DIJEFA: Dinasti International Journal of Economics, Finance & Accounting
E-ISSN: 2721-303X
P-ISSN: 2721-3021
https://dinastipub.org/DIJEFA dinasti.info@gmail.com +62 811 7404 455
**DOI:** https://doi.org/10.38035/dijefa.v6i4.4790
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**Received:** 26 May 2025 | **Revised:** 16 August 2025 | **Accepted:** 27 August 2025

# The Influence of Transformational Leadership, Organizational Culture, Work Environment, and Training on Radio Broadcaster Performance of Tirilolok Swara Verbum, Kupang with Listener Activity as an Intervening Variable (Case Study at Tirilolok Swara Verbum Radio Kupang)

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**Abstract:** This study aims to analyse the influence of transformational leadership, organizational culture, work environment, and training on broadcaster performance, with listener activity as an intervening variable. The method used is quantitative and literature-based, with data collected through observation and questionnaires at Tirilolok Swara Verbum Radio. The results indicate that all four independent variables significantly affect broadcaster performance, both directly and through listener activity. Listener activity is proven to be an important bridge that strengthens the relationship between organizational factors and improved broadcaster performance. These findings highlight the crucial role of listeners in creating dynamic, innovative, and professional broadcasting.

**Keywords:** Transformational Leadership, Organizational Culture, Work Environment, Training, Listener Activity, Broadcaster Performance.

## INTRODUCTION

In this increasingly advanced digital era, the radio broadcasting industry faces significant challenges in maintaining its existence amid the growing competition from other media platforms. To remain relevant and appealing to listeners, radio stations are required not only to provide quality content but also to have human resources that are competent and adaptable to any changes. One of the key factors in achieving this is the optimal performance of radio broadcasters.

The performance of radio broadcasters is influenced by various internal organizational factors, such as transformational leadership, organizational culture, work environment, and training on broadcaster performance. Transformational leadership, as introduced by Burns (1978) and further developed by Bass & Avolio (1995) in (Gumusluoglu & Ilsev, 2009), consists of four main components: ***charismatic role modeling***, ***individualized consideration***, ***inspirational motivation***, *and* ***intellectual stimulation***, all of which can provide clear direction,

motivation, and guidance to radio broadcasters effectively so that they can work with focus, enthusiasm, and make optimal contributions in realizing the vision, mission, and goals of the radio organization.

A strong organizational culture creates values and norms that support cooperation, innovation, and creativity. According to Nasution (2005), "team organizational culture does not emerge by itself, but is established by former management to overcome the problems that arose at that time." The author of this article understands that organizational culture as "past organizational policies that still influence the current organizational policies, in order to organize, shape, and direct the organization toward at better future." A conducive work environment increases the comfort and productivity of broadcasters in carrying out their duties. Meanwhile, continuous training ensures that broadcasters possess the skills and knowledge needed to face the dynamics of the broadcasting industry.

In addition to these internal factors, there are also external factors namely listener activity which also plays an important role as an intervening variable that can mediate the relationship between the internal organizational factors and the performance of radio broadcasters. Listener activity reflects the level of audience engagement and response to the programs presented by the broadcaster. The higher the listener activity, such as participation in discussions, sending messages, or interaction through social media, the more it indicates that the broadcaster has successfully built a strong connection with their audiences.

Several previous studies have examined the influence of internal organizational factors on employee performance in the broadcasting industry. For example, a study by (Damanik et al., 2022) showed that organizational culture and work environment have a positive effect on employee performance at the Alak Public Health Center in Kupang City. Another study by (Ellen Erizka et al., 2023) found that leadership style and organizational culture have a significant influence on employee performance at PT Radio Panjalu Raya. Meanwhile, (Hadi & Riyadi, 2023) revealed that perceived organizational support and work culture contribute positively to the performance of broadcasters at Radio of the Republic of Indonesia (RRI) through job satisfaction.

However, these previous studies have not yet specifically examined the role of listener activity as an intervening variable in the relationship between internal organizational factors and the performance of radio broadcasters. In fact, in the context of the broadcasting industry, the interaction between broadcasters and listeners is a primary and important element that can influence the effectiveness of delivering information and entertainment. Therefore, it is important to examine the extent to which listener activity can mediate the influence of transformational leadership, organizational culture, work environment, and training on the performance of radio broadcasters.

