

Received: November 02, 2024

Revised: December 05, 2024

Accepted: February 28, 2025

*Corresponding author: A. Adnan,
Department of Management, Faculty
of Economics and Business, Universitas
Ibnu Sina, Batam, Indonesia.

E-mail: adnan@uis.ac.id

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Identification of Performance Achievements of LPP-RRI Batam Employees as Management Strategy Effectiveness Institutional Conflict

A. Adnan¹, Muhammad Fadli Luran², A. Amirullah³

¹ Department of Management, Faculty of Economics and Business, Universitas Ibnu Sina, Batam, Indonesia. Email: adnan@uis.ac.id, fadli@uis.ac.id, amirullah@uis.ac.id

Abstract: This research began with the author's suspicions about the number of human resource problems at LPP-RRI Batam as a research locus. The problem identified based on the initial survey is the positive significance of the work culture variable through work motivation and employee workload on conflict management at LPP-RRI Batam. The basis for identifying initial problems was used for further research to provide alternative solutions to institutional problems at LPP-RRI Batam. The research target focuses on partial and simultaneous analysis of the influence of work culture variables through work motivation and employee workload on conflict management at LPP-RRI Batam as the locus studied. A quantitative approach is a supporting tool for achieving the research findings target, which is expected to have empirical and practical benefits when the research findings are concluded. Data was collected by observing and distributing a structured list of questions in the questionnaire. The data was analyzed using descriptive techniques supported by path or path analysis. Implement data analysis Structural Equation Modelling and PLS to support data analysis descriptions. Research findings indicate the positive significance of work culture variables through work motivation and team member workload on conflict management at LPP-RRI Batam.

Keywords: Conflict Management, Work Culture, Workload, Work Motivation.

JEL Classification Code: M12, M54, J53, D23.

1. INTRODUCTION

LPP-RRI Batam, as an independent, neutral, and non-commercial public broadcasting institution, functions to provide broadcast services for information, education, entertainment, and social control, as well as maintain a positive image for the nation in the international world. Support for infrastructure and human resources is vital for LPP-RRI Batam in realizing its vision and mission; once in the air, it stays in the air, and the quality of human resources is one of the dominant aspects in increasing institutional and organizational work productivity. Employee performance is an individual aspect supported by the argument that each employee has a different level of ability to achieve job descriptions. Sustainable management determines employee performance achievement indicators by leaders who implement many strategies for identifying work culture, workload, and employee work motivation. Implementing resource management pursued by LPP-RRI Batam includes optimizing infrastructure and facilities and the strength or power necessary to create employee power, movement, activities, and actions. However, the role of human resources in an organization, which is supported by human resource management governance, is an achievement of LPP-RRI Batam, which is influenced by a number of derived variables.

The workload is a job demand and a source of burden (Rivai, 2019). LPP-RRI Batam employees have a workload of varying intensity and require patience in carrying out their work because the work they carry out is required to provide optimal service, especially when completing work targets sometimes has to be done. Overtime. The workload of LPP-RRI Batam employees varies in intensity, and the work environment is not conducive, which could lead to decreased work motivation. Routines and task complexity have significant influence and control the thoughts and feelings or emotions of



employees, giving rise to feelings of no positive significance of work culture variables through work motivation and employee workload on conflict management at LPP-RRI Batam, the final target of which is achieving maximum employee performance at LPP-RRI Batam. During the preliminary survey, some initial indicators found by the author indicated that announcer LPP-RRI Batam could not meet the work targets set, including meeting the broadcast schedule honesty determined and the broadcast quality in each broadcast hour. Employees will receive awards for maximum performance supported by the contribution of ability, skill, and optimal work motivation. Station manager LPP-RRI Batam plays a role in the management, planning, and implementation as well as simultaneous evaluation of the daily activities of the organization, especially the positive significance of team member work culture through work motivation and team member workload on conflict management in LPP-RRI Batam which surrounds it.

