

Effect of Transformational Leadership on Employee Performance in PTPN II Oil Palm Plantation, Kebun Bandar Klippa

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ABSTRACT

This study aims to determine the effect of transformational leadership on employee performance at PTPN II Oil Palm Plantation, Kebun Bandar Klippa. The data used are primary data with 30 respondents. The data collection technique was done by means of interviews, observations, and questionnaires using purposive sampling method. The results of this study indicate that transformational leadership has a simultaneous effect of 63% on employee performance at PTPN II Oil Palm Plantation, Kebun Bandar Klippa and the remaining 37% is influenced by factors outside these variables on the performance of employees at PTPN II Oil Palm Plantation, Kebun Bandar Klippa. Attribute charisma partially provides a positive value however, it has no significant effect on employee performance at PTPN II Oil Palm Plantation, Kebun Bandar Klippa. Partially inspirational motivation gives a positive value however, it does not have a significant effect on employee performance at PTPN II Oil Palm Plantation, Kebun Bandar Klippa. Partial intellectual stimulation provides a positive value and has a significant effect on employee performance at PTPN II Oil Palm Plantation, Kebun Bandar Klippa. Individualized consideration partially gives a positive value however; it does not have a significant effect on employee performance at PTPN II Oil Palm Plantation, Kebun Bandar Klippa.

Keywords: Transformational Leadership, Attribute Charisma, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Employee Performance

INTRODUCTION

The theory of leadership which focuses on a process where leaders and subordinates emphasize each other to a higher level of morality and motivation is transformational leadership theory. Based on the above opinion, it can be concluded that leadership is the ability to influence subordinates or groups to work together to achieve organizational or group goals. A leader can transform his subordinates through four components in Sunada (2013:12) which consists of:

1. The Influence of Idealism

Leaders who have charisma show conviction, emphasize trust, put themselves on difficult issues, show the most important values, emphasize the importance of goals, commitment and ethical consequences of decisions, and have a vision and sense of mission. Thus the leader will be emulated, arouse pride, loyalty, respect, enthusiasm and trust from subordinates.

2. Inspirational Leaders

Leaders have an attractive vision for the future, set high standards for subordinates, are optimistic and enthusiastic, give encouragement and meaning to what needs to be done. This kind of leader will increase the optimism and enthusiasm of the subordinates and motivation and inspire the subordinates to exceed the initial motivational expectations

through emotional support and emotional attraction.

3. Intellectual Stimulation

A leader who encourages subordinates to be more creative, eliminates the reluctance of subordinates to issue their ideas and in solving existing problems uses new approaches that use more intelligence and rational reasons rather than based solely on opinions or estimates.

4. Individual Consideration

Leaders are able to treat others as individuals, consider individual needs and aspirations, listen to, educate and train subordinates. So that leaders like this give personal attention to their subordinates who see subordinates as individuals and offer special attention to developing subordinates for good performance.

Transformational leaders always make their organization, employees and parties related to them develop, undergo changes to a wider, higher, and deeper direction and also grow especially after decision making. Transformational leaders always make employees see that the goals to be achieved are more than just his personal interests. If employees are given the opportunity to participate in problem solving, employees will feel involved in

achieving organizational goals. This can cause employees to increasingly have a true sense of responsibility and lead to job satisfaction, commitment, and make the organization a place to actualize themselves. The opportunity to play an active role in the organization is very meaningful to employees, because employees feel that their leaders believe in their abilities and willingness, to actively participate in dealing with problems in the organization, so as to create a human-oriented relationship in which employees are more considered as colleagues by the leader.

PTPN II Oil Palm Plantation, Kebun Bandar Klippa is a state-owned company engaged in Plantation Agribusiness. This research was conducted to find out whether the transparent leadership style that has been implemented by PTPN II Oil Palm Plantation, especially Bandar Klippa, have an effect on the performance of harvesters and maintenance employees.

Based on the researchers' preliminary observations, PTPN II Oil Palm Plantation, Kebun Bandar Klippa in running the company is experiencing problems as indicated by the ups and downs of the production value in the company. Therefore, researchers are interested in conducting research at PTPN II Oil Palm Plantation, Kebun Bandar Klippa.