This study aims to analyze the influence of transformational leadership, organizational culture, work environment, and training on the performance of radio broadcasters at Tirilolok Swara Verbum Radio in Kupang, with listener activity as an intervening variable. Tirilolok Swara Verbum Radio is a local radio station that plays an important role in delivering information and entertainment to the community in the East Nusa Tenggara region and the world through its live streaming. By understanding the factors that affect broadcaster performance, it is hoped that this radio station can improve the quality of its broadcasts and strengthen its relationship with its listeners.

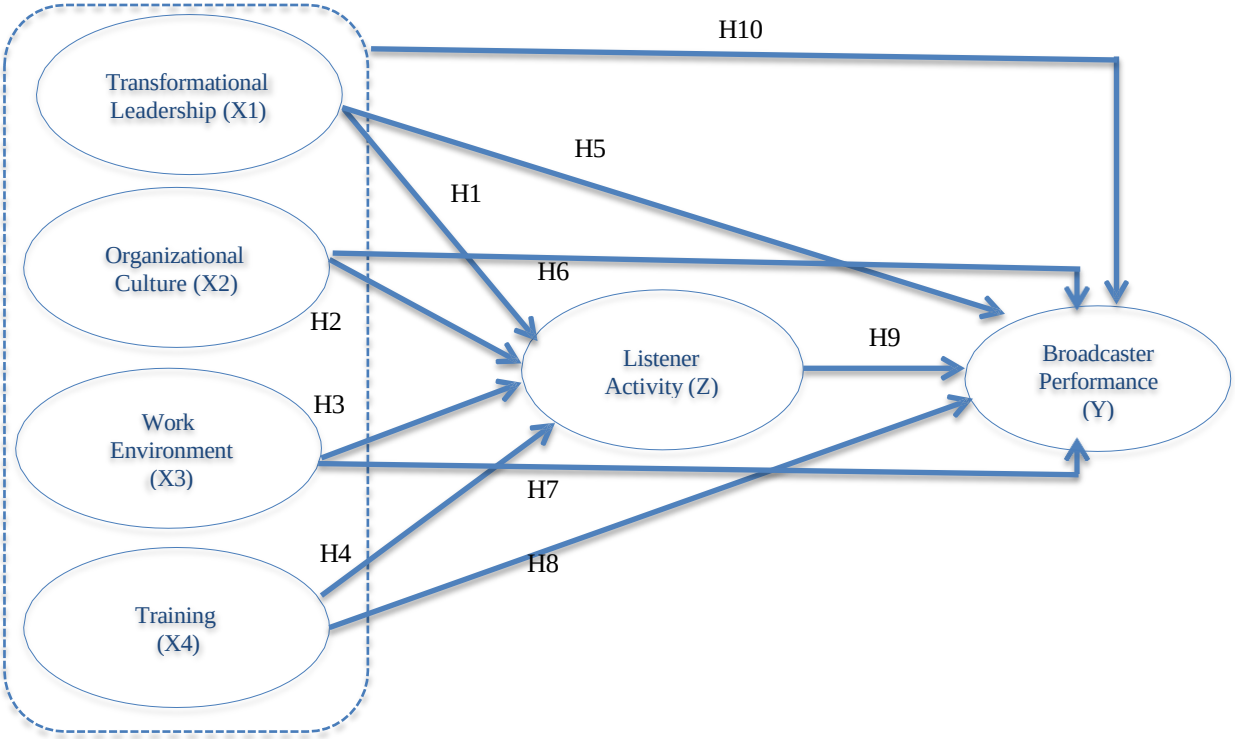
This study is expected to provide theoretical and practical contributions to the development of human resource management in the radio broadcasting industry, especially in the context of East Nusa Tenggara. Theoretically, this research can enrich the literature regarding the relationship between internal organizational factors, listener activity, and the performance of radio broadcasters. Practically, the results of this study can be used by the management of Tirilolok Swara Verbum Radio and other radio stations as a basis for designing

strategies to improve broadcaster performance through strengthening leadership, organizational culture, work environment, training, as well as enhancing interaction with listeners. Based on the background and the problem statement described above the author formulates the following research questions:

1. Does transformational leadership have a significant impact on the work effectiveness and performance of broadcasters?
2. How does organizational culture affect broadcaster performance?
3. How does the work environment influence broadcaster performance?
4. How does training affect broadcaster performance?
5. How does transformational leadership shape listener activity?
6. How does organizational culture affect listener activity?
7. How does the work environment affect listener activity?
8. How does training affect listener activity?
9. How does listener activity affect broadcaster performance?
10. How does listener activity mediate the influence of transformational leadership, organizational culture, work environment, and training on broadcaster performance?