Creating a conducive work culture is the basic philosophy of LPP-RRI Batam, which contains collective beliefs, norms, and values essential to institutional management optimization strategies. This condition is the determination of LPP-RRI Batam employees to survive in the organization's work culture, influencing the resulting performance. Employee work motivation is necessary for-profit and non-profit organizations to manifest and realize self-actualization and announce LPP-RRI Batam. Work motivation is measured based on work achievement parameters in the form of achievements given and personal and interpersonal relationships with other employees to realize work culture harmonization in the organization. The positive contribution of all employees and announcer LPP-RRI Batam, programs 1, 2, and 4, are highly expected for the progress and sustainability of the shared vision and mission, once in the air, stays in the air. However, work motivation and work culture of LPP-RRI Batam employees implicitly cannot be separated from performance, and based on Kasmir's opinion (2016: 87), performance is the result of work and work behavior which has been achieved in completing the tasks and responsibilities given within particular period. Meanwhile, Sulistiyani and Rosyida (2018:11), achievement of the performance of employees or groups of people in the organization both qualitatively and quantitatively, linear authority, duties and responsibilities to achieve organizational targets legally, without violating the law and linear public morals or ethics workload which is not directly proportional to take home pay LPP-RRI Batam employees, especially the differences in team member categorization and staffing levels, make the work culture which surrounds them not conducive. Simultaneously and partially, this research seeks to identify the positive significance of work culture variables through work motivation and employee workload on conflict management at LPP-RRI Batam. LPP-RRI Batam's human resource management is determined structurally, and linear rank and loyalty levels are indicated by the length of service shown. The description of LPP-RRI Batam's personnel data for January 2022 indicates several different categorizations levels and groups—job description.

Table 1. LPP-RRI Batam Human Resource Condition

Officer Status	Amount
Officer (PNS)	23
PB PNS	19
Amount	42

Source: Human Resouce Dept RRI Batam, January 2023

The description of LPP-RRI Batam's personnel data above indicates several employees, which has implications for the workload in managing and developing the institution simultaneously. The number of employees is not directly proportional to the workload, making LPP-RRI Batam team member performance achievements not optimal, and this condition causes employee performance to decline due to lack of work culture, work motivation, and workload, which initially arises because the workload is not proportional to several employees, at LPP-RRI Batam. This condition ultimately gave rise to conflict between employees, which was allegedly deliberately created by management to identify the degree of team member loyalty to the organization or individual leaders. At the end of each employee performance assessment year, LPP-RRI Batam provides a report on employee work achievements, and it is indicated that the results of the performance assessment are aimed at obtaining the degree of work achievement, which is used by management as a consideration in increasing remuneration and promotions and obtaining incentives and annual bonuses.

Regardless of these conditions, it is indicated that work motivation determines employee performance. Moreover, employees with good work motivation could carry out work culture to the maximum. Therefore, it increases performance and reduces conflict between employees and announcers at LPP-RRI Batam. Linear Lie and Siagian's opinion (2018) is that if team members' motivation is better, employee performance will increase in quality, quantity, timeliness, effectiveness, and independence.

Based on the opinion of Dahlan (2018), motivation is a process that arouses, encourages, directs, and supports behavior and performance, meaning that the process stimulates individuals to take action and carry out desired tasks. Employee performance will increase if at work they have a strong motivation to complete tasks and can serve the community well. According to Wijayanti's (2012) research findings, these conditions indicate that employee work motivation positively and significantly affects employee performance. Based on the phenomenon occurring at LPP-RRI, decreasing absenteeism will affect performance, which could cause work motivation to decrease. However, this research focuses on analyzing and discussing the positive significance of work culture variables through work motivation and employee workload on conflict management at LPP-RRI Batam. The focus of analysis and discussion of the research is expected to be to provide research findings as a development of previous linear and relevant research.

2. LITERATURE REVIEW

The workload includes long working hours and the large number of individuals who must be served, causing employees to feel like they have a workload. This condition is a stress trigger factor that has the potential to cause decreased work motivation (Leiter & Maslach, 2019). Gopher and Doncin in Lysaght et al. (2018) state that workload is defined as a concept that arises due to limited capacity in processing information when facing tasks; individuals are expected to be able to complete tasks based on particular capacities. Workload could be categorized into two perspectives, according to Utami et al. (2018): workload from an objective perspective, namely the entire time used or the number of activities carried out. Workload is based on a subjective perspective, namely measurement used by individuals related questions related to workload asked, related feelings of work overload, measures of work pressure, and job satisfaction.

