

The Effect of Job Demands on Journalist Performance in *Pikiran Rakyat* Newspaper

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Abstract

Journalists are expected to be responsible for fulfilling the public interest in information as well as the demands of media companies. Excessive jobs could have positive and negative impacts on journalists, affecting the increase and decrease of journalists' performance. The job demands can demonstrate the performance or achievements of journalists; the higher the journalists can manage their time well; the journalist performance will increase. This study aims to confirm the sub-dimensional pictures of the variables of job demands and performance of journalists and whether job demands significantly affect the performance of journalists. The method used in this research is quantitative with descriptive analysis and verification. Analytical techniques are used to validate tests, reliability, normality, autocorrelation, and heterodensity. The hypotheses test uses a simple regression linear test, signification partial (t statistical test), and determination. As a result, the researchers concluded: 1) The work demands of the *Pikiran Rakyat* Newspaper Journalists did not stress the journalists, and the workload and the work environment were considered good. The demands of work also do not affect the performance of journalists, so the quality of writing, quantity, timeliness, effectiveness, and independence are classified as good. 2) There is a significant positive effect of about 50.7% between the influence of Job Demands on the Performance of Journalists in the *Pikiran Rakyat* Newspaper. This means that the demands of work do not affect nor make the performance of journalists decrease. However, intrinsic and extrinsic factors can affect the decline of journalists' performance.

Keywords: mental health; job demand; journalist; performance; professionalism

Abstrak

*Wartawan dituntut untuk bertanggung jawab memenuhi kepentingan publik dan memenuhi tuntutan dari perusahaan media. Tuntutan kerja yang berlebihan memiliki dampak negatif dan positif pada wartawan, yang dapat memengaruhi peningkatan dan penurunan kinerja wartawan. Tuntutan kerja dapat menunjukkan kinerja atau prestasi wartawan, semakin tinggi wartawan dapat mengatur waktu dengan baik, kinerja wartawan pun semakin meningkat. Penelitian ini bertujuan untuk membuktikan bagaimana gambaran sub dimensi variabel tuntutan kerja dan kinerja wartawan, dan apakah tuntutan kerja mempunyai pengaruh secara signifikan terhadap kinerja wartawan. Metode yang digunakan pada penelitian ini adalah kuantitatif dengan analisis deskriptif dan verifikatif. Teknik analisis yang digunakan yaitu Uji Validitas, Relibilitas, Normalitas, Autokorelasi, Heteroskedestisitas. Pengujian Hipotesis menggunakan Uji Regresi Liner Sederhana, Signifikansi Parsial (uji statistik t) dan Determinasi. Hasilnya peneliti memperoleh simpulan: 1) Tuntutan kerja wartawan Harian Umum *Pikiran Rakyat* tidak membuat wartawan stres, beban kerja dan lingkungan kerja pun terhitung baik. Tuntutan kerja juga tidak memengaruhi kinerja wartawan, sehingga kualitas tulisan, kuantitas, ketepatan waktu, efektivitas dan kemandirian tergolong baik; 2) Terdapat pengaruh yang signifikan positif sekitar 50,7% antara pengaruh Tuntutan Kerja terhadap Kinerja Wartawan di Harian Umum *Pikiran Rakyat* Bandung. Artinya Tuntutan kerja tidak memengaruhi atau membuat kinerja wartawan di *Pikiran Rakyat* menurun, namun faktor intrinsik dan faktor ekstrinsik yang dapat memengaruhi penurunan kinerja wartawan.*

Kata Kunci: kesehatan mental; kinerja; profesionalisme; tuntutan kerja; wartawan

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INTRODUCTION

Media Industry plays an essential role in the nation's political, social, and economic development, and it has become a pivotal vehicle for democratic development. As an actor in the media industry, journalists have a critical role in the structure of modern society (Kabah, Yussif, & Adom, 2019). An understanding of their work environment needs to be prioritized for the betterment of society to obtain accurate information, create a news script, and present news or valuable information to the audience.

Journalistic is an activity to prepare, search, gather, process, present, and disseminate the news through mass media (Tumengkol, 2021). Whereas a journalist is a person who searches for and gathers fact, and process, presents them as journalistic product, and disseminate them through writing, audio, or video in mass media. Journalists must, among other things, fulfill the public's right to information, uphold the fundamental values of democracy, promote the rule of law and the establishment of human rights, and respect pluralism. Develop public opinion based on accurate, accurate, and true information. As a public observer, it monitors, criticizes, corrects, and proposes issues related to government, business, and the public interest as well as fights for justice and truth (Press Council of Indonesia, 2016). According to Act of The Republic Indonesia, Number 40 of 1999, Article 1 Paragraph 4, a journalist is a person doing journalistic work regularly. In their work, journalists will always use professional methods to produce good news (Presiden Republik Indonesia, 1999).