**Conceptual Framework**

In light of the background and the formulated research questions, the author outlines the conceptual framework of this academic study as follows:




According to the conceptual framework presented above, it can be concluded that transformational leadership, organizational culture, work environment, and training have a positive influence on broadcaster performance, both directly and through the role of listener activity as an intervening variable.

## METHODS

This study applies a quantitative research design complemented by a theoretical literature review, referring to relevant theories related to the independent variables (transformational

leadership, organizational culture, work environment, and training), the dependent variable (broadcaster performance), and the intervening variable in the form of listener activity. The research was conducted at Tirilolok Swara Verbum Radio, Kupang, with the research subjects including active broadcasters, broadcasting support staff, and loyal listeners who are engaged in broadcast interactions.

This quantitative research is used to examine various ideas and theories related to the factors that influence broadcaster performance at Tirilolok Swara Verbum Radio, Kupang (Ali, 2013). To analyze the data obtained, this study uses the Structural Equation Modeling (SEM) method. SEM serves as a statistical tool for analyzing causal pathways between variables, allowing for both direct effects and mediation through listener activity, which reinforces the influence of independent variables on the performance of broadcasters.

## Literature Review

### Broadcaster Performance

According to *The Scriber-Bantam English Dictionary*, the word *performance* is derived from the verb *to perform*, which means: a) to do or to carry out; b) To meet an obligation; c) to carry out responsibilities perfectly; d) to do something as expected. (Prasetyo et al., 2023) Meanwhile, Soares (2021) states that "*performance* is a noun. One of its essential meanings is 'thing is done' (something that has been done)." (Soares et al., 2021) Furthermore, Wirawan (2009:5) mentions that *kinerja* (performance) is an abbreviation of *kinetika energi kerja* (kinetics of work energy), which in English is equivalent to *performance*. (Pangestika, 2018)

According to Riadi (2021), performance is the level of achievement or actual results of an individual measured periodically in both quality and quantity, based on targets, standards, and criteria that have been previously determined as the outcome of the authority and responsibility of a job within a company or organization. Meanwhile, according to Nurriqli (2019), "a broadcaster is the spearhead of radio." A radio broadcaster plays a central role in the broadcasting industry, often referred to as the "spearhead" of the radio station because they interact directly with listeners. Broadcasters have an essential role in effectively communicating the vision, mission, and message of the radio station, touching the hearts of listeners, and building emotional closeness through a communicative, innovative, and inspirational broadcasting style.

According to Umaroh et al. (2022), "A radio announcer is someone who has the ability to communicate concepts and ideas into radio program broadcast." A radio broadcaster is a key figure who skillfully transforms ideas and concepts into engaging and meaningful broadcast content. They are not only voices behind the microphone but also communicators who connect with audiences through creativity, clarity, and emotional resonance. With the ability to craft compelling messages, broadcasters play a vital role in shaping listener experience, delivering information, entertainment, and inspiration in a way that is both impactful and relatable.

According to Glavan (2011), "Every organization should measure, monitor and analyze its performance." He passionately emphasized that every organization has a responsibility to measure, monitor, and reflect on its performance—not just as a routine, but as a way to grow, improve, and stay true to its purpose. He further pointed out that this mindset of measurement has already become part of many organizations, where teams strive to deeply understand *what* truly matters and *how* it can be meaningfully measured for lasting impact.(Glavan, 2011). Thus, the emphasis is on "what can be measured and how to measure it."

Before delving deeper into what should be measured and how to measure it, the author finds it essential to first explore the very definition of performance measurement. Understanding what performance measurement truly means provides a solid foundation for evaluating organizational effectiveness. It invites us to ask: What exactly performance measurement is? Why does it matter? And how can it guide meaningful progress in a work

environment?

