandra Rivaldo (2020); Ackhriansyah Ahmad Gani (2020); Muhammad Afif Assary (2022); Prayekti & Fadhil Ar Rasyid (2022); Vinda Sulvitri et al (2018); Lona Chinsia Alfattama (2021); I Gusti Bagus Ari Pinatih (2017); Adit Triyadin (2021); Jeky K.R. Rolos et al (2018).

4. CONCLUSION

Conclusion

Based on the results of the study on the Influence of Workload and Leadership on Employee Performance Through Job Satisfaction at the Deputy for Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), the following conclusions can be drawn:

1. Based on the results of the descriptive analysis of the workload variable, the indicator that dominates the formation of the workload variable is the target, that the addition of tasks can result in the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) not achieving the target and giving tasks that do not match abilities will result in tasks not being completed on time. The average value of the workload variable shows that employees of the Deputy for Asia and Africa BP2MI tend to agree that indicators of targets, work conditions, use of working hours, and work standards form the workload variable
2. In the leadership variable, the indicator that gives the greatest value to the formation of the leadership variable is responsibility, that Employees of the Deputy for Asia and Africa BP2MI are responsible for the sustainability of the organization and Employees of the Deputy for Asia and Africa BP2MI are responsible for the achievement. The average value of the leadership variable shows that employees of the Deputy for Asia and Africa BP2MI tend to agree that indicators of analytical ability, motivational ability, ability to create a healthy work environment, ability to delegate tasks and authority, communication and listening skills, and responsibility form the leadership variable.
3. In the job satisfaction variable, the indicator that gives the greatest value to the formation of the job satisfaction variable is the supervisor, the head of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) supervises every job of his employees and the employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) obey the work rules assigned by the leadership. The average value of the job satisfaction variable shows that employees of the Deputy for the Asia and Africa Region of BP2MI tend to agree that the indicators of the work itself, salary, job promotion, supervisor (superior), and co-workers form the job satisfaction variable.
4. In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is work quality, that the Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) work with good work quality and the work completed by the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) is following the direction of the leadership. The average value of employee performance variables shows that employees of the Deputy for Asia and Africa BP2MI tend to agree that indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment form employee performance variables.

Based on regression analysis and path analysis, it shows that:

- a. Based on regression analysis, it shows that workload and leadership contribute to the job satisfaction of the Deputy for Asia and Africa BP2MI.
- b. Based on regression analysis, it shows that workload and leadership contribute to the performance of employees of the Deputy for Asia and Africa BP2MI.
- c. Based on the results of regression analysis, it shows that job satisfaction can provide support for improving the performance of employees of the Deputy for Asia and Africa BP2MI.
- d. Based on the results of path analysis, it shows that job satisfaction provides support for increasing workload on the performance of employees of the Deputy for Asia and Africa BP2MI.
- e. Based on the results of path analysis, it shows that job satisfaction does not provide support for increasing leadership on the performance of employees of the Deputy for Asia and Africa BP2MI.

Suggestions

Based on the results of the study on the Influence of Workload and Leadership on Employee Performance Through Job Satisfaction at the Deputy for Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), several suggestions can be submitted as follows:

1. The results of this study are expected to contribute to the development of knowledge, insight, and experience of researchers in the field of human resource management, especially related to modern leadership theories, workload, job satisfaction, and employee performance.
2. The results of this study are expected to provide input and references for the Indonesian Migrant Workers Protection Agency (BP2MI) and other Government Agencies in evaluating modern leadership practices, workload, job satisfaction, and employee performance in their environment. So that it can be used as a source of information for organizations, especially for the Deputy for Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), so that they can consider, design and implement effective and efficient human resource management in achieving organizational goals and objectives, to improve by considering the following:
 - a. Workload. To be of concern to the Head of the Deputy for Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), to pay attention to the work standard indicators that provide the lowest value for the formation of the workload variable, namely by the Head of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) must supervise every job of his employees so that they do the work as assigned by the leader, provide rewards and punishments for his employees.
 - b. Leadership. To be of concern to the Head of the Deputy for Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), to pay attention to the communication ability indicators that provide the lowest value for the formation of the leadership variable, namely by the Head of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) must have good listening skills from employees regarding employee complaints at work so that employee aspirations can be realized.
 - c. Job Satisfaction. To be of concern to the Head of the Deputy for Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), to pay attention to the wage/salary indicator that gives the lowest value to the formation of the job satisfaction variable, namely by the Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) being grateful for their monthly income even though the salary received already meets clothing and food needs. However, it would be better if the organization provided bonuses or incentives for its employees.
 - d. Employee Performance. To be of concern to the Head of the Deputy for Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), to pay attention to the independence indicator that gives the lowest value to the formation of the employee performance variable, namely by the Employees of the Deputy for the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) must always have ideas and improvise in overcoming problems in their work so that they can carry out their duties well, without being supervised by their leaders and must be able to maintain a good name for themselves and the organization.

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