Journalism is one of the prominent professions in the world which plays a critical role in shaping society at all levels; that is why journalists are also a profession as the spearhead of media companies, and also has been described as a noble profession practiced by individuals of high integrity (Kabah et al., 2019; Reinardy, 2009). Therefore, a journalist is bound by the rules of professionalism in his field. Professionalism means valuing professional skills or personal abilities as the primary tool in achieving success. Professionalism concerns the values held by individuals or organizations and their behavior (Sobur, 2001). As a result, journalists who always uphold professionalism can affect their performance, leading to quality, quantity, productivity, timeliness, effectiveness, and independence.

A journalist continuously reports on challenging, complex, and might be sensitive topics, such as politics, natural disasters, smuggling drugs, or human suffering. However, they are doing this work while also worrying about newsroom layoffs, the industry's future, or the intimidation they receive regarding the news made by numerous parties (Reichel, 2019). These job demands can affect journalists psychologically, which leads to a lack of performance in prioritizing the truth. As listed in element journalism, Journalism's first obligation is to the truth (Kovach & Rosentiel, 2021). It is also mentioned in Indonesia Journalism Code Ethics; section 2 says, "Indonesian Journalists take professional method in carrying out their journalistic duties". This "professionalism" make journalist extravagantly focus on their job, yet it will affect their performance.

Excessive job demands can cause negative impacts on journalists and lead to decreasing performance. By contrast, job demands can show the achievement of a journalist, on the condition that the higher journalist can manage their time well, it can increase the journalist's performance (Lee, 2000). The competition between journalists to get fast and complete information, journalists are required to work harder to meet company targets. That way, it can attract audiences to believe in the media. Being a journalist requires a critical personality, broad insight, a thirst for information, never giving up, and good communication skills.

The high workload because of an immoderate job demand can result in work stress. The work stress can arise from itself and the work environment, not only in the present time but also

in the past, where the journalist inevitably must complete the tasks quickly. It is common for journalists to work overtime and skip their nap time to fulfill their job. Therefore it is primarily to have a thorough understanding of the environment where journalism is practiced and the factors that determine journalists' output (Weaver & Willnat, 2020).

Recent studies showed that in terms of job demands in journalism are mostly related to job stress and its strong association with job stress symptoms at work within an individual (Agustina, Berliyanti, & Ariyani, 2022; Monteiro, Pinto, & Roberto, 2016; Rantanen, Lyyra, Feldt, Villi, & Parviainen, 2021). Studies in Indonesia indicate that journalists' job performance is decreasing due to Covid-19 (Masduki & Prastya, 2021) Whereas other countries apprise job demands on certain topics, most sensitive topics, political topics, and conflict areas can significantly affect their performance (Kabah et al., 2019; Muala, 2017). In addition, workplace well-being as a support system could improve emotional literacy for journalists and managers to effectively deal with emotional stressors on the job (Šimunjak & Menke, 2022). However, studies in Indonesia's regional newspapers are still lacking to be discussed, even though certain issues on journalist health have arisen due to excessive job demand and lack of support systems in the newspaper management.

An article published by Vice.com on August 27, 2017, Being in the Journalism Profession is Not Good for Mental Health, explaining about the mental health disorder of an unnamed journalist; the journalist experienced quite severe depression due to his busy work schedule, office pressure, and often being involved far away with the objects and news materials that he made (Eil, 2017). Excessive workloads are very pressing, but journalists must work to achieve company targets. This hard work is exacerbated by unlimited working hours, even more so if the wages are minimal. As a result, journalists can experience pressure that impacts performance and health conditions. In 2016, because of immoderate job demands from the media company, *Pikiran Rakyat*, one of their former journalist, was diagnosed with depression and could not full their obligation as a journalist (Kabar Kampus, 2017)

Pikiran Rakyat Newspaper, one of the oldest media in Indonesia, is the top well-known and has the most readers in West Java (4International Newspaper Web Ranking, 2019). This newspaper has existed since 1950, and its reader mostly is the residents of West Java, with 185,450 copies per day. In 2016, the readers of *Pikiran Rakyat* consisted of 67% men and 33% women, while in 2019, there was a slight change, with men's readers down to 62%, whereas women's readers increased to 38% (*Pikiran Rakyat*, 2019). It means that the readers of *Pikiran Rakyat* are diverse. Consequently, the journalists are expected to quickly escalate their performance to produce more exciting news that has closeness value to its readers to maintain the company's higher ranking and income.

