

The Influence Of Leadership And Work Culture On Employee Performance At PT. Semen Tonasa Pangkep Regency

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ABSTRACT

Employee performance is one of the main indicators of a company's success. At PT. Semen Tonasa, which is a leading company in cement production in Indonesia, employee performance is greatly influenced by two main factors: leadership and work culture. The work culture at PT. Semen Tonasa includes elements of collaboration, but there are also challenges in terms of effective communication between teams. The impact of a culture that supports collaboration can enhance innovation, but communication barriers can lead to misunderstandings and conflicts within the team. There are fluctuations in employee performance, where some periods show significant performance improvement, while in other periods performance declines. Factors such as changes in leadership or working conditions can contribute to performance fluctuations. Leadership has a significant impact on employee performance at PT. Semen Tonasa. Work culture has a significant impact on employee performance at PT. Semen Tonasa. The research method used is quantitative research and employs multiple linear regression analysis, determinant analysis, and t-test. The research results show that the variables of leadership and work culture simultaneously affect the variable of employee performance. Leadership and work culture significantly affect employee performance. This can be proven through field research, which shows that, on average, all research variables receive positive responses.

Keywords: Leadership, Work Culture, Employee Performance

INTRODUCTION

Employee performance is one of the main indicators of a company's success. At PT Semen Tonasa, the largest cement company in Indonesia, employee performance is greatly influenced by two main factors: leadership and work culture.

Productivity and employee motivation are impacted by effective leadership. Individual and team performance may be improved by leaders who can give clear instructions, encourage staff growth, and foster a healthy work atmosphere. The leadership in place at PT Semen Tonasa may foster a positive workplace culture and motivate staff to provide their best efforts. (Purwanto, 2020, hlm. 24) explaining that leadership is fundamentally a way how a leader may motivate, influence, direct, and control their subordinates using a particular manner so that the subordinates can effectively and efficiently explain tasks.

A good workday results in a conscientious solution to meet the company's goals. Organizational norms, practices, and nilai-nilai will affect employee performance. Inclusionary and collaborative work practices at PT Semen Tonasa can increase employees' sense of belonging and their level of commitment to their jobs.

Managers and supervisors have different leadership styles. While some leaders are more collaborative, others take a more dictatorial stance. Different leadership philosophies can have an impact on workers' motivation and contentment, which can therefore have an effect on their output. Decision-making participation among employees frequently varies. While some workers feel included, others feel excluded. While employees who feel disengaged may perform worse, those who feel invested typically have higher levels of motivation and dedication to their work.

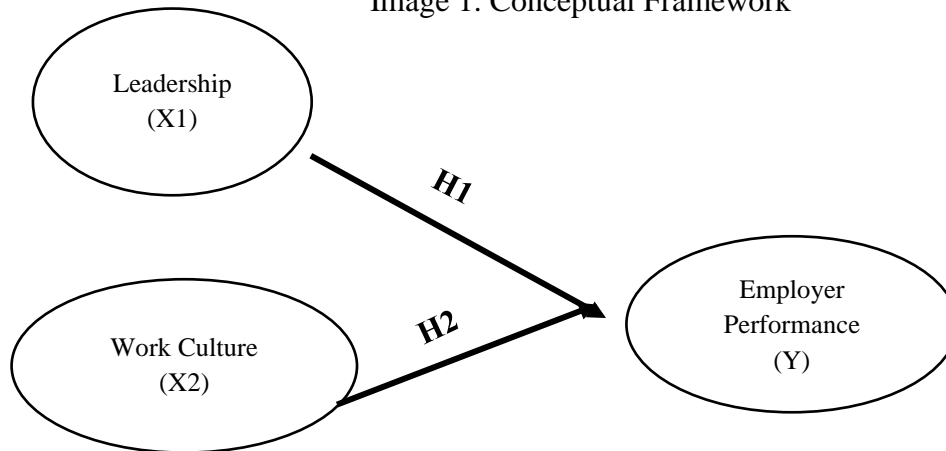
Leadership at PT. Semen Tonasa often uses a situational leadership approach that analyzes the situation and requires different actions. Effective situational leadership can analyze situations and adjust its style to meet the needs of the team. They can communicate effectively, engage with team members, and provide appropriate feedback to achieve their goals.