Priansa (2017) states that employee performance is a manifestation of abilities in real form or work results achieved by employees in carrying out their duties and work. Meanwhile, Ansory and Indrasari (2018) explain that employee performance results from work based on the quality and quantity individuals achieve in carrying out their duties—linear responsibility. Hidayat and Kohar's (2018) opinion explains three factors influencing employee performance: ability, personality, and work interest. Definitive and acceptance or explanation of the employee's role which is the level of a person's understanding and acceptance of the tasks given

Workload is one of the aspects that LPP-RRI Batam must pay attention to in carrying out its function as a public broadcasting institution and providing information services. However, internal employee workload is very influential in team member performance. Workload analysis identifies the number of employees and the types of employees needed to achieve organizational targets. The definition related to workload was put forward by Gibson (2018), which states that workload is having to do too many tasks or providing insufficient time to complete tasks. According to Simone and Lehman (2017), workload is contingent on the depth of cognitive and effective engagement with the course and learners on the instructor's part. According to Soeprihanto (2016), the workload is a collection of activities that an organization or position holder must complete within a particular time. The following is the definition related to workload put forward by experts, including Gibson (2018), that workload is having to do too many tasks or providing insufficient time to complete tasks. According to Simone and Lehman (2017), workload is contingent on the depth of cognitive and effective engagement with the course and learners on the instructor's part. Soeprihanto (2016), the workload is a collection of activities that an organization or office holder must complete within a particular time.

Before conducting the research, the researcher's initial findings indicated several allegations of a positive significance of work culture variables through work motivation and team member workload on conflict management at LPP-RRI Batam.

3. RESEARCH METHOD AND MATERIALS

This research is linear, gradual, and situational scheduling, adjusting the collected data's availability before analyzing and describing problem discussions at LPP-RRI Batam. Research data related to human resource management in the form of numbers, tables, graphs, and numeric data collected by researchers is categorized into several components, namely the tabulation of researchers' visual observation data on the positive significance of work culture variables through work motivation and employee workload on conflict management at LPP-RRI Batam as the basis—and empirical analysis materials linear grand theory and derivation. The selection of research locations is based on the fundamental problem of locus, adjusted for research variables that influence each other, which are finally concluded as research findings.

One of the primary data used as research analysis parameters is the profile of LPP-RRI Batam and several important documents on public broadcasting institutions. This primary data is supported by research photo documentation, which describes employee activities and announcer LPP-RRI Batam when carrying out duties and responsibilities with a linear research theme and title. Use data acquisition linear For research purposes, the methodological stage of the research was carried out, namely observation, which is direct observation activity on the research object through identification of LPP-RRI Batam personnel data. The next stage was the distribution of questionnaires, a methodological activity that measured the responses of LPP-RRI Batam employees as research respondents. The questionnaires were prepared with closed questions and asked directly to the respondents. The data collection implemented a systematic technique in the form of distributing questionnaires consisting of a number of written questions to obtain information from respondents related to personal reports or other aspects known to them. Ferdinand (2015), the questionnaire produces primary data obtained from direct research findings at LPP-RRI Batam as the research object. The questionnaire is distributed to obtain descriptive data, which is quantified for hypothesis testing purposes through a scale study model supported by five alternative answers for each question asked in the structured questionnaire. Research and literature documentation is a data collection technique for administrative reports and work activities related to work culture through work motivation and employee workload towards conflict management at LPP-RRI Batam in the form of regular employee manual and automatic attendance documents as well as tiered assessments.

This research population involved all LPP-RRI Batam employees, totaling 415 employees. The study population section is then broken down into the categories of employees who meet the research criteria requirements as an entire research sample. Data analysis techniques implement software smartPLS version 2.0.m3. Please or Partial Least Square, variant-based structural equation analysis capable of carrying out measurement and structural model testing (Ghozali, 2015). All stages and models of this research are briefly described through a research framework diagram.

