

The Influence of Leadership Style and Job Training On Employee Performance in the Cement Industry

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Abstract

Employee performance is very important for the survival of an organization. This is because individual employee performance will have an impact on organizational performance. The purpose of this research is to determine and analyze the influence of leadership style variables and job training on employee performance at PT. Imasco Asiatic Cement Jember. The population in this study includes all 234 employees of the PT Semen Imasco Asiatic Jember factory. The minimum number of samples taken was 117 respondents, which is 50% of the total 234 employees. Descriptive analysis is used to explain respondents' descriptions in this research. Validity tests and reliability tests are also used so that the questionnaire used is valid and reliable. Hypothesis testing to determine the impact of the independent variable on the dependent variable. The results of this research show that leadership style and job training have a positive and significant impact on employee performance at PT. Imasco Asiatic Cement Jember.

Keywords

Leadership style; work training; employee performance; cement industry



I. Introduction

PT. Semen Imasco Asiatic Jember is a cement manufacturing company which is part of the Hongshi Group from China. The factory is located in Puger Wetan Village, Jember Regency, East Java, Indonesia. Currently, this cement factory has high quality ready-to-use mining deposits with limestone resources of more than 100 million tons. Since August 2020, the cement production line has been activated with a daily output capacity of 8,000 tons per day and is equipped with a 12 MW low temperature pure waste heat electricity generation system.

Cement supply in Indonesia has increased following the presence of a new cement factory in Jember Regency, East Java. This has had an impact on increasing the national cement supply by 2.7% from 112.3 million tons in 2019 to 115.3 million tons in 2020. As time goes by, the number of sales up to 2023 will still experience an increase in sales. Based on sales data from PT. Semen Imasco Asiatic Jember, it can be seen that several employee performance achievements in carrying out their duties and functions still experience several obstacles which are measured based on work indicators based on programs that have been determined by the company.

Based on the PT Semen Imasco Asiatic Employee Performance Indicator Achievement report, it is known that the program realization value has not reached the expected target, seen based on the sales system every year it always increases, but based on employee performance assessments carried out by the company, there is still data that shows 14 work indicators are not yet complete. Realization of work targets set by the company. Thus, there is still a phenomenon, namely the less than optimal contribution of

employees in achieving the given targets, so it is deemed necessary to carry out this research in order to find a solution which in the end can become reference material for both research and the company itself to improve employee performance.

Every company will definitely pay attention to employee performance. This is due to the importance of employee performance for a company. A person's level of success in carrying out their overall duties in a certain period is also called performance (Mangkunegara 2018). The achievements achieved by someone are called actual performance or job performance which we usually call performance (Herman 2018). An employee who carries out his functions in accordance with the responsibilities given and is successful in quality and quantity is also called performance. Many factors can increase employee performance. These factors include leadership style and job training.

Leaders tend to have a positive enthusiasm for their subordinates so that their enthusiasm can influence their members to be more energetic (Rivai and Mulyadi 2012). Leadership is an effort to influence many people through communication to achieve goals, a way of influencing people with instructions or orders, actions that cause other people to act or respond and cause positive change (Qomariah 2020). Leaders will provide good examples to employees so that employees can work well too. Leaders will be role models for employees to achieve the best performance. Research (Ishak, et al. 2019), (Riyadi 2020), (Listiani, et al. 2020), (Khan et al. 2021), (Andriani, et al. 2018), (Bakker et al. 2022), (Hafifi, et al. 2018), (Arijanto et al. 2022), (Atikah and Qomariah 2020), (Priyono, et al. 2018), (Priyono et al. 2019), (Kurniawati and Tobing 2019), (Abbas et al. al. 2020), (Mohammad et al. 2022), (Yohana et al. 2020), (Lapatta and Temaluru 2023), (Purba et al. 2023), (Chandra et al. 2020), (Udin et al. 2022), (Majali et al. 2022), (Hadiana and Sari 2019), (Qomariah, Hermawan, et al. 2020), (Hidayati et al. 2022), (Qomariah et al. 2020), (Qomariah et al. 2020), (Qomariah et al. 2023), (Thamrin et al. 2024), (Mulyadi et al. 2023), (Senjaya and Anindita 2020), (Qomariah et al. 2021), (Darmanto and Supriyadi 2022), (Qomariah et al. 2022), (Sanosra et al. 2022), (Qomariah et al. 2022), (Alamanda et al. 2022), (Qomariah et al. 2023), (Nursaid et al. 2022), (Kurniawan et al 2021), (Setiawan et al. 2022), (P. K. S. Wiguna et al. 2022), (Triasmawan et al. 2023) which states that leadership in an organization can improve employee performance. Meanwhile, research from (Siagian 2018) and (Qomariah 2012) states that leadership in an organization has no effect on the performance of employees in an organization.

