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The Effect of Leadership and Workload on the Performance of Palm Oil Employees at PT X

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ABSTRACT

Palm oil mill of PT. X is one of the large agribusiness groups operating in Indonesia and has business activities through two business divisions, namely the plantation division and the vegetable oil division. The leadership of PT X's palm oil mill strives to improve the performance of its employees in various ways, for example employee training, equipment such as new machines. The purpose of this study is to analyze the influence of leadership on employee performance and to analyze the effect of workload on employee performance. In this study, a structured questionnaire instrument with a 5-point interval scale was used to analyze the influence of leadership and workload of PT X employees. The population in this study were 35 people and the entire population was sampled in the study. The data obtained were analyzed using descriptive statistical methods. This study shows that leadership has a positive and significant effect on the performance of factory employees at PT X. Workload has a negative and insignificant effect on the performance of factory employees at PT X.

Keywords: leadership, workload, performance

INTRODUCTION

The era of globalization changes everything to be fast, this requires organizations to open themselves to various demands for change and strive to develop strategies and policies that are suitable for the new environment, both the external environment including human resources. Human resources are one of the most valuable assets owned by an organization, because humans are the only resources that can mobilize other resources (Arianto, 2013). Employees have a role in carrying out every operational activity of the company. In the world of work, employees play an important role in a company, because the company cannot grow and develop without the support of the employees' abilities even though the company has complete and sophisticated facilities and infrastructure. Employees play an active role in setting plans, systems, processes and goals to be achieved by the company (Hasibuan, 2010).

The success of a company is reflected in the work results of each employee in a company, the results of this work will have an effect on improving the overall performance of the company and the increasing employee performance is expected to have an impact on improving the welfare of employees in a company. A company has a goal to develop its business, generate profits, and sustain life, so employee performance is very important to measure success in running a business.

The palm oil mill of PT X is one of the large agribusiness groups operating in Indonesia and has business activities through two business divisions, namely the plantation division and the vegetable oil division. The vegetable oil market in the international market is one of the most competitive markets, involving more than nine types of oil and is almost produced and consumed in all countries, both developed and developing countries.

The leadership of the palm oil mill of PT X strives to improve the performance

of its employees by means of various ways, for example employee training, equipment such as new machines, room lighting. Various supporting facilities such as employee housing, security, and places of worship can be said to be sufficient to carry out work effectively and efficiently. Based on the target data and the realization of PT X's CPO, it shows that work targets are not being achieved every year.

Table 1. Target and Realization of CPO from PT Victorindo Palm Oil Mill Alam Lestari Year 2014 – 2018

Year	Target	Realization	Percentage
2014	62.312.796	62.005.420	99,50%
2015	61.978.800	53.439.249	86,22%
2016	57.667.021	47.443.752	82,27%
2017	54.857.667	46.787.671	85,28%
2018	48.891.752	46.131.839	94,35%

The indicators used to determine employee performance are through an assessment of work performance, absenteeism, and employee turnover. The employee absentee level is the ratio between the days lost to the total days available for work. With the formula, the number of working days times the number of employees is equal to the days of late availability. Then the number of late cases divided by the number of days late availability multiplied by one hundred percent. Data on tardiness of employees of PT X in 2019 with an average absentee level of 10.94% per month. Almost every day there are employees who are late for attendance who they think they can replace their late hours with extra hours from work. Absenteeism or tardiness of employees from work can cause performance to decline.

The implementation of work targets is influenced by the workload given to employees which is deemed not in accordance with the employees' abilities so that employees need additional time to complete production targets. The increase or decrease in employee performance can be influenced by various factors related to the company's environment. If the employee's performance has decreased, the company needs to think about what efforts will be made so that the decline in employee performance does not affect the desired company goals.

A presurvey was carried out on 30 employees of PT X who were taken randomly, which found that the leadership role seemed ineffective where employees still felt a lack of direction on the tasks carried out by lower employees, then were not included in the decision-making process which showed a lack of good relations between superiors and employees subordinate. For the workload itself 56.67% of the respondents felt that the workload given was high, 70% of the respondents felt that the job was given suddenly with a short period of time.