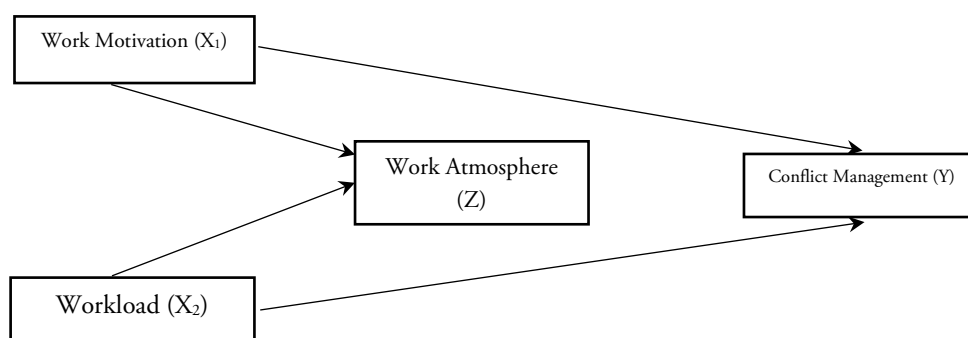


Figure 1. Conceptual Framework

Researchers determined that LPP-RRI Batam is the largest radio and has wide broadcast coverage and presents several broadcast programs, such as news and information broadcasts, educational and cultural broadcasts, entertainment broadcasts, and other supporting broadcasts, and the research focus is on RRI Pro Satu programs, namely variety of music and information.

4. RESULTS AND DISCUSSION

The results of the analysis of the level of suitability of the structural model compiled indicate research findings that the overall model is considered relevant for explaining several variables studied and their influence on each variable. Q value calculation² obtained a value of 0.916 or exceeded the critical limit of 0.5. It is concluded that the structural model has been declared suitable and appropriate. Two exogenous variables in the model researched are work motivation and workload. Then, the model's endogenous variables are being studied, which is organizational culture. Meanwhile, conflict management is the variable that is intervening in the model being studied. In the equation model, the endogenous organizational culture R value² reached 0.558, which means that organizational culture could be explained by team member work motivation and workload reaching 55.8%. Meanwhile, the conflict management variable equation model has an R-value of 0.811, meaning that conflict management could explain work motivation and employee workload, which reached 81.1%. Q Results² achieved is 0.916, which is in the range of 0.66 - 11.00. Therefore, it is concluded that the model is perfect.

4.1. Hypothesis Test Results

a) Hypothesis 1 (H1)

The first hypothesis of the research was not proven to be true because the results of data analysis indicated that the t value of 1.392 was interpreted as smaller than 1.96. Therefore, it was described that workload did not significantly influence conflict management with an effect of 0.130, which meant that an increasing workload level would not necessarily increase LPP-RRI Batam team member conflict.

b) Hypothesis 2 (H2)

The second research hypothesis was not proven true because the results of data analysis indicated that the t value of 1.418 was smaller than 1.96. Therefore, workload did not have a significant effect on organizational culture. with an influence of -0.373, the increasing workload level does not necessarily mean conflict management for LPP-RRI Batam employees.

c) Hypothesis Test 3 (H3)

The third research hypothesis was proven to be true because the results of data analysis indicated that the t value of 11.511 was more significant than 1.96. Therefore, it was described that organizational culture had a significant effect on conflict management with an influence size of 0.813, meaning that the higher the organizational culture, the higher the conflict management at LPP-RRI Batam.

d) Hypothesis 4 (H4)

The fourth research hypothesis was not proven true because the results of data analysis indicated that the t value was 0.960, which was smaller than 1.96. Therefore, it was described that work culture had no significant effect on conflict management. with an influence of 0.324, which means that the higher the employee work culture, the less likely it is that they will be able to improve conflict management.

e) Hypothesis 5 (H5)

The fifth research hypothesis was not proven true because the results of data analysis indicated that the t value of 0.390 was interpreted as smaller than 1.96. Therefore, it could be concluded that workload had no significant effect on conflict management. with an influence of 0.136, it is described

that increasing employee workload will not necessarily improve employee conflict management at LPP-RRI Batam.

4.2. Discussion and discussion

Based on the results of the data analysis, it is indicated that work motivation has no significant effect on employee work culture, with a t value of 1.392, which is described as smaller than 1.96. The influence of these two variables indicates a negative direction of 0.130, which means that the lower the work motivation, the more the work culture of LPP-RRI Batam employees will be improved; conversely, the higher the work motivation, the more the work culture of LPP-RRI Batam employees will be reduced.