Training is an individual's on-the-job approach to help develop their skills and level of competency. The need for coaching arises from formal or informal performance reviews, but opportunities for coaching will arise during routine activities (Sedarmayanti 2017). By implementing a training policy for its employees, the company will get more benefits from these activities. This is because with job training it is hoped that employee skills will increase so that the tasks given can be completed well. Many studies have been conducted on the relationship between training and performance, including: (Mustikawati and Qomariah 2020), (Sukowidodo et al. 2022), (Hendrawan and Sanosra 2023), (Rahmadani et al. 2020), (Baharuddin et al. 2013), (Wiguna 2015), (Sumiaty 2020), (Slameto et al. 2017), (Trijanuar 2016) which states that training can improve employee performance.

Based on the phenomenon that occurred at PT. Imasco Asiatic Semen on the basis of the PT Employee Performance Indicator Achievement report. Imasco Asiatic Semen is known that the program realization value has not reached the expected target, there is still data showing that 14 work indicators have not been fully realized regarding the work targets set by the company. Apart from that, related to the concept raised in this research, namely leadership style and work training which are linked to employee performance,

there are still contradictory results, so research needs to be carried out and this research aims to find out and analyze the impact of leadership style and work training on employee performance. PT. Imasco Asiatic Cement Jember.

II. Review of Literature

2.1 Leadership Style

Leadership style can inspire positive change in those (members) who follow. This type of leader pays attention and is directly involved in the process, including helping group members to successfully complete their tasks. Leaders tend to have a positive enthusiasm for their subordinates so that their enthusiasm can influence their members to be more energetic (Rivai and Mulyadi 2012). Leaders will really care about the welfare and progress of each of their subordinates. Leadership is an effort to influence many people through communication to achieve goals, a way of influencing people with instructions or orders, actions that cause other people to act or respond and cause positive change (Qomariah 2020).

2.2 Work training

Job training is always carried out in every company, both for employees who have just entered the company and employees who have worked at the company for a long time (Handoko 2008). The aim is only to provide work experience either from beginner experience or as a promotion. The following explains the meaning of job training. HR development can be interpreted as an activity carried out by a company or organization within a certain time to improve the skills and expertise of its human resources within the organizational entity and ultimately increase the productivity of the organization as a whole. Apart from that, the aim of developing human resources is to bring about positive changes in employee attitudes. Training is an individual's on-the-job approach to help develop their skills and level of competency. The need for coaching arises from formal or informal performance reviews, but opportunities for coaching will arise during routine activities (Sedarmayanti 2017). Each time a manager delegates a new task to an individual, coaching is created to help the individual learn new skills or techniques needed to complete the job.

2.3 Employee performance

The work results achieved by someone in completing their responsibilities is the definition of performance (Azhad, et al. 2015). A person's level of success in carrying out their overall duties in a certain period is also called performance (Mangkunegara 2018). Completion of tasks and responsibilities by a group of people in an organization can also be called performance (Edison and Imas 2017). On the targets that have been determined, it is necessary to determine an assessment as a form of attention to employee performance because at the same time employees need this assessment as feedback. The achievements achieved by someone are called actual performance or job performance which we usually call performance (Herman 2018). An employee who carries out his functions in accordance with the responsibilities given and is successful in quality and quantity is also called performance. A person's work performance based on quantity and quality that has been mutually agreed upon is a general definition of performance.

III. Research Method

The basis of this research is to use a quantitative research method design. According to (Sugiyono 2017), quantitative methods are research methods based on the philosophy of positivism (relying on empiricism) which are used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses objective research instruments, and Data analysis is quantitative or statistical in nature, with the aim of testing a predetermined hypothesis. The variables used are the independent variables (leadership style and job training) and the dependent variable is employee performance. Indicators for leadership style are: charisma, vision, motivation, intellectual stimulation. Indicators for job training are: presenters, participants, materials, methods. Indicators for employee performance are: quantity, quality, timeliness, ability to collaborate. The population in this study includes all 234 employees of the PT Semen Imasco Asiatic Jember factory. The minimum number of samples taken was 117 respondents, which is 50% of the total 234 active employees of PT Semen Imasco Asiatic Jember. The sampling technique used in this research was proportional random sampling. The data analysis methods used in this research include: descriptive analysis, validity and reliability tests and hypothesis testing.

IV. Result and Discussion

4.1 Respondent Characteristics

Based on the calculations that have been carried out, it is known that of the 117 respondents, 64.1% or 75 respondents were men and 35.9% or 42 respondents were women. This shows that the employees of PT Semen Imasco Asiatic Jember are dominated by male employees. This can be caused by several factors, including work at PT Semen Imasco Asiatic Jember generally requiring greater physical effort, so it is more suitable for men. The educational factors and skills needed to work at PT Semen Imasco Asiatic Jember are generally more common for men. However, the percentage of female employees at PT Semen Imasco Asiatic Jember is also quite high, namely 35.9%. This shows that companies are starting to open wider opportunities for women to work.