Table 1. Production Data of PTPN II Oil Palm Plantation, Kebun Bandar Klippa in Last 7 Years

Year	Large (Ha)	Main J.L.J.	Realization (Kg)	Protas (Ton/Ha)	Achievements to Past Year (%)	Information
2013	689.89	73,479	5,089,680	7,377,785	-	
2014	689.89	73,479	4,494,750	6,515,169	-11.69	Decreased
2015	689.89	73,479	4,666,500	6,764,122	3.8	Increased
2016	689.89	73,479	5,371,670	7,786.27	15.11	Increased
2017	689.89	73,479	3,861,760	5,597.646	-28.11	Decreased
2018	647.10	71,695	6,145,490	9,496.971	59.14	Increased
2019	647.10	71,695	7,657,200	11,833.10	24.6	Increased

Source: PTPN II Oil Palm Plantation, Kebun Bandar Klippa, 2019

Table 1 shows that the production of PTPN II Oil Palm Plantation, Kebun Bandar Klippa in 2017 has not reached the production target, showing a rise of -28.11 from the achievement in the previous year. This is an initial concern for observations where in 2018 the land area has decreased (Ha). However, in terms of production, it

increased to 59.14 for the previous year's achievement. Based on production data, PTPN II Oil Palm Plantation, Kebun Bandar Klippa know that there has been a change in the management system by using the transformational leadership of employee performance.

Table 2. Total Data of Employees of PTPN II Oil Palm Plantation, Kebun Bandar Klippain 2020

No	Position	Employees
1	Assistant	1
2	Foreman	1
3	Harvest Foremen	2
4	Maintenance Foremen	2
5	Pest Mantri	1
6	Keycontrol	1
7	Harvest Spreader	1
8	Krani Afdeling	1
9	Krani Checks Palm	2
10	Harvest Employees	37
11	Employees Maintenance	31
	Jumlah	80

Source: PTPN II Oil Palm Plantation, Kebun Bandar Klippa, 2019

Table 2 shows that the number of PTPN II Oil Palm Plantation, Kebun Bandar Klippa with an area of 647.10 ha. With the number of employees in 2019 amounting to 80 people consisting of 1 assistant, 1 foreman, 2 harvest foremen, 2 maintenance foremen, 1 pest mantri, 1 keycontrol 1 harvest spreader, 1 krani afdeling, 1 krani checks palm, 37 harvest employees and 31 employees maintenance.

RESEARCH METHODS

Primary data is data obtained from the first source, both individuals and individuals, such as the results of filling out a questionnaire that will be carried out. So the primary data in this study is data obtained directly from respondents' answers through distributing questionnaires with research instruments: attribute charisma, inspirational motivation, intellectual stimulation, individualized consideration, employee performance.

Secondary data, namely primary data that has been further processed and presented, either by primary data collectors or other parties. Secondary data is data obtained from various sources of documents or other written reports available at PTPN II Oil Palm Plantation, Kebun Bandar Klippa.

Statistical analysis is an analysis using a statistical approach or formula. Based on the proposed hypothesis, the analytical tool used is multiple linear regression. This model is used to answer the problem whether partially and simultaneously the transformational

leadership variable (X) has a significant effect on employee performance (Y) (Supranto, 2004).

1. Simultaneous Significance Test (F Statistical Test)

The F statistical test shows whether all the independent variables included in the model have a joint influence on the dependent variable (Ghozali, 2006). In the F test, if the significance level is less than 0.05, it can be stated that the variables simultaneously or jointly affect the dependent variable (for a significant level=5) then the independent variable simultaneously affects the dependent variable. While the probability value is greater than 0.05, the independent variable simultaneously has no effect on the dependent variable.

2. Significance Test of Individual Parameters (t Statistical Test)

The t test is used to show how far the influence of one explanatory/independent variable individually in explaining the variation of the independent variable (Ghozali, 2006). This means that the t test is used to test the significant relationship between variable X and variable Y, whether the variables X1, X2, X3, and X4 really affect variable Y (employee performance). In the t test, if the significance level is less than 0.05, it can be stated that the variable partially or separately affects the dependent variable. Meanwhile, if the level of significance is greater than 0.05, the independent variable has no effect on the dependent variable partially or separately.

RESULT AND DISCUSSION

Analysis of the Coefficient of Determination

The coefficient of determination (R²) is a value (proportion value) that measures how much the ability of the independent variables used in the regression equation to explain the variation of the dependent variables.