Based on the analysis results, it was found that workload does not significantly influence work culture, with a t value of 1.418, which is described as smaller than 1.96. The influence of these two variables indicates a negative 0.373, and it is described that increasing work motivation does not necessarily improve the work culture of LPP-RRI Batam employees. The research analysis did not have linear research findings by Romadhoni et al. (2015), which showed that the workload could positively and significantly impact employees' feelings of stress. Apart from this conclusion, it is explained that the results of the data analysis obtained indicate that employee work motivation has a significant effect on conflict management, with a t -value of 11.511 described as more significant than 1.96, with an influence indicating a positive 0.813. It is described that the higher the employee work motivation, the higher the conflict management of LPP-RRI Batam employees. Relevant findings from Tanujaya's (2014) research indicate a relatively low positive significant relationship between employee work motivation and conflict management.

However, several factors mediate employees in carrying out work culture: work motivation and workload. It is indicated that employees who indicate work motivation and can create a work culture can overcome personal and interpersonal conflicts with colleagues in the same institution—on the initial survey at LPP-RRI Batam indicated that there were differences in work motivation and workload, especially when employees were not substituted for the announcer. Those who cannot attend for particular reasons may be postponed or replaced by the broadcast schedule air with an announcer. However, disciplined announcers, both in presence and in the discipline of diction and narration, have become the dominant factor and identity of RRI as a state-owned Public Broadcasting Institution. The initial research survey indicated that the work culture at LPP-RRI Batam indicated a disciplined work environment and intense competitive pressure between fellow employees and between employees.

The work culture adopted by LPP-RRI Batam is mutually complementary and supports the continuity of the shared vision once in the air stays in the air. Competent by continuing to learn to develop capabilities, harmoniously caring for each other and respecting differences, loyally dedicated and prioritizing the interests of the nation and state, adaptive by continuing to innovate and enthusiastic in moving or facing change, collaborative performance is an effort to build synergistic cooperation. Conditions at the research locus indicate that the work culture adopted has not been fully implemented by employees, and this condition is indicated by the absence of LPP-RRI Batam employees during the last two years based on the results of interviews with several announcers. Therefore, work motivation and workload are closely related to the work culture felt by each employee in order to realize organizational targets. Good work culture and work motivation can be realized when individuals in the officers and management carry out egalitarian principles, namely rights and obligations, linear functions, and tasks that have been agreed upon when starting work. The higher the harmonization of work culture felt by employees, the greater the work motivation and the lighter workload given to each employee LPP-RRI Batam.

A good organization is an organization that has leadership that cares about the achievements of its employees. This condition will have an impact on employee performance and mental health because they feel cared for, supported, and recognized for their achievements by the organization. Individuals who experience burnout are characterized by stress, reduced efficiency, decreased motivation, and the emergence of dysfunctional attitudes and behavior in the workplace; therefore, employees feel they are being charged too much work. If this condition persists for long, employees

will experience physical, mental, and emotional fatigue, resulting in ineffectiveness and reduced productivity in carrying out their work. Even though the dominant workload hurts individual employees, it does not rule out the possibility that other employees could be affected. Workload parameters provide several benefits to organizations.

Kaufman (2018) states that the fundamental reason for measuring workload is to quantify the costs incurred in carrying out a job to predict system and worker performance. The final target of this stage is to improve working conditions, improve the design of the work environment, or produce more effective work procedures. Workload measurements are carried out to obtain information on the effectiveness and efficiency of the organization's work based on the amount of work that must be completed within one year (Muskamal, 2017). We could measure the workload using several procedures.

5. Conclusion

Employee performance plays a vital role in improving and advancing organizational performance. Therefore, institutions need to place employees in the correct positions. Therefore, their performance is maximum, and organizational productivity could be increased by understanding employee performance. Good performance is performance that follows established standard procedures, but performance must have several suitable criteria. Based on several opinions above, it could be concluded that employee performance is the result of the work achieved by employees in carrying out and carrying out the work tasks assigned, and how much contribution is made to the organization could be assessed based on aspects of quality, quantity, working time and cooperation within the organization. Good performance is performance that follows governance or procedures and linear standards that have been set. Employee performance is critical in improving and advancing the organization.