This study is important to understand how these two factors interact and affect employees' work performance at PT Semen Tonasa. By understanding the effects of leadership and work habits, managers may develop effective strategies to increase employee productivity and, eventually, business success.

The work culture at PT. Semen Tonasa includes elements of collaboration, but there are also challenges in terms of effective communication among teams. The impact of a culture that supports collaboration can enhance innovation, but communication barriers can lead to misunderstandings and conflicts within the team. There are fluctuations in employee performance, where some periods show significant performance improvement, while in other periods performance declines. Impact Factors such as changing leadership or working conditions can contribute to performance changes.

Framework of Thought

Image 1. Conceptual Framework



Hypothesis

Based on the above framework, it can be concluded that the hypothesis in this research is:

- H1 (Hypothesis 1) = It is suspected that leadership significantly affects employee performance
- H2 (Hypothesis 2) = It is suspected that work culture significantly affects employee performance.

METHOD

Quantitative research is the methodology employed. As stated by (Sugiyono, 2017), quantitative research is: "A research method based on positivist philosophy, used to study a specific population or sample, data collection using research instruments, data analysis is quantitative or statistical in nature, with the aim of testing the established hypothesis."

Populasi dan Sampel

According to Suharsimi, the population is the main focus of the study (Arikunto, 2019). The study's population comprises of the 25 workers who work in the HR and General Department's Human Capital Resource Unit of PT. Semen Tonasa in Pangkep Regency. They also make up the sample.

Type and Source of Data

Primary data is data obtained directly on-site and originates from direct observations at the research location. Secondary data is supporting data derived from original data obtained from papers, reports, and other documents as well as other documents related to this research.

Data Collection Method

Data collection in this research was conducted through interviews and questionnaires.

1. Questionnaire

A questionnaire is a data collection technique conducted by providing a set of written questions or statements to respondents for them to answer. A questionnaire is an efficient data collection technique when the researcher knows exactly which variables will be measured and what can be expected from the respondents. According to (Arikunto, 2019) A questionnaire is a written statement used to collect information from respondents in the form

of reports about their personal lives or what they know. According to the justification given above, the researcher used closed questionnaires and surveys to gather data for this study, in which participants could only choose from the responses that were presented. The Likert scale is the one that the researchers utilized in this instrument. The Likert scale is a tool used to gauge a person's or a group's attitudes, beliefs, and perceptions on social issues. A Likert scale is used to process the data, and responses to the questions range from 1 to 5. The value referred to is the score based on the respondents' answers, where the values used by the researcher are as follows:

2. Observation

Observation is the process of methodically observing and documenting things that arise on the subject of the study. Direct observation is the process of observing and documenting an item at the site of an event or occurrence, such that the observation is next to the thing under investigation. On the other hand, indirect observation is observation that is made outside of the period of the occurrence under investigation.

Operational Variables

using indicators According to (M. Busro, 2018), The indicators of leadership are as follows:

1. Leadership style.
2. Type of leadership.
3. Leadership support.
4. Involve leadership in carrying out leadership functions.

According to Desmond Graves in (M. Busro, 2018), there are ten items in the research tool (criteria dimension) for organizational culture indicators, namely:

1. Self assurance
2. Decisiveness in attitude
3. Ability in supervision (supervisor ability)
4. Emotional intelligence
5. Initiative

Performance indicators are something that will be calculated and measured. (Mangkunegara, 2017) states performance indicators, namely:

1. Quality is the degree to which an employee completes tasks as intended.
2. Amount of time an employee works in a day is known as quantity. Each employee's work speed indicates the amount of work they have to do.
3. Performing tasks The degree to which workers can complete tasks precisely and error-free is known as task execution.
4. Accountability Responsibility is the understanding that workers have a duty to complete the tasks that the organization assigns them.