Based on the interview with the managing editor of *Pikiran Rakyat*, Enton, he explained that the number of journalists in *Pikiran Rakyat* are 30 journalists, consisting of 19 male journalists and 11 female journalists who have to fill 10 section of the main page and 20 additional pages (interview with editor in chief, 2019). He said that every journalist in *Pikiran Rakyat* newspaper must produce at least four news scripts consisting of straight news and feature news. However, due to the limited number of journalists in *Pikiran Rakyat*, they also have to produce news scripts for its online media. Moreover, the media company make jobbing journalists harder by using them to collect advertisements to help their company alive (Andrianto, 2019)

High job demands in high duty quantity of news script and high-performance level stress of the journalist will be able to boost up; it is crucial to seek the impact. Will it affect the quality of news writing to become less precise and accurate or not? *Pikiran Rakyat* was chosen because they have the highest number of readers in West Java, and it has been verified by Indonesian

Press Council. Therefore, this paper tries to seek sub-dimensional pictures of the variables of job demands (quantitative demands, emotional demands, and physical demands) and performance (quality, quantity, punctuality, effectiveness, and independence) of journalists. It also tries to confirm whether job demands have significantly affected the performance of journalists at the Newspaper of *Pikiran Rakyat*, Bandung, or not.

RESEARCH METHOD

The method used in this research is quantitative with descriptive and verification analysis. Quantitative research is used to examine specific populations or samples, and data collection using research instruments (Creswell & Creswell, 2018). In quantitative methods, the reality is seen as something concrete, can be observed with the five senses, can be categorized according to type, shape, color, and behavior does not change, and can be measured and verified. Thus, in quantitative research, researchers can determine only a few variables from the studied object and then make instruments to measure them (Sugiyono, 2013). Therefore, this study used a questionnaire for data collection. The questionnaire contains a list of questions that measure variables, the relationship between existing variables, or respondents' experiences or opinions (Neuman, 2014). The variables used in testing the research hypothesis consist of the independent variable work demands (X) and the dependent variable journalist performance (Y).

Table 1 Operational Variable

Variable	Sub Dimension Variables/ Indicators	Criteria
Job Demands (X)	X1: Work Load	Work Pressure Deadline
	X2: Work Stress	Emotional Psychology Depression
	X3: Work Environment	Work Pattern
Journalist Performance (Y)	Y1: Quality	Publishing News Requirement Code Ethics of Journalism Writing Competence
	Y2: Quantity	Target of Writing
	Y3: Punctuality	Discipline of Time
	Y4: Effectiveness	Productivity
	Y5: Independence	Responsibility

Source : (Al-Homayan, Shamsudin, Subramaniam, & Islam, 2013; Robbins, 2006)

Questionnaires were distributed using Google Forms through the Managing Editor and the Instagram social media Admin of *Pikiran Rakyat* Newspaper. The population and sample of this research are all journalists still actively working in the *Pikiran Rakyat* Newspaper, namely 30 journalists, consisting of 19 male journalists and 11 female journalists. The questionnaire used in this study is closed, meaning that the alternative answers have been determined in advance. The respondent has to choose which answer is under the actual situation experienced or felt by the respondent. In this study, there were 90 statements, consisting of 5 questions about the identity of the respondent and 85 statements for the needs of answering this research problem. All variables will be measured using a Likert scale, which is a scale used to measure opinions, attitudes, and perceptions of a person or group of people about social phenomena. In

the Likert scale measurement, there is an ideal score to make it easier for researchers to calculate and determine the rating scale on the answers to the research questionnaire. In Likert's scale, the highest score is five, and the number of respondents in this study is 30, so the rating scale is obtained as follows, a score of 0-30 as poor; a score of 30-60 as fair, a score 60-90 as good; a score 90-120 as very good; and a score 120-150 as excellent (Sugiyono, 2013).

In analyzing the data obtained, the Validity Test is used. The Reliability Test determines whether the generated data is suitable for research in the following processing stage. Researchers tested the classical assumptions first, aiming to test the feasibility of the regression model used to approach/represent the existing reality, namely the Normality Test, Autocorrelation Test, and Heteroscedasticity Test. In hypothesis testing, used Simple Linear Regression Test, Partial Significance Test (t statistical test), and the Determination test following the formulation of the problem that the researcher wants to know is the general description of the sub-dimensional variables of Job Demands and Journalists' Performance, and whether work demands have a significant effect on journalists' performance. The research was conducted for five months, from May – September 2019.

RESULTS AND DISCUSSION

Job Demand Variables

Job demands are related to the triggers of work stress and sources of workload among workers (Tooren, 2011). Job demands refer to the physical, social, or organizational aspects of work that require sustained physical or mental exertion and are therefore associated with specific physiological and psychological costs (Bakker, Demerouti, & Euwema, 2005). The demands of work affect the pressure and motivation of journalists in the *Pikiran Rakyat* Newspaper; this is also related to the pressure on work that results in fatigue and other health complaints. Al-Homayan, Shamsudin, Subramaniam, and Islam (2013) divided job demands into quantitative demands, emotional demands, and physical demands. The job demands variable is represented in 37 questions.