Based on the description of the analysis and research results above, it could be concluded that there is no significant influence in the negative direction of work motivation on the work culture of LPP-RRI Batam employees, there is no significant influence on the negative direction of workload on the work culture of LPP-RRI Batam employees, and there is an influence significant in the positive direction of work culture towards conflict management of LPP-RRI Batam employees.

REFERENCES

- Ariati, J. (2010). Subjective well-being (subjective well-being) and job satisfaction of teaching staff (lecturers) in the Faculty of Psychology, Diponegoro University. *Undip Psychology Journal*, 8(2).
- Arifin, M., Alhabsji, T., & Utami, H. N. (2016). The effect of workload and compensation on organizational commitment in improving employee performance (Study of implementing level employees of Perum Jasa Tirta I in the Brantas and Bengawan Solo River regions). *Journal of Business and Management*, 3(2).
- Astianto, A., & Supriyadi, H. (2014). The effect of work stress and workload on the performance of PDAM Surabaya employees. *Journal of Science and Management Research*, 3(7).
- Diener, E., Suh, E., & Oishi, S. (1997). Recent findings on subjective well-being.
- Freudenberger, H. (1974). Staff burnout. *Journal of Social Issues*, 30, 159-165.
- Ghozali, I. (2012). *Multivariate analysis application with the IBM SPSS program* (20th ed.). Semarang: Publishing Agency - Diponegoro University.
- Goddess, A. A. C. (2010). The effect of providing incentives on performance through job satisfaction (Study on employees of Persada Swalayan Malang) [Thesis, State University of Malang].
- Hariyadi, U. B. (2006). *Burnout in librarians*. Depok: Department of Library and Information Science, FIB UI.
- Hera, Rasyidin, & Hasmin. (2016). The influence of dual role conflict, workload, and burnout on the performance of female nurses at RSUD I Lagaligo, East Luwu Regency. *Mirai Management Journal*, 1(1).
- Ilyas, A. (2012). Work burnout and efforts to overcome it to improve team member performance. Retrieved from <http://butuhkerjaa.blogspot.com> (Accessed December 25, 2017).
- Lysaght, R. J., et al. (1989). *Operator workload: Comprehensive review and evaluation of operator workload methodologies*. Pennsylvania: Analytics Inc.
- Munandar, A. S. (2001). *Industrial and organizational psychology*. Depok: UI Press.
- Panning, P. (2005). *Adult learning* (Revised ed.). PAU-PPAI Open University, Jakarta.
- Rivai, V. (2011). *Human resource management for companies: From theory to practice*. Jakarta: RajaGrafindo Persada.

- Robbins, S. P., & Judge, T. A. (2011). *Organizational behavior*. Jakarta: Salemba Empat.
- Romadhoni, L. C., Asnomy, T., & Suryatni, M. (2015). The influence of workload, work environment, and social support on librarian burnout in Mataram City. *Khizanah Al-Hikmah: Journal of Library, Information, and Archives Science*, 3(2), 125-145.
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52, 141-166.
- Ryff, C. D. (1989). Happiness is everything, or is it? Exploration of the meaning of psychological well-being. *Journal of Personality and Social Psychology*, 57, 1060–1081.
- Setyawati. (2010). *A glimpse into work fatigue*. Yogyakarta: Asmara Books.
- Sugiyono. (2016). *Quantitative, qualitative, and R&D research methods*. Bandung: PT Alfabet.
- Sutrisno, E. (2009). *Human resource management (1st ed.)*. Jakarta: Kencana Prenada Media Group.
- Widiastuti, D. Z., & Kamsih, A. (2008). The relationship between personality hardiness and burnout in elementary school teachers. *InSight Journal*, 6(2).
- Wright, T. A., & Bonnet, D. G. (2007). Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover. *Journal of Management*, 33, 141–161.
- Zulkifli, M., Darmawan, A., & Sutrisno, E. (2014). Work motivation, certification, welfare, and teacher performance. *Persona: Indonesian Psychological Journal*, 3(2), 148-151.