According to Mulyadi (2001: 353), as cited in Riadi (2021), performance measurement is defined as the periodic determination of the operational effectiveness of an organization, its parts, and its personnel, based on previously established goals, standards, and criteria. Meanwhile, Riadi (2020) states that "performance measurement is the act of measuring various activities within the company's value chain." Contemporary performance measurement uses activities as its foundation (Dami et al., 2022). Performance metrics are designed to assess how well activities are carried out and can identify whether continuous improvements have been made (Riadi, 2021).

According to Mardiasmo (2002: 122) as referenced by Riadi (2021), the objectives of the performance measurement system are: a) To communicate strategy more effectively (top-down and bottom-up); b) To measure financial and non-financial performance in a balanced manner, enabling the tracking of strategic achievement progress; c) To accommodate the understanding of the interests of middle and lower-level managers and to motivate them to achieve objectives; d) As a tool to achieve satisfaction based on an individual approach and rational collective capability.

According to Yuwono et al. (2007), as cited in Riadi (2021), the benefits of performance measurement include:

1. To track performance against customer expectations, this will bring the company closer to its customers and involve everyone in the organization in efforts to provide customer satisfaction.
2. To motivate employees to deliver services as part of the internal customer and supplier chain.
3. To identify various types of waste and simultaneously encourage efforts to reduce such waste (reduction of waste).
4. To translate the abstract strategic goals into tangible targets, enhancing and accelerating organizational learning.
5. To build consensus for implementing change by giving rewards for the expected behavior. This explanation of the benefits of performance measurement is quite good; however, its weakness lies in the fact that it has not yet addressed the benefits of performance measurement in relation to non-market aspects, namely the environment and social aspects.

**Listener Activity**

One thing that remains the heartbeat of every radio broadcast is the listener. Every radio station needs active listeners to help realize the vision and mission of the radio station. These active listeners are often referred to as co-creators of the atmosphere and content of a radio station's broadcast.

1. Direct Interaction, Quick Feedback

   According to Padmakumar (2021), "*The active listeners show a high level of involvement with the radio station. They demonstrate their loyalty towards the station by actively engaging themselves with the station's activities*." Active listeners engage more in "interaction among listeners, listeners with the administrator, even listeners with the Radio announcers" (Rusmana et al., 2024). According to Padmakumar (2021), "Active listeners often engage with one another and dedicate songs to their peers."
2. Listeners as a Source of Content Inspiration

   Broadcasters are not only tasked with delivering information but also crafting content that is relevant, fresh, and inspiring. In this creative process, listener activity serves as a kind of content compass. Wayne Clouten said that "content is King, and Long Live the King!" (Clouten, 2025). Wayne explores in depth the true meaning behind the slogan "Content is King" within the media industry, with a particular focus on radio.

3. Enhancing Responsibility and Professionalism

   Loyal listeners, particularly those who consistently follow specific programs, have a profound psychological influence on broadcasters. Their ongoing engagement fosters a strong sense of responsibility, motivating broadcasters to deliver content that is not only timely but also highly relevant and meaningful. This deep connection encourages broadcasters to elevate their professionalism, continually refining their craft to meet the expectations of their dedicated audience. In this way, loyal listeners play a crucial role in shaping the quality and impact of radio programming. (Kustiawan, 2024).

4. Reviving Innovation and Courage to Create

   No broadcaster wishes to speak into a void, unheard and unseen. The essence of every broadcast lies in connection that is with real people who listen, respond, and engage. Without an audience, even the most eloquent voice loses its purpose. Broadcasting finds its meaning through interaction, not isolation. Listeners complete the message. When active listeners are involved, the broadcast space becomes a lively dialogue room. This sparks the courage to experiment, try new formats, play with segmentation, or insert surprises into the program (Kustiawan, 2024).

**Transformational Leadership**

Leadership is one of the hottest topics in management and has received the most attention from various groups, both academics and practitioners. (Srilestari & Indriyaningrum, 2023) "*Leadership plays a vital role in deciding employees' commitment."* (Mohamed, 2023).

According to (Foeh et al., 2021), leadership is the ability to influence others, through direct or indirect communication, with the intention of motivating people to willingly follow the leader's will with full understanding, awareness, and joy.

The theory of Transformational Leadership was first introduced by Burns (1978), and later further developed by Bass and Avolio (1995), who stated that transformational leadership has four main components: *charismatic role modeling, individualized consideration, inspirational motivation, and intellectual stimulation"* (Gumusluoglu & Ilsev, 2009).