Table 2 Job Demands and Rating Scale of *Pikiran Rakyat* Newspaper's Journalists

No	Sub Variable	Score	Rating Scale
1	Quantitative Demands	110	Very Good
2	Emotional Demands	89.67	Good
3	Physical Demands	88.4	Good
	Total	288,07	
	Mean	96,02	Very Good

Source: Research primary data

Quantitative Demands

The concept of quantitative demands is associated with workload, which is the term that is used in this study. Based on Table 2, the rating scale shows that the final value of the average score shown for the workload sub-variable is 110. This score is on an interval scale of 90-120, indicating that the statements in the sub-variable of the workload of the *Pikiran Rakyat* Journalists are good. A score of 110 means that the workload given by the *Pikiran Rakyat* to its journalists is not too burdensome or too much, and journalists can still control the work demands given by the media. Workload refers to the extent to which journalists must perform multiple tasks in a short time, journalists continuously get much work, and limited time is given (Al-Homayan et al., 2013). Although the number of journalists in *Pikiran Rakyat* Newspaper

is still lacking in completing or making news, almost half of the respondents answered that there are more than four news stories a day and more than one desk/rubric, and the workload is relatively good. However, it should still be noted that the workload and pressure of the time given can later become or be at risk of performance errors and journalists' health conditions (Chandra & Adriansyahi, 2017).

Emotional Demands

Emotional demands in this study are associated with the affective component of work and the extent to which journalist has to face emotionally stressful situation at the work. Thus, the term stress work was used in this study. Table 2 rating scale shows that the final value of the average score shown for the work stress sub-variable is 89.67. This score is on an interval scale of 60-90, indicating that the statements in the sub-variable of the work stress of the *Pikiran Rakyat* Newspaper are pretty good. A score of 89,67 means that there are certain times or positions where journalists experience stress or not. When a journalist is sick, he cannot ask for leave/holiday for more than one week, as indicated by a score of 66. Moreover, journalists are often deeply involved with the objects and news materials made, and there is no responsibility from the company when the journalist is sick; it makes journalists feel stressed occasionally.

Media companies such as the *Pikiran Rakyat* Newspaper should pay attention to their workers when they experience illness to avoid health problems and any impact on the quality of the news written by their journalists. Journalists need special facilities and attention because they are often exposed to direct interactions in the field with news sources and materials in the light of dangerous categories, such as incidents of violence, disaster victims, accidents, or riots. Although the mass of work is classified as good with a score of 126, the *Pikiran Rakyat* Newspaper determines the work of journalists according to the working hours' regulations in Law No. 13 of 2003, articles 77-85 concerning employment. Even so, companies should still care about their journalists with all responsibilities to avoid risks that can hinder the performance of journalists in making news.

Physical Demands

The physical demands in this study are associated with the physical environment in the workplace, therefore the term work environment is used in this study. The rating scale in Table 2 also shows that the final score for the work environment sub-variable is 88.4. This score is on an interval scale of 60-90, indicating that the statements contained in the sub-variables of the *Pikiran Rakyat* Newspaper journalist work environment are pretty good.

In the *Pikiran Rakyat* Newspaper itself, the result is always the occurrence of conflicts among co-workers. Conflict among co-workers has become commonplace, usually due to differences of opinion. Nevertheless, journalists do not help each other if their co-workers are having difficulties; this statement is different from what the managing editor of *Pikiran Rakyat* Newspaper, Enton said, that all journalists help each other to smoothen their performance when looking for news, plus it is exacerbated that the company will fire its journalists who are stressed because they get jobs. Therefore, the score resulted score of 67. Even though the company ethically could not just fire journalists because of illness, work stress is categorized as one of the symptoms of illness due to work demands. In-Law article 153 paragraph 1 Number 13 of 2003 concerning Manpower, it is explained that media companies are prohibited from firing because journalists are not/unable to come to work due to illness for not more than 12 consecutive months. Therefore, the *Pikiran Rakyat* Newspaper should not fire its journalists because of illness; the termination of work is null and void, and it must re-employ journalists.

The calculation results of 37 questions show that the variable for job demands at the

Pikiran Rakyat Newspaper is on an interval scale of 90-120 with a score of 96.02. A score of 96,02 shows that the sub-variable in the *Pikiran Rakyat* Newspaper Job Demand variables is good. With the results of respondents in the high category, it can be said that the job demands of the *Pikiran Rakyat* Newspaper are high, so this can assess the performance of journalists in the company. The high category with very good rating scale results means that the job demand that was given by *Pikiran Rakyat* Newspaper to its journalist facilitated the quantitative demands, emotional demands, and physical demands.

Performance Variables/Indicators

Journalist performance is the result of the work of a person or group in an organizational activity that is influenced by various factors to achieve organizational goals within a certain period (Tika, 2006). There are five sub-variables in the performance of journalists (Robbins, 2006): quality, quantity, timeliness, effectiveness, and independence.