Table 1. Assessment and Scoring Measurement of Perception

Number	Category	Score
1	Strongly Agree	5
2	Agree	4
3	Doubtful	3
4	Disagree	2
5	Strongly Disagree	1

Source: (Sugiyono, 2018)

Data Analysis Techniques

Multiple Linear Regression Analysis

Multiple linear regression analysis is employed in this research model. To ascertain the degree to which independent variables—physical and mental workload—have an impact on the dependent variable, performance, multiple linear regression is employed. The goal of regression analysis is to forecast how the independent variable will affect the dependent variable's value. A traditional assumption test must be performed in order to ascertain whether multiple linear regression has been successfully employed in the study. The purpose of this test is to identify multiple linear regression deviations from traditional assumptions.

Coefficient of Determination (R²)

The goal of the coefficient of determination is to quantify how well the model can account for the variance in the dependent variable. The total coefficient of determination (R²) in a linear regression model will be used to assess how much each independent variable contributed to the dependent variable overall. It can be claimed that the model is explaining the relationship between the independent and dependent variables more and more if the obtained (R²) gets close to 1 (one). On the other hand, the impact of the independent variables on the dependent variable decreases as R² gets closer to 0 (zero).

Partial test (t-test)

The t-test is used to measure the extent of the individual influence of independent variables in explaining the variation of the dependent variable. If the calculated t value > table t value, it can be stated that the independent variable individually has a positive effect on the dependent variable. Whereas if the calculated t value < table t value, it can be stated that the independent variable does not affect the dependent variable. The steps for testing are as follows:

RESULT

Data Validation

Tabel 2. Data Validation

VARIABLE	INSTRUMEN	R calculation	Table R	DESCRIPTION
X1	1	0.409	0,3961	Valid
	2	0.533	0,3961	Valid
	3	0.452	0,3961	Valid
	4	0.498	0,3961	Valid
	5	0.545	0,3961	Valid
X2	1	0.442	0,3961	Valid
	2	0.537	0,3961	Valid
	3	0.610	0,3961	Valid
	4	0.548	0,3961	Valid
	5	0.511	0,3961	Valid
Y	1	0.508	0,3961	Valid
	2	0.551	0,3961	Valid
	3	0.513	0,3961	Valid

	4	0.508	0,3961	Valid
	5	0.399	0,3961	Valid

Source: Data processed in 2024

The validity test is used to measure whether a questionnaire is valid or not. The validity test in this study uses the SPSS 29 program. The basis for making the decision in this test is by comparing the calculated r value > table r value (0.3961) with a significance level of 0.05. from the results of the analysis that has been conducted, the calculated r values for X1, X2, and Y were found to be greater than the table r value, thus it can be concluded that the data used is valid.

Reliability

The reliability test is used to measure the consistency of each research variable. In this study, to test reliability using the Cronbach’s Alpha test > 0.06, it can be said to be reliable.

Tabel 3. Reliability

Reliability Statistics	
Cronbach's Alpha	N of Items
.765	15

Source: Data processed in 2024

The results show that the Cronbach’s Alpha value > 0.06, concluding that all the variables used are reliable.

Multiple Linear Regression Test

Tabel 4. Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.359	2.492		2.552	.018
	X1	0.494	.118	.577	4.183	<.001
	X2	0.254	.094	.374	2.707	.013

a. Dependent Variable: Y

Source: Data processed by SPSS29

The following explanation can be drawn from the equation's results:

1. The leadership variable (X1) and work culture (X2) have coefficient values of 0 and respectively, because the constant value is 6.359 (positive), indicating that the employee performance variable (Y) will have a constant value and be negative. Assuming all other factors stay the same, the coefficient value (X1) is 0.494, which indicates that when leadership rises, employee performance rises as well.
3. Assuming all other factors stay the same, the Coefficient Value (X2) is 0.254 (positive), indicating that employee performance rises when the workplace culture improves.

Coefficient of Determination(R²)

Tabel 5. Coefficient of Determination(R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.812 ^a	.660	.629	1.05597
a. Predictors: (Constant), X2, X1				

Source: Data processed by SPSS29

Based on the results in the table above, a coefficient of determination (Adj.R2) value of 0.629 or 63% was obtained. That the ability of leadership and work culture in explaining the employee performance variable is known to be 63%, while the remaining 37% or (100% - 63%) is obtained by other variables not included in this study.

The results explain the calculations produced by the tools or applications used based on each test result, up to the hypothesis testing results.