1. Charismatic Role Modeling

   A charismatic leader is one who can evoke admiration, respect, and loyalty from team members. They lead not merely through speech, but by embodying their values in concrete actions and daily behavior, setting a powerful example that motivates others to follow with trust and admiration.Gumusluoglu & Ilsev, 2009). Charisma makes a leader an inspiring figure and enables them to unite people around them in a spirit of togetherness. According to Effendi (1986:33), a charismatic leader is someone who possesses a kind of mystical power that is difficult to explain scientifically. A charismatic leader inspires their followers to set aside personal interests for the good of the organization (Srilestari & Indriyaningrum, 2023).

2. Individualized Consideration

   A leader who practices individualized consideration builds meaningful one-on-one relationships with each team member, attentively recognizing and nurturing their unique strengths, needs, and aspirations. By offering personalized support and encouragement, such a leader empowers individuals to grow, thrive, and contribute their best to the collective success. This leader sees the individual behind the role and empowers them to grow into their fullest potential. (Gumusluoglu & Ilsev, 2009) A leader with individualized consideration will recognize the needs, potential, and aspirations of each team member, and guide them to grow according to their potential. Individualized consideration leaders devote focused attention to each follower's growth needs, offering personalized guidance, support, and encouragement to help them thrive and reach their fullest potential within the team or organization. (Khalil, 2021)

3. Inspirational Motivation

   Leadership with inspirational motivation is when "The leader paints an inspiring vision of the future, provides a clear roadmap to reach the goals, and instills unwavering confidence in their team's ability to succeed." (Gumusluoglu & Ilsev, 2009) Leadership with inspirational motivation means being a visionary leader—one who can provide clear direction and confidently assure team members that they have the capability to make it happen.

"Inspirational motivation is when a leader shares a powerful vision of a brighter future which is so clear and meaningful that it moves people to rise above their personal interests and embrace a shared purpose." (Mohamed, 2023) It is the ability of a leader to articulate a better future for the team members. Yasmine Hassana also explained that "Transformational leaders use inspirational motivation through social persuasion—not merely to direct, but to ignite belief. They help followers see their own potential more clearly, instilling confidence that they are not only capable of better performance, but essential to achieving a shared vision." (Mohamed, 2023)

4. Intellectual Stimulation

Transformational leadership with intellectual stimulation is "The leader expands and uplifts employees' interests, encouraging them to approach familiar problems with fresh perspectives and innovative thinking, fostering creativity and critical analysis to find new solutions beyond conventional approaches. (Gumusluoglu & Ilsev, 2009) Meanwhile, according to (Edirisooriya, 2020), transformational leadership with intellectual stimulation is a leader who provides "Followers are encouraged to engage in intellectual exploration by seeking innovative problem-solving methods, critically analyzing complex situations, and rigorously questioning longstanding beliefs, assumptions, and values to foster deeper understanding and continuous improvement."

**Organization Culture**

According to (Robbins et al., 2017), "a strong organizational culture serves as a foundation that fosters stability and resilience within an organization." (Robbins & Judge, 2017) The stability of an organization is greatly determined by its organizational culture. Organizational culture is vital in the radio industry, where success relies on a collaborative spirit, creative synergy, and strong, effective communication. A positive culture not only shapes how teams work together but also fuels innovation and enhances the overall quality of broadcasting. However, an important thing that needs to be understood is: what exactly is organizational culture?

According to (Makun & FoEh, 2024), organizational culture is a term that refers to a collection of values, norms, beliefs, and practices embraced and shared by everyone within the organization. It includes the way people in the work environment interact, collaborate, make decisions, and solve problems. Meanwhile, according to (Robbins & Judge, 2017), organizational culture is a system of values, beliefs, norms, and shared meanings lived by all members of the organization, shaping how they behave, interact, and carry out tasks, and becoming a distinctive characteristic that truly differentiates one organization from another.

(Damanik et al., 2022) stated that organizational culture is a pattern of beliefs and company values that are understood, internalized, and applied by the organization so that the pattern provides individual understanding and is used as a guideline for behavior. Organizational culture becomes the controller and determinant of attitudes and behaviors of the members of organization. At the very least, organizational culture can positively influence individuals or members of the organization in achieving planned goals. Organizational culture can improve employee performance if employees have a sense of responsibility for the tasks entrusted to them and there is always encouragement from a leader to motivate employees in carrying out their duties.