Performance

Performance comes from the word Job performance or performance which means actual work performance or achievement achieved by someone (Mangkunegara, 2008). Usually people with high performance are called productive people and vice versa, people whose performance levels do not reach the standard are said to be unproductive or low-performing people. Hasibuan in Sujak (1990) and Sutiadi (2003) suggest that performance is a result of the work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity and time. In other words, performance is the work achieved by a person in carrying out the tasks assigned to him in accordance with established criteria.

Leadership

Etymologically, leadership comes from the word leader, in English, leadership which means leadership, from the basic word leader means leader and the root word to lead which contains several closely related meanings: moving early, walking early, taking initial steps, do first, take the lead, direct the thoughts of others, guide, guide, and move others through their influence (Baharudin, 2012). Leadership is the activity of motivating others or causing others to do certain tasks with the aim of achieving specific goals. For this reason, a leader must be able to identify the behavior

of his members and understand what influences his behavior (Sudaryono, 2014). From some of the definitions above, it can provide a fairly broad and deep picture of leadership.

Workload

Workload is one aspect that must be considered by every organization, because workload is one of the factors that affect employee performance. Workload analysis techniques require the use of standard staff ratios or guidelines to determine personnel requirements. Workload analysis identifies both the number of employees and the types of employees required to achieve organizational goals. Koesomowidjojo (2017) workload is the process of determining the number of working hours of human resources who work, are used, and needed to complete a job for a certain period of time. According to Pranoto (2017) workload is workload analysis is an action that aims to find out the amount of time it takes for employees to complete a job. Workload according to Meshkati in Astianto and Suprihhadi (2014) can be defined as a difference between the capacity or ability of workers and the job demands that must be faced.

Conceptual framework

Research wants to see and analyze how much influence leadership and workload on employee performance. In accordance with the description on the background of the problem, literature review and previous research, a conceptual research framework is prepared as follows:

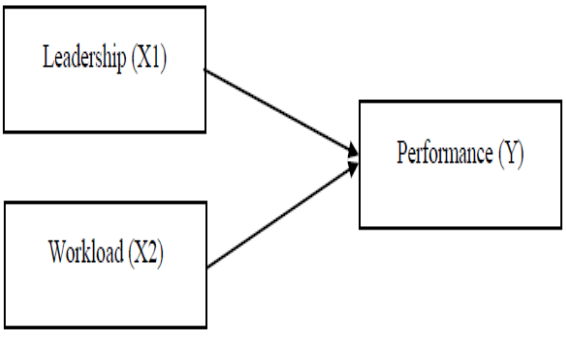

Figure 1 Research conceptual framework

The operational definition and measurement of the variables are explained as follows:

1. Leadership (X1) is a method used by leaders. The dimensions used are the leadership function as an innovator, the leadership function as a communicator, the leadership function as a motivator and the leadership function as a controller.
2. Work load (X2) is the difference between a worker's ability and job demands. The dimensions used are task demands, effort and performance.
3. Performance (Y) is the work achieved by the employees of PT VAL in carrying out the tasks assigned to them based on skills, experience and sincerity as well as time. The dimensions used are quantity of work, quality of work, timeliness, attendance and ability to work together.

RESEARCH METHOD

This type of research is a descriptive and associative research type with a quantitative approach. It is said that the quantitative approach is because the approach used in the research proposal, process, hypothesis, go to the field, data analysis and data conclusions until writing uses aspects of measurement, calculation, formula and certainty of numerical data. According to Sugiyono (2012) that quantitative descriptive research is a research method based on the positivism philosophy, used to research on specific populations or samples, data collection using research instruments, quantitative / statistical data analysis, with the aim of testing predetermined hypotheses.

The study used a questionnaire for data collection by giving a set of questions or written statements to respondents to answer them (Sugiyono, 2010: 199). The questionnaire was conducted on employees of the plantation company PT X Hutalombang Village, North Sumatra. The population in this study were all employees in the processing section, namely operators

and operator assistant as many as 35 people. Sampling in this study is a total sampling technique that makes all members of the population as a sample in conducting research. So the sample in this study was 35 people.

The data analysis technique in this research is quantitative data analysis techniques using multiple linear regression models. The regression model formed is

$$Y = a + b1X1 + b2X2 + \varepsilon$$

with leadership variables (X1), workload (X2) on employee performance (Y), constants (a), regression coefficients (b1 / b2) and standard errors (ε).