Table 3 Performance Indicators of *Pikiran Rakyat* Newspaper Journalists

No	Sub Variable	Score	Rating Scale
1	Quality	70.08333	Good
2	Quantity	64.33333	Good
3	Timeliness	72.75	Good
4	Effectiveness	77.8	Good
5	Independence	117.25	Very Good
Total		402,22	
Mean		80,44	Good

Source: Research primary data

Quality

The rating scale in table 3 shows that the final value of the average score for the quality sub-variable is 70.08. This score is on an interval scale of 60-90, indicating that the statements in the sub-variables of the quality of the *Pikiran Rakyat* Newspaper journalists are pretty good. It indicates that the performance quality of the *Pikiran Rakyat* Newspaper journalists was pretty good. Unfortunately, the journalists' quality in writing the news script did not meet the requirements for publishing news. This condition is indicated by sub-variable statements that the published news script is unbalanced, subjective, lacking accuracy and in-depth, with an interval value of 51-61 which means fair or not good. The *Pikiran Rakyat* Newspaper Journalist only cares about the novelty/actual of a news story, which is indicated by a score of 117, which means good. However, in publishing the news, journalists must meet its requirements; otherwise, they will not publish it based on specific considerations. The Journalistic code of ethics, article 5, states that journalists present news in a balanced and fair manner, prioritizing accuracy and speed and not mixing facts and opinions. What balanced news means is it presents news sourced from various parties, not one source, and the journalist has their perspective or point of view in each case or news proportionally.

Additionally, the Journalistic code of ethics, article 10, states that with full acknowledgment, the journalist has to immediately revoke or rectify each news script that is found inaccurate and provide the opportunity for the source of the news or the object of the news to give the right of reply proportionally-means the right of reply is given first to clarify the reported issues. The clear-up or the explanation must not deviate from the related news material with a maximum length of the same as the preceding news (Kusumaningrat, 2014). However, this study found

that the *Pikiran Rakyat* Newspaper journalists did not do that; they contradicted The Indonesia Journalistic Code of Ethics by the Indonesia Press Council.

Journalists and the media have a responsibility to the public interest that freedom and obligations go hand in hand, and journalists who provide information must be accountable to the public in their functions. Maintaining the consistency of print media in society takes journalists' hard work to carry out and strengthen the contents of written content (Suryani & Srimulyani, 2018).

Professional journalists need a code of ethics and understand the conditions for publishing news, such as News is Accurate, News is Balanced, News is Objective, News is Concise and Clear, and News is Recent, as guidance in carrying out their duties (Romli, 2005). Journalists need maturity of view and maturity of mind, which means that journalists must have a foundation of sound elements of ethics and a sense of responsibility for developing the culture of the community in which the journalist works (Kusumaningrat, 2014). The quality of written content can be influenced by individual influences at an individual level and the quality of the news produced by the media cannot be separated from the performance of the journalist because the journalist has to go to the field to witness the news, seek it, gather it, write, and publish it (Shoemaker & Reese, 1996). Those terms affect journalists' attitudes and personal behavior to work professionally by applying the code of ethics when they do their job, producing news with accurate, balanced, and based on facts—the quality of news content in the media. In addition, synergizing the format, content, and price can also maintain the quality of news in the community (Viranda, Hidayat, & Yudhpramesti, 2018).

Quantity

The rating scale in table 3 shows that the final value of the average score shown for the quantity sub-variable is 64.33. This score is on an interval scale of 60-90, indicating that the statements contained in the sub-variable of the quantity of *Pikiran Rakyat* Newspaper journalists are good. *Pikiran Rakyat* Newspaper journalists in achieving the company's targets are considered fair or not good enough because not all journalists can complete their tasks well, with scores of 58-57 indicating that they are not doing well.

Relatively a good quantity of journalists can be seen from the welfare of journalists obtained (Alfarizi & Gumilar, 2018), it is not only measured by material but also by kinship and mental and psychological well-being. The lack of material obtained can affect the article quantity of journalists writing the news, resulting in less motivation.

Timeliness

The rating scale in table 3 shows that the final value of the average score for the timeliness sub-variable is 72.75. This score is on an interval scale of 60-90, indicating that the statements contained in the sub-variable of the punctuality of the *Pikiran Rakyat* Newspaper journalists are good.

Effectiveness

The rating scale in table 3 shows that the final value of the average score shown for the effectiveness sub-variable is 77.8. This score is on an interval scale of 60-90, indicating that the statements in the sub-variables of the effectiveness of the *Pikiran Rakyat* Newspaper Journalists are pretty good.

The *Pikiran Rakyat* Newspaper journalists are more able to produce news with good quality if they set their working hours as indicated by the score of 128. However, it is regrettable that the right of reply by the public that the *Pikiran Rakyat* Newspaper journalists do is not good, as indicated by a score of 51, meaning that the *Pikiran Rakyat* Newspaper journalists who were

representing its media have been missing in its performance. According to Article 1 Number 13 of the Press Law, journalists must justify/have to make corrections or correct inaccurate information, facts, opinions, or data that the *Pikiran Rakyat* Newspaper media have published. The *Pikiran Rakyat* Newspaper Journalists also contradict article 10 of the Journalistic code of ethics. It states that with full acknowledgment, the journalist has to immediately revoke or rectify each news script that is found inaccurate and provide the opportunity for the source of the news or the object of the news to give the right of reply proportionally-means the right of reply is given first to clarify the reported issues. The clear-up or the explanation must not deviate from the related news material with a maximum length of the same as the former news.