Organizational culture refers to the collective set of values, norms, beliefs, and practices that are internalized and shared by all members of an organization. It shapes how individuals within the workplace interact, collaborate, make decisions, and address problems, thereby influencing both behavior and overall organizational effectiveness.

According to Robbins (2017), there are seven primary characteristics that appear to capture the essence of an organization's culture: *1) Innovation and Risk-taking, 2) Attention to detail, 3) Outcome orientation, 4) People orientation, 5) Team orientation, 6) Aggressiveness, 7) Stability.*

## Work Environment

The work environment greatly influences all the activities of broadcasters in carrying out their duties at their workplace. (Damanik et al., 2022) The work environment plays a vital role in accomplishing the responsibilities assigned to workers. (Sapu et al., 2023) A work environment that fosters comfort and enjoyment can significantly enhance employee performance. It encompasses the physical setting, social dynamics, and psychological atmosphere in which individuals carry out their responsibilities which each playing a crucial role in supporting productivity, well-being, and job satisfaction.

Indicators of the work environment according to Sedarmayanti (2015), as cited by (Uba et al., 2021), are as follows: 1) Lighting, 2) Air temperature, 3) Noise levels, 4) Use of color, 5) Required workspace, 6) Safety at work, 7) Interpersonal relationships among employees.

## Training

Training is the process of helping employees gain effectiveness in their current or future jobs through the development of habits, thoughts, and actions, as well as skills, knowledge, and attitudes. (Tisu, 2020) According to Jesi et al. (2019), training and human resource development is considered to have an impact on improving employee performance. Regular training and professional development provided to radio broadcasters greatly support the enhancement of speaking skills and the ability to interact effectively with the audience. (Kustiawan et al., 2024) According to Kasmir (2016), as cited by Jesi et al. (2019), there are six indicators of job training: 1) training participants, 2) instructor/trainer, 3) training materials, 4) training location, 5) training environment, 6) training time.

**Table 1: Previous Research**

| No | Author (Year) | Previous Research | Similarities | Differences |
|---|---|---|---|---|
| 1 | (Burhan, 2022) | The Influence of Communication, Discipline and Work Environment on Employee Performance Through Job Satisfaction as an Intervening Variable (A Study of Human Resource Management Literature). | The Influence of Work Environment and Employee Performance | Transformational Leadership, Work Culture, Training, and Work Activities, Location |
| 2. | Damanik, (2022) | Analysis of the Influence of Organizational Culture and Work Environment on Employee Performance with Work Motivation as an Intervening Variable at the Alak Community Health Center, Kupang City. | Organizational Culture, Work Environment, and Employee Performance | Transformational Leadership, Training, and Listener Activities Location |
| 3. | Ellen, (2023) | The Influence of Leadership Style and Organizational Culture on Employee Performance at PT. Radio Panjalu Raya. | Organizational Culture and Employee Performance | Transformational Leadership, Work Environment, Training, and Listener Activities Location |
| 4 | Gumusluoglu, (2009) | Transformational leadership, creativity, and organizational innovation | Transformational leadership | Work Culture, Environment, Training, and Listener Activities Location |
| 5 | Hadi, (2003) | Pengaruh Perceived Organizational Support, dan Work Culture on Performance Through Job Satisfaction of Radio Republik Indonesia Employees | Organizational Culture | Transformational Leadership, Work Environment, Training, and Listener Activities Location |
| 6. | Innayah, (2016) | The Role of Listeners and Government Institutions in | Listener Participation | Transformational Leadership, Organizational Culture, Work |

| | | | | |
|---|---|---|---|---|
| | | Educational Radio Broadcasts. | | Environment, Training, and Broadcaster Performance Location |
| 7. | Jesi,(2019) | The Influence of Human Resource Training and Development on the Performance of Employees of the Public Broadcasting Institution (LPP) Radio Republik Indonesia (RRI) Palembang. | Training and Employee Performance | Transformational Leadership, Organizational Culture, Work Environment, and Listener Activity Location |
| 8. | Nurriqli, (2019) | Leadership Efforts to Improve Broadcaster Performance at Radio Swara Bersujud 89.8 FM. | Broadcaster Performance | Transformational Leadership, Organizational Culture, Work Environment, Training, and Listener Activity |
| 9. | Pangestika,(2018) | The Influence of Leadership, Motivation and Work Discipline on the Performance of Employees of the Public Broadcasting Institution RRI Surakarta. | Employee Performance | Transformational Leadership, Organizational Culture, Work Environment, Training, and Listener Activities Location |
| 10 | Wiguna, (2019) | The Influence of Radio Listener Satisfaction on Listener Loyalty of Radio Pratama 88.8 FM Bangkinang. | Listners | Transformational Leadership, Organizational Culture, Work Environment, Training, and Listener Activities Location |