RESULT AND DISCUSSION

Descriptive Respondents

It is known that there are 5 employees aged between 20-29 years (14.28%); and employees aged 30-39, namely 21 people (60%) and employees aged 40-49 years, namely 9 people (25.72%). So, it can be concluded that the majority of employees who work at Pt X are between 30-39 years old.

The majority of respondents were male with the largest number, namely 35 people (100%). This is because the main duties of factory employees are assigned to the male gender. 1 employee with junior high school education (2.85%) and 34 employees with SMA / SMK / STM education (97.15%).

Employees with a length of work 5 - 9 years are 17 people (48.57%); Employees with a length of work of 10-15 years are 8 people (22.86%) and employees with a length of work of 16-20 years are 10 people (28.57%). So, it can be concluded that the majority of employees work between 5-9 years at PT X. Employees with a work period of 5-10 years are considered to have mastered the work and know the problems that occur in the company.

Descriptive of the Questionnaire Results

The results of descriptive analysis for the leadership variable obtained a mean of 48.05; and a standard deviation of 483.

Table 2. Categorization of Leadership Variables

Category	Interval Score	Frequency	Percentage (%)
High	X ≥ 52,88	6	17,14
Medium	43,22 ≤ X < 52,88	25	71,42
Low	X < 43,22	4	11,42
Total		35	100

Respondents who gave an assessment of the leadership variable in the high category were 6 respondents (17.14%). Respondents who gave an assessment of the leadership variable in the moderate category were 25 respondents (71.42%). Respondents who gave an assessment of the leadership variable in the low category were 4 respondents (11.42%). Based on the results of the questionnaire, the employees felt that the leadership at PT X was not good.

The results of descriptive analysis for the workload variable obtained a mean of 29.60; and a standard deviation of 2.99. Respondents who gave an assessment of the Workload variable in the high category were 8 respondents (22.86%). Respondents who gave an assessment of the Workload variable in the medium category were 22 respondents (62.86%). Respondents who gave an assessment of the Workload variable in the low category were 5 respondents (14.28%).

Table 3. Categorization of Workload Variables

Category	Interval Score	Frequency	Percentage (%)
High	X ≥ 32,59	8	22,86
Medium	26,61 ≤ X < 32,59	22	62,86
Low	X < 26,61	5	14,28
Total		35	100

The results of descriptive analysis for the Job Satisfaction variable obtained a mean of 44.74; and a standard deviation of 3.19. Respondents who gave an assessment of the performance variables in the high category were 8 respondents (22.86%). Respondents who gave an assessment of the performance variables in the medium category were 22 respondents (62.85%). Respondents who gave an assessment of the

Kinerka variable in the low category were 5 respondents (14.28%).

Table 4. Categorization of Performance Variables

Category	Interval Score	Frequency	Percentage (%)
High	X ≥ 47,74	8	22,86
Medium	41,55 ≤ X < 47,74	22	62,86
Low	X < 41,55	5	14,28
Total		35	100

Validity and Reliability Test

The results of data processing show that all items in the questionnaire are declared valid where all r count> r table (0.207) and the Sig. (2-tailed) <0.05 and the Pearson correlation is positive, so it can be concluded that all items in this questionnaire are suitable for use. Cronbach's alpha research value> 0.6 (performance = 0.721, leadership = 0.910 and workload = 0.649) so that the question items in the questionnaire are declared reliable or consistent, so the questionnaire is declared reliable to use.

Classic assumption test

Table 5. Results of the One-Sample Kolmogorov-Smirnov Test Normality

		Unstandardized Residual
N		35
Normal Parametersa, b	Mean	.0000000
	Std. Deviation	2.26049293
Most Extreme Differences	Absolute	.126
	Positive	.077
	Negative	-.126
Test Statistic		.126
Asymp. Sig. (2-tailed)		.179c

Based on Table 5, it is known that the results of the normality test above can be seen that all research variables have a residual value greater than 0.05 (sig> 0.05), so it can be concluded that the research data is normally distributed. That is, the distribution of research data in this study is normally distributed.

Table 6. Value of Collinearity Statistics (SPSS output)

Model		*Collinearity Statistics*	
		Tolerance	**VIF**
1	(constant)		
	Leadership	0.998	1.002
	Workload	0.998	1.002

It can be seen that all variables have a tolerance value above 0.1 and a VIF value below 10, so it can be concluded that the regression model in this study does not occur multicollinearity. This means that there is no correlation between leadership and workload variables, so it can be stated that the independent variables in this study are independent or not related to one another.