Independence

The rating scale in table 3 shows that the final value of the average score shown for the independence sub-variable is 117.25. This score is on an interval scale of 90-120, indicating that the statements in the sub-variable of the independence of the *Pikiran Rakyat* Newspaper journalists are good. When viewed from the statement in the variable, it is found that some of the *Pikiran Rakyat* Newspaper journalists have received gratification, indicated by a score of 74, which means that it is fair. In Article 4 of the Journalistic Code of Ethics, journalists do not receive compensation for broadcasting or not broadcasting writings, images, or sounds that can benefit or harm someone or a party. Compensation here means not receiving material such as money or facilities provided to journalists.

The Effect of Job Demands on the Performance of *Pikiran Rakyat* Journalists

This study used verification analysis and simple linear regression analysis To observe the effect of job demands on journalists' performance.

Verification Analysis

The verification statistics results describe job demands' effect on journalists' performance in the *Pikiran Rakyat* Newspaper, using two variables in this study: job demands (X) and journalist performance (Y). The verification analysis determines whether the independent variable affects the dependent variable; the data is collected through a questionnaire and analyzed using a Likert scale. Each respondent is calculated based on the total answers and then applied assumptions test for a form of the simple linear regression model.

Classic Assumption Test

Normality test

A normality test is done to test whether the dependent variable and the independent variable or both have a normal distribution or not. A good regression model is if the data distribution is normal or close to normal (Ghozali, 2013). The test using Kolmogorov-Smirnov is done by comparing the actual data's cumulative distribution with the normal distribution.

In the normality test, the data obtained by the value of D_{hitung} for the regression model, the work demands variable, and the journalist's performance variable are 0.129; 0.144; 0.113 < from D_{tabel} means that the data for the regression model, the job demands variable, and the journalist's performance variable are normally distributed.

Autocorrelation Test

The autocorrelation test determines whether there is a relationship between the nuisance error in one observation and another in the regression model. Autocorrelation was detected using the Durbin-Watson Test, and the Durbin Watson result was 2.180.

A regression model shows no correlation between one confounding error and another if

the Durbin-Watson value is more significant than dU or less than (4-dU) because the Durbin Watson value is between dU and 4-dU values ($1,489 < 2,180 < 2,511$), there is no autocorrelation-means that there is no correlation between the confounding error in one observation and another in the regression model.

Heteroscedasticity Test

The heteroscedasticity Test is used to determine whether there is an inequality of variance or confounding error from one observation to another. To test the presence or absence of heteroscedasticity, the Glejser-test was used by correlating the independent variable to the absolute value of the nuisance error (Gujarati & Porter, 2013). In this test, the t_{hitung} is 0.475, while the t_{tabel} is 2.048. A regression model shows it is not correlated with the variance of one confounding error and the variance of the other confounding error if the value $-t_{hitung} > -t_{tabel}$ or $t_{hitung} < t_{tabel}$. Because the heteroscedasticity test value of the variable meets the criteria, $0.475 < 2.048$, there is no heteroscedasticity for the independent variable, so there are no heteroscedasticity or homoscedasticity condition-means that there is no correlation between the variance of the confounding error in one observation and another observation in the regression model. Because all the classical assumptions of the simple linear regression model have been met, normality, autocorrelation, and heteroscedasticity, the next test is to use simple linear regression analysis.

Simple Linear Regression Analysis

In determining the effect of job demands on the performance of journalists in the *Pikiran Rakyat* Newspaper, the data were analyzed by simple linear regression:

Table 4 Simple Linear Regression Analysis of Job Demands on the Journalists' Performance in the *Pikiran Rakyat* Newspaper

Model	Coefficient
Constant Coefficient	0,516
Job Demands	0,652

Source: Research primary data

Based on the test results, the regression model is obtained as follows: . Journalist Performance = $0,516 + 0,652$ Job Demands.

For every additional unit of work demands, the performance of journalists in the *Pikiran Rakyat* Newspaper will increase by 0.652 units. When the job demands are constant, the value of the journalist's performance in the *Pikiran Rakyat* Newspaper is 0.516.

Correlation between job demands and journalists' performance in the *Pikiran Rakyat* Newspaper

To find out the correlation between Job Demands and Journalists' Performance in the *Pikiran Rakyat* Newspaper, the researchers used correlation data analysis using Pearson product-moment, resulting:

Table 5 Correlation of job demands with journalists' performance in *Pikiran Rakyat* Newspaper

Correlation	r	Level of correlation
Job Demands – Journalist Performance	0,712	High

Source: Research primary data

The coefficient score $r = 0,712$. This means that journalists' job demands and performance

in the *Pikiran Rakyat* Newspaper are highly correlated.