## RESULTS AND DISCUSSION

### Transformational Leadership Affects Broadcaster Performance

Gumusluoglu & Ilsev (2009), quoting the theory of transformational leadership by Bass and Avolio (1995), stated that transformational leadership has four main characteristics: charismatic role modeling, individualized consideration, inspirational motivation, and intellectual stimulation—has a positive and significant influence on the performance of radio broadcasters. Furthermore, Soares (2021) emphasized that transformational leadership is a process of influencing, directing, and managing all activities of organizational members in an effort to achieve common goals. This leadership style not only focuses on achieving ratings and targets but also builds collaborative spirit, intrinsic motivation, and encourages positive change in each member. Thus, transformational leadership becomes a strategic force in creating broadcaster performance.

Transformational leadership is an essential asset in an organization, including in radio management. This leadership style has a significant positive impact on announcers' performance, as it can inspire and guide individuals to adopt a more visionary and responsible attitude, behavior, and working style. Through motivation, exemplary conduct, and constructive approaches, announcers are encouraged to become professional, adaptive, and reliable individuals in carrying out broadcasting tasks. Thus, transformational leadership plays a strategic role in creating a productive work environment and promoting the overall improvement of broadcast quality.

### Organizational Culture Influences Announcer Performance

An inclusive, collaborative, and creativity-supporting organizational culture provides space for announcers to grow professionally and improve the quality of broadcasts. Soares (2021) stated that "*organizational culture shapes the patterns and behavior of each member*," meaning that organizational culture shapes the way each member thinks, acts, and interacts.

The values, norms, and habits that prevail within the organization help guide individual

behavior, determine attitudes, and influence how announcers carry out their tasks. A positive and significant culture will encourage work enthusiasm, loyalty, and responsibility, while a negative culture can hinder productivity and collaboration.

**Work Environment Has an Influence on Announcer Performance**

A supportive work environment encompassing adequate facilities, positive interpersonal relationships, and psychological well-being and it also plays a crucial role in enhancing announcers' productivity and overall comfort in performing their duties. Burhan (2022) emphasized that the work environment has an influence on employee performance. He stated that the quality of the work environment can either trigger comfort or discomfort for employees during their work.

Furthermore, Damanik (2022) argued that one factor influencing employees to remain in an organization is the harmony present in their work environment. Therefore, it can be stated that the work environment has a positive and significant influence on announcer performance.

**The Influence of Training on Broadcaster Performance**

Ongoing training strengthens announcers' technical and communication competencies, thereby improving the quality of broadcasts and making them more professional. Jesi (2019) stated that training and human resource development are considered to influence the improvement of employee performance, and therefore must be implemented. Furthermore, according to Rivai (2019), as cited by Wiguna (2019), job training is a series of planned activities that can change employee behavior to help the company achieve its goals.

An announcer who consistently follows training indicators such as clear and structured program material, adequate facility support, mentoring guidance, and intensive training time and will experience significant improvement in talent and professionalism. Targeted training helps announcers sharpen technical and communication skills, develop a disciplined work attitude, and encourage creativity in delivering high-quality, relevant, and engaging broadcast content for listeners.

**The Influence of Transformational Leadership on Listener Activity**

Leaders who encourage program innovation and foster closeness between the team and the audience have a significant impact on increasing listener engagement with broadcasts. Overall, transformational leadership plays an important role in enhancing listener involvement with radio programs.

This leadership style promotes innovation in program development, inspires the team to be creative, and builds strong relationships between announcers and the audience. An inspiring leader not only motivates the team internally but also creates a collaborative work atmosphere that is responsive to listeners' needs. Through this approach, broadcasts become more relevant, interactive, and engaging, thereby increasing listener participation and loyalty to the radio's programming.