Table 3. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.630	.571	1.353

a. Predictors: (Constant), Individualized_Consideration (X₁), Intellectual_Stimulation (X₂), Inspirational_Motivation (X₃), Attribute_Charisma (X₄)

Source: Research Results, 2020 (Processed Data)

Based on Table 3, the coefficient of determination (R²) lies in the r-square column. It can be seen that the coefficient of determination is R²=0.630. This value means that all independent variables, namely individualized consideration (X₁), intellectual stimulation (X₂), inspirational motivation (X₃), and attribute charisma (X₄) simultaneously affect the employee

performance variable (Y) by 63%, the remaining 37% is influenced by factors outside of those variables.

Simultaneous Significance Test (F Statistical Test)

The F test aims to test the effect of the independent variables together or simultaneously on the dependent variable.

Table 4. F Statistical Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.085	4	19.521	10.660	.000^b
	Residual	45.782	25	1.831		
	Total	123.867	29			

a. Dependent Variable: Kinerja_Karyawan
b. Predictors: (Constant), Individualized_Consideration, Intellectual_Stimulation, Inspirational_Motivation, Attribute_Charisma

Source: Research Results, 2020 (Processed Data)

Based on Table 4, the sig value is known. is 0.000 and the value of Fcount=10.660. It can be explained that when sig. 0.000<0.05 and Fcount=10.660>Ftable=2.87 (Table F is presented in the appendix), it is concluded that there is a simultaneous influence of variable X on variable Y, namely attribute charisma, inspirational motivation, intellectual stimulation, and individualized consideration which is statistically significant on employee performance.

Significance Test of Individual Parameters (t Statistical Test)

The basis for the decision making from multiple linear regression analysis, the partial effect of the t test. If the sig value<0.05, or tcount>ttable, then there is an effect of variable X on variable Y. If the sig value>0.05, or tcount<ttable, there is no effect of variable X on variable Y.

Table 5. t Statistical Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.005	4.791		.836	.411
	Attribute_Charisma	.438	.374	.436	1.170	.253
	Inspirational_Motivation	-.273	.306	-.246	-.893	.380
	Intellectual_Stimulation	.792	.248	.601	3.200	.004
	Individualized_Consideration	.054	.349	.039	.154	.879

a. Dependent Variable: Employee Performance

Source: Research Results, 2020 (Processed Data)

Based on Table 5, the multiple linear regression equation can be obtained as follows:

1. It is known that the regression coefficient value of the attribute charisma variable is 0.438, which is

positive. This means that the attribute charisma has a positive effect on employee performance in the company. It is known that the sig value is 0.253>0.05 and the tcount is 1.170<ttable is 2.030. This shows that

the attribute charisma does not have a significant effect on employee performance.

2. It is known that the regression coefficient value of the inspirational motivation variable is (- 0.273), which is negative. This means that inspirational motivation has no effect on employee performance in the company. It is known that the sig value is $0.380 > 0.05$ and t is calculated $(-0,893) < t_{table} 2,030$. This shows that inspirational motivation does not have a significant effect on employee performance.
3. It is known that the regression coefficient value of the intellectual stimulation variable is 0.792, which is positive. This means that intellectual stimulation has a positive effect on employee performance in the company. It is known that the sig value is $0.004 < 0.05$ and the tcount is $3.200 > t_{table}$ is 2.030. And this shows that intellectual stimulation has a significant effect on employee performance.
4. It is known that the regression coefficient value of the individualized consideration variable is 0.054, which is positive. This means that individualized consideration has a positive effect on employee performance in the company. It is known that the sig value is $0.879 > 0.05$ and the tcount is $0.154 < t_{table}$ is 2.030. This shows that individualized consideration does not have a significant effect on employee performance.

CONCLUSION

Based on the research results described by the author, it can be concluded that transformational leadership has a simultaneous effect of 63% on employee performance at PTPN II Oil Palm Plantation, Kebun Bandar Klippa and the remaining 37% is influenced by factors outside these variables on the performance of employees at PTPN II Oil Palm Plantation, Bandar Klippa Plantation.

Attribute charisma partially provides a positive value however, it has no significant effect on employee performance at PTPN II Oil Palm Plantation, Kebun Bandar Klippa. Partially inspirational motivation gives a positive value however, it does not have a significant effect on employee performance at PTPN II Oil Palm Plantation, Kebun Bandar Klippa. Partial intellectual stimulation provides a positive value and has a significant effect on employee performance at PTPN II Oil Palm Plantation, Kebun Bandar Klippa. Individualized consideration partially gives a positive value however, it does not have a significant effect on employee performance at PTPN II Oil Palm Plantation, Kebun Bandar Klippa.

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