T-test

Tabel 6. T-test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.359	2.492		2.552	.018
	X1	0.494	.118	.577	4.183	<.001
	X2	0.254	.094	.374	2.707	.013

a. Dependent Variable: Y

Source: Data processed by SPSS29

From the data above, the following conclusions can be drawn:

Leadership (X₁)

The Leadership variable (X₁) shows a significant value of 0.001 < 0.05 and a t-value of 4.183 > t-table 2.074, so H₁ can be accepted and H₀ is rejected. Thus, the results of the first hypothesis in this study are proven, namely that Leadership (X₁) affects Employee Performance (Y).

Work culture(X₂)

The Work Culture variable (X₂) shows a significant value of 0.013 < 0.05, and the calculated t-value of 2.707 > the table t-value of 2.074, thus H₁ is accepted and H₀ is rejected. Thus, the results of the second hypothesis in this study are proven, namely that work culture (X₂) has an influence on employee performance (Y).

Discussion

The Influence of Leadership on Employee Performance

The findings of the study demonstrate that at PT. Semen Tonasa in Pangkep Regency, leadership significantly affects worker performance. The study's findings are consistent with earlier research (Syar, 2016), which found that leadership significantly affects worker performance. This is evident from the multiple linear regression findings, which show a coefficient value (X₁) of 0.494 (positive), and the t-test results (X₁), which show a computed t-value of 4.183 > t-table 2.060 and a significant value of 0.001 < 0.05. As a consequence, H₁ may be accepted and H₀ rejected. As a consequence, the study's initial hypothesis—that leadership (X₁) influences employee performance (Y)—has been validated.

Based on the results of the study conducted at PT. Semen Tonasa in Kabupaten Pangkep, it can be said that the company has very good management, which enables it to make a sound management decision by increasing employee productivity in the course of business operations.

The Influence of Work Culture on Employee Performance

The findings indicate that employee performance at PT. Semen Tonasa in Pangkep Regency is significantly impacted by workplace culture. This means that the stability of employee performance will be impacted by changes in the workplace culture. Employee performance at PT Semen Tonasa in Pangkep Regency indicates that the company has a somewhat positive work culture. because the employee performance is good. This can be seen from the results of the multiple linear regression study which has a Coefficient value (X2) of 0.254 (positive) and the t-test for work culture (X2) shows a significant value of $0.013 < 0.05$, and t count $2.707 > t$ table 2.060, thus H1 is accepted and H0 is rejected. Thus, the results of the second hypothesis in this study are proven, namely that work culture (X2) has an influence on employee performance (Y).

The Influence of Leadership and Work Culture on Employee Performance

The study's findings demonstrate that factors X1 and X2 have an impact on variable Y at the same time. Workplace culture and leadership have a big impact on how well employees perform. This is demonstrated by the field investigation, which yielded a coefficient of determination (Adj.R2) value of 0.629, or 63%. It is known that 63% of the variance in employee performance may be explained by leadership and workplace culture.

CONCLUSION

The following conclusions can be made in light of the research's findings and the debate that followed:

1. The multiple linear regression test results show that the leadership variable, or X1, has a significant impact on PT. Semen Tonasa employees' performance by 0.494 (positive), and the work culture variable, or X2, has a significant impact on employees' performance by 0.254 (positive).
2. According to the results of the determinant test, the researchers concluded that the variables X1 leadership and X2 labor culture had a 63% influence on the explanation of the performance variable of PT. Semen Tonasa employees, with the remaining percentage being influenced by other variables not examined in this study. 2. The test results for the variable Liderazgo (X1) show a calculated value of t of $4.183 > t$ table and a significant value of $0.001 < 0.05$.
3. The t-test results for the Leadership variable (X1) show that the calculated t is $4.183 >$ and the significant t is around $0.001 < 0.05$. The t-table value of 2.060 allows for the determination of H1 while H0 is eliminated. The working day variable (X2) shows a significance level of $0.013 < 0.05$ and a t-value of $2.707 >$ H1 is accepted, H0 is rejected, t table 2.060. It can be concluded that the work performance of PT. Semen Tonasa employees is significantly influenced by their leadership and work habits.

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