The test is carried out with the Scatterplot graph, it can be seen that the dots spread randomly and do not form a certain pattern and are spread either above or below the number 0 on the Y axis, so it is concluded that there is no heteroscedasticity in the model.

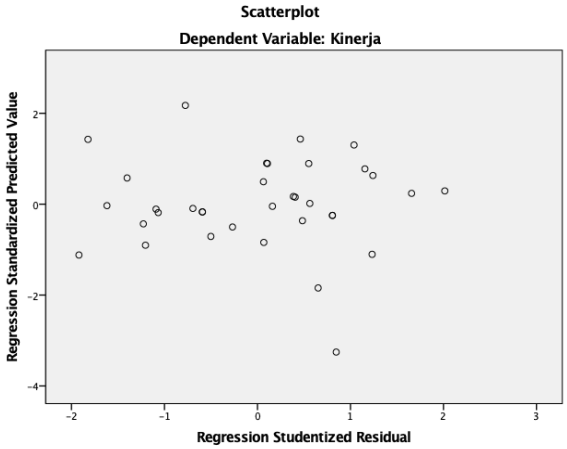

Figure 2. Scatterplot graph (SPSS output)

Analysis of the Coefficient of Determination (R Square)

The correlation coefficient value is 0.706 which indicates that the correlation / relationship between the dependent variable (Y) and the independent variable (X1 and X2) is high. If R> 0.05, the correlation is high (Sufre, 2014). The coefficient of determination (R Square) is 0.499. This means that 49.9% of employee performance

is influenced by the leadership and workload variables in this study, while the remaining 50.1% is influenced by other variables outside the independent variables used in the study.

Table 7.Determination Coefficient Test Results (R Square)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706[a]	.499	.468	2.33006
a. *Predictors*: (*Constant*), Leadership, Workload				
b. Dependent Variable: Performance				

Multiple Regression Test Analysis

The t table value is obtained by the following formula: df = n-k with,
n = number of samples
k = number of independent variables and dependent variables

It is known that t table is equal to 32 degrees of freedom and a significance level of 5%, then it is known that the value of t table is 1.693.

Table 8. Multiple Regression Partial Test Results

Model	*Unstandardized Coefficients*		*Standardized Coefficients*	t	Sig.
	B	Std. Error	Beta		
(Constant)	27.633	5.750		4.806	.000
Leadership	.452	.083	.684	5.463	.000
Workload	-.156	.134	-.146	-1.169	.251

Based on Table 4, the following are the partial test results from multiple linear regression:

1. **Leadership variable (X1):** it can be seen that the t value for X1 is 5.463 where t is greater than t table (t count> t table; t table = 1.693) and the significance value of 0.000 is smaller than the significance level of 0.05. This means that the leadership variable has a significant effect on the performance variable.
2. **Workload Variable (X2):** it can be seen that the t value for X2 is -1.169 where t count is smaller than t table (t count <t table; t table = 1.693) and the significance value of 0.251 is greater than the significance level of 0, 05. This means that the Workload variable does not have a significant effect on the Performance variable.

Table 9. Multiple Regression Simultaneous Test Results

Model		*Sum of Squares*	df	*Mean Square*	F	Sig.
1	Regression	172.952	2	86.476	15.928	.000[b]
	Residual	173.734	32	5.429		
	Total	346.686	34			

a. Dependent Variable: Performance
b. Predictors: (Constant): Leadership, Workload

The Ftable value is obtained by the formula:
df1 = k-1 and df2 = n-k
where n = number of samples and k = number of independent variables and dependent variables
then df1 = 2 and df2 = 32
with α = 5%, the value of Ftable is 3.29

The F count obtained is 15,928 greater than F table 3.29 (F count> F table) with a significance level of 0.05. With a probability of 0.00 or less than 0.05. Then H0 is rejected and H1 is accepted, in other words there is a simultaneous influence between leadership and workload on performance.

CONCLUSION

1. Leadership has a positive and significant effect on the performance of PT. X.
2. Workload has a negative and insignificant effect on the performance of PT X's factory employees.
3. Leadership and workload simultaneously affect the performance of PT X's factory employees.
4. The coefficient of determination (R Square) is 0.499. This means that 49.9%

of employee performance is influenced by leadership and workload variables.

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