Simple Linear Regression Coefficient Test

The *t* (*t-test*) was carried out to test the regression coefficients and determine the effect of the job Demands variable on journalists' performance in *Pikiran Rakyat* Newspaper.

H_0 : Job demands do not affect the journalists' performance in *Pikiran Rakyat* Newspaper

H_1 : Job demands affect the journalists' performance in *Pikiran Rakyat* Newspaper

The data:

n: 30	dk: $n-2 = 28$	r: 0,712
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Score t_{tabel} for with $\alpha = 0,05$ is 2,048.

Testing rule:

$t_{hitung} > t_{tabel}$ means H_0 is rejected, and H_1 accepted

$t_{hitung} < t_{tabel}$ means H_0 accepted, and H_1 rejected

Table 6 Significance Test of Job Demands on the Journalists' Performance in *Pikiran Rakyat* Newspaper

	t_{hitung}	t_{tabel}	Score
Job Demands-Journalist Performance	5,363	2,048	H_1 accepted

Source: Research primary data

In table 6, the results of the significance test are obtained that the t_{hitung} score is 5,363 and t_{tabel} score with $\alpha = 0,05$ and dk (freedom degree) = $n - 2 = 28$ score is 2,048 it can be seen $t_{hitung} (5,363) > t_{tabel} (2,048)$, means H_0 rejected dan H_1 accepted. Thus, it can be concluded that there is a significant effect between Job Demands and Journalists' Performance in *Pikiran Rakyat* Newspaper.

Coefficient of Determination of Simple Linear Regression

The coefficient of determination (R^2) essentially measures the model's ability to explain variations in the dependent variable. The value of the coefficient of determination is between zero to one ($0 < R^2 < 1$). The coefficient of determination obtained by 0.507-means that 50.7% of the Job Demands variable can explain the Journalist Performance variable in the *Pikiran Rakyat* Newspaper that has been made in the regression model. In comparison, the remaining 49.3% is impacted by variables not explained in the model.

In timeliness, four statements are given to the respondents. The result shows a score of 291 with an average of 72.75, indicating that the statements in the sub-variables are good. However, The *Pikiran Rakyat* Newspaper journalists are often missing from work, which can be seen through a score of 53, even though the *Pikiran Rakyat* Newspaper requires journalists to come to the office to fill in the list of workers' attendance.

“The company discipline is not only based on the news that the journalist produces but also the discipline of journalists to come to the office to fill attendance as a sign that they are disciplined. Even though the news script can be sent via e-mail, we encourage journalists to come to the office after leaving the field.” (Enton, Interview. 2019).

The Effect of Job Demands on the Performance of The *Pikiran Rakyat* Newspaper Journalists

Verification statistic analysis is done to analyze the effect of job demand on the journalist's performance; therefore, several classical assumptions use simple linear regression analysis. This

study's classical assumption test consists of normality, autocorrelation, and heteroscedasticity tests. It has shown that all classical assumptions are met for the regression analysis modeling between Job Demands and Journalists' Performance *Pikiran Rakyat* Newspaper. Thus, the simple linear regression model has fulfilled all these assumptions.

Job demands trigger work stress and are a source of workload that can be experienced by workers (Mikkelsen, Øgaard, & Landsbergis, 2005). Meanwhile, Sampson (2014) stated that the job demands given by the company could put pressure on its workers, leading to workers experiencing stress from overwork. Job demands include exposure to workload, work environment, and high levels of work stress experienced by workers related to the workload and responsibilities held by workers to meet company targets.

Referred to the regression model, for every additional unit of job demands, the performance of journalists in the *Pikiran Rakyat* Newspaper increased by 0.652 units. Moreover, when the job demands are constant, the value of the journalist's performance in the *Pikiran Rakyat* Newspaper is 0.516. Also, when a significance test was conducted to determine whether there was a significant effect between job demands on journalists' performance, the results showed that job demands significantly affected journalists' performance. Based on the regression model obtained, it can be seen that the job demands positively affect the performance of journalists in the *Pikiran Rakyat* Newspaper, meaning that the more job demands given to journalists in the *Pikiran Rakyat* Newspaper, the better their performance will be. This condition means the motivation of individuals can be considered a positive value that affects journalist performance. A Journalist who can cope with the workload and work stress can survive and maintain satisfactory performance (Arfani & Luturlean, 2018)

Excessive job demand and poor job design could decrease journalists' performance, it comes with a real cost when journalists flee their jobs due to burnout and unsustainable conditions (Elizabeth, 2021), and if the workload of continues increasing without an appropriate job description the journalist's performance could decreasing (Setyawan & Kuswati, 2006). In addition, (Bakker, Demerouti, & Verbeke, 2004) have debated that job demands affect pressure and motivation at work. It leads to fatigue and other health complaints related to decreased work pressure. Although work demands are not hostile, they can turn into job stress when they meet demands that get a negative response such as depression or anxiety.