**The Influence of Organizational Culture on Listener Activity**

According to Robbins et al. (2017), "*a strong organizational culture provides stability to an organization*." This statement is relevant in the context of the radio environment, where the presence of loyal listeners is an important part of the broadcasting organization's ecosystem. Loyal listeners not only demonstrate their commitment to the programs presented but also reflect the values and identity established by a radio station.

A strong organizational culture such as consistency in delivering information, friendly service, and values that resonate with the community creates an emotional bond between the radio and its audience. Thus, a stable organizational culture strengthens relationships with

listeners and supports the sustainability and credibility of the broadcasting institution in the long term.

**The Influence of Work Environment on Listener Activity**

According to Padmakumar (2021), "*The active listeners show a high level of involvement with the radio station. They demonstrate their loyalty towards the station by actively engaging themselves with the station's activities*." Active listeners demonstrate a strong commitment to the radio station by actively participating in a variety of station activities, thereby showing their loyalty. This indicates that a positive and creative work environment within the radio station also affects the listener experience. When the work team has a collaborative, innovative, and responsive culture, it is reflected in the quality of the programs presented.

A conducive work environment encourages the creation of interesting, relevant, and interactive broadcasts. This directly impacts listener involvement, both emotionally and participatively. When the broadcasting team works in a positive and creative atmosphere, they are able to deliver content that meets the needs and interests of the listeners. Thus, a supportive work environment indirectly influences listener activity, such as participation in programs, responses to broadcasts, and loyalty to the radio station.

**The Influence of Training on Listener Activity**

Training that focuses on communication skills and broadcast management significantly improves the quality of broadcasting. Well-trained announcers become more confident, interactive, and capable of delivering messages in an engaging manner, thereby maintaining and even increasing listener engagement. Such training not only strengthens the announcers' competencies but also impacts the rise in listener participation such as being more active in giving responses, following programs, and sharing content. Thus, we can say that training also influences listener activity.

**Influence of Listener Activity on Broadcaster Performance**

According to Innayah & Susanti, M. (2016), radio listeners today are not merely passive objects who use their ears to listen to a program, but also engage with their reasoning and empathy. In the context of modern radio, listeners play an active role by relying on reasoning, critical judgment, and empathy in responding to radio broadcast content. They demand content that is relevant, meaningful, and capable of touching emotional and intellectual aspects. Therefore, radio management and announcers are required to present programs that are not only informative but also able to build emotional connections and reflective dialogue with loyal radio listeners.

**The Influence of Listener Activity on Transformational Leadership, Organizatio nal Culture, Work Environment, and Training on Broadcaster Performance**

Listener activity serves as an important bridge between organizational variables and announcer performance. When transformational leadership, culture, environment, and training encourage active interaction from listeners, the positive effect on announcer performance becomes stronger. Listener activity plays a crucial role as a bridge between organizational factors and announcer performance. When transformational leadership, organizational culture, work environment, and training foster active listener interaction, the impact on improving announcer performance becomes more significant.

Research conducted by Tespani, Fitriana, and Bakhtiar (2023) highlights that transformational leadership significantly enhances the innovative work behavior of radio announcers, ultimately leading to improved broadcast quality and stronger listener engagement. Furthermore, a study by Akral Wiguna (2019) found that listener satisfaction

influences listener loyalty by 41.8%, indicating that active listener interaction can strengthen the relationship between announcers and audiences. Thus, listener activity is not only an indicator of program success but also a mediating factor that strengthens the influence of organizational variables on broadcaster performance.

## CONCLUSION

The results of the study indicate that transformational leadership, organizational culture, work environment, and training have a significant influence on the performance of announcers at Tirilolok Swara Verbum Radio, Kupang. Listener activity, as an intervening variable, strengthens this relationship, where audience engagement serves as an indicator of the announcers' effectiveness in performing their duties.

Tirilolok Swara Verbum Radio's management is encouraged to wholeheartedly nurture a spirit of collaboration within the workplace, provide continuous and meaningful training opportunities, and foster a leadership style that truly inspires and uplifts every team member. Moreover, listening with empathy to the voices of the audience through regular feedback and evaluation is vital to ensure that each broadcast resonates with their real needs and aspirations. By doing so, the station not only enhances the professionalism of its announcers but also builds a deep, lasting bond with its listeners sustaining both quality and loyalty in a heartfelt and enduring way.

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