However, this study found that all job demands given by the company must be considered to maintain high-performance productivity in addition to a large workload, and the work environment of journalists must be able to adjust to achieve the company's targets (Martini & Sitiari, 2018). An excessive job demand could harm journalists and lead to a performance decrease, whilst job demands can show the performance or achievements of a journalist. Journalists who do well in time management can increase the journalist's performance ((Lee, 2000). Riniwati (2016) firmly stated that job demands could increase journalist performance on the condition that they maintain professionalism. Of course, a company with less professionalism will affect others' performance, but if the workers have exemplary professionalism, the performance produced can undoubtedly achieve the company's target.

The existence of this positive impact must be maintained by the company because to get a high loyalty journalist, with loads of job demands, their performance remains unaffected or even better. However, this will not last long if the company does not give its journalists the appreciation of what they deserve. With the increase in production targets that a company must achieve, the workload on journalists will also increase. According to Setyawan and Kuswati (2006), the journalist's performance will decrease if the workload increases without an appropriate distribution. The workload is one of the elements of journalists' job demands

that must be considered for a workforce to get compatibility and high work productivity.

Job demands are the main parameters for companies to pay attention to improving journalists' performance and providing high-performance output. The job demands in the *Pikiran Rakyat* Newspaper significantly affect the productivity level performance of its journalists. The job demands must be balanced so journalists can maximize their productivity in their workload, work stress, and work environment. Companies should pay attention to these variables as much as possible to achieve company goals because journalists are the primary support in the company.

In the *Pikiran Rakyat* Newspaper, the score of job demand on journalists based in table 2 based is higher than the journalist's performance. Which interpreted that higher job demands could cause the performance of journalists to be not optimal if the company does not consider the proper solution to the problems at hand. Journalists' performance will be maximized if the job demand indicators are met in a balanced way. Simamora (2004) uttered that journalists' performance is affected by the media company factors. The company's achievement also depends on how the media treats their journalists, for example, the facilities provided by the media and relatively in dividing jobs unit.

Results obtained between Job Demands and Journalists' Performance in *Pikiran Rakyat* Newspaper through correlation analysis show that the correlation between Job Demands and Journalists' Performance is high with a correlation coefficient of 0.712, which means that the two cannot be separated from each other. Even though when seen from the coefficient of determination by 0.507, which means 50.7% of the job demands variable, it explains the regression model of a variable of Journalists' Performance in the *Pikiran Rakyat* Newspaper, and the remaining 49.3% is affected by variables that are not explained in the model. It explained that there are still factors that can affect the performance of journalists, which are affected by several factors. The first is intrinsic, commonly known as personal or individual, in the form of knowledge, skills, confidence, motivation, commitment, and abilities possessed by each individual. Then extrinsic factors come from outside the self, such as encouragement, enthusiasm, and direction from superiors and co-workers, work facilities provided by the company, the pressure provided, and the work environment at the *Pikiran Rakyat* Newspaper (Sulaksono, 2015).

The journalist's performance has increased or decreased depending on how they can handle the job demands given by the media company. Although the demands of work are pretty heavy, if journalists can control their intrinsic and extrinsic factors, it will not affect them. However, the *Pikiran Rakyat* Newspaper should not ignore the job demands factor. Because based on the data obtained, more than half of the performance of journalists in the *Pikiran Rakyat* Newspaper is affected by the job demands obtained by journalists, which is quite good when seen from the existing sub-variables, such as work stress, which results in a score of 89.66 and the work environment with a result of 88.4-means that there are still a few problems that the *Pikiran Rakyat* Newspaper must fix; therefore the performance of journalists remains good and does not decrease to maintain their performance.

CONCLUSION

The conclusions of this study are (1) on the sub-dimension of the job demands variable, which are quantity demands, emotional demands, and physical demands is reasonably good, meaning that journalists in the *Pikiran Rakyat* Newspaper do not experience work stress, so the workload and the work environment do not make disorderliness of their performance. The sub-dimension of the variables on Journalist Performance, which are quality, quantity,

timeliness, effectiveness, and independence, has little impact on the main variables, meaning that the job demands and performance of journalists in the *Pikiran Rakyat* Newspaper are classified as usual or entirely reasonable. (2) Job demands significantly and positively affect the performance of journalists in the *Pikiran Rakyat* Newspaper. Based on the analysis results, the job demands variable can explain about 50.7% of the Journalist Performance variable, and other variables influence the rest, meaning that journalists can adequately handle the job demands given by the *Pikiran Rakyat* Newspaper. Moreover, intrinsic and extrinsic factors could significantly affect journalists' performance. Therefore, in maintaining a positive impact on journalists' performance, the newspaper management can consider rewards for best-performance journalists and additional support to mitigate high job stress and motivate the journalist to produce quality work.

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