Based on the length of service of PT Semen Imasco Asiatic Jember employees, there were 21 respondents or 17.9% of employees who had worked for less than 1 year. There were 61 respondents or 52.2% of employees who had worked for 1-2 years. Finally, 29.9% or 35 respondents had a working period of more than 2 years. From this data, it can be concluded that the work period of employees at PT Semen Imasco Asiatic Jember is dominated by employees with a work period of 1-2 years, namely 52.2% or 61 respondents. This shows that the company is still in the growth and development stage.

4.2 Validity Test Results

This validity test shows the suitability of each indicator with the theories used to define a construct (Solihin and Ratmono 2013). The validity test results show that each value of the cross-loadings factor has reached a value above 0.7 with a P value below 0.05. Thus, the validity test criteria for the variables of leadership style, job training and employee performance have been met. The basis used in reliability testing is composite reliability coefficients and Cronbach's alpha coefficients above 0.7. The calculation results show that the questionnaire instruments for the variables of leadership style, job training and employee performance in this study have met the requirements of the reliability test.

4.3 Calculation of Path Coefficients and Contribution of Each Variable

This section describes the influence of leadership style variables and job training on the performance of PT Semen Imasco Asiatic Jember employees. Each path in the model section uses path analysis. Each path tested shows the direct influence of leadership style (X1) and job training (X2) on employee performance (Y) at PT. Imasco Asiatic Cement Jember. Knowing whether each path is significant or not will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this research. The path coefficient value can be seen in Table 1. Based on the data in Table 1, it can be concluded that the contribution of the leadership style variable (X1) to employee performance (Y) is 45.6% and the contribution of the job training variable (X2) to employee performance (Y) is 37.4%.

Table 1. Path Coefficient Values for Research Results

| No | Hypothesis | Path Coefficients | P Values | Results |
|----|-----------------------------|-------------------|----------|-------------|
| 1 | Leadership → Performance | 0,456 | 0,001 | Significant |
| 2 | Work Training → Performance | 0,374 | 0,001 | Significant |

Source: Data Processed 2024.

4.4 The Influence of Leadership Style on Employee Performance

Based on the results of testing the leadership style variable (X1) on employee performance (Y), a path coefficient value of 0.456 was obtained with a p-value of 0.001. Because the p-value is smaller than α ($0.001 < 0.05$), H_0 is rejected, thus there is a significant influence of leadership style (X1) on employee performance (Y). This means that leadership style has a significant influence on the performance of employees of PT Semen Imasco Asiatic Jember which is proven to be true or H_1 is accepted. Leadership style can inspire positive changes in those (members) who follow (Rivai and Mulyadi 2012). Meanwhile, in research (Qomariah et al. 2023), (Thamrin et al. 2024), (Mulyadi et al. 2023), (Senjaya and Anindita 2020), (Qomariah et al. 2021), (Darmanto and Supriyadi 2022), (Qomariah et al. 2022), (Sanosra et al. 2022), (Qomariah et al. 2022), explains that there is an influence between leadership style on performance even though it is known.

4.5 The Effect of Organizational Support on Employee Performance

Based on the second hypothesis, organizational support influences employee performance. After testing and data analysis, the results were obtained which stated that organizational support had a significant effect on the performance of Bondowoso Regency Regional Secretariat employees, this was proven to be true or H_2 was accepted. This could be due to aspects related to organizational support that have been able to improve the performance of Bondowoso Regency Regional Secretariat employees. Based on descriptive tests, it shows that each indicator of organizational support is dominated by an affirmative response from Bondowoso Regency Regional Secretariat employees. The indicators with the highest number of agreeing responses are indicators that measure how well employees feel appreciated and respected within the organization. Survey results show that 59.9% of employees are satisfied with this. This shows that employees at the Bondowoso Regional Secretariat feel valued and respected by their superiors and co-workers. Meanwhile, support from superiors creates trust and confidence in the organization, which is the least agreed upon by respondents. This indicator measures how well superiors provide support to employees to create trust and confidence in the organization. Survey results show that 50.8% of employees are satisfied with this. This

shows that superiors at the Bondowoso Regional Secretariat have provided sufficient support to employees to create trust and confidence in the organization. The results of this research are in accordance with supporting theories, while in this research there are significant similarities in results with previous research conducted by: (Kadir, et al. 2016), (Friolina et al. 2017), (Susmiati and Sudarma 2015) , (Pawestri and Pradhanawati 2018), (Riantoko, et al. 2017) which states that organizational support has a significant effect on employee performance.

4.5 The Effect of Job Training on Employee Performance

Based on the results of testing the job training variable (X2) on employee performance (Y), a path coefficient value of 0.374 was obtained with a p -value of 0.001. Because the p -value is smaller than α ($0.001 < 0.05$), H_0 is rejected, thus there is a significant effect of job training (X2) on employee performance (Y). This means that job training has a significant effect on the performance of PT Semen Imasco Asiatic Jember employees, this is proven to be true or H_2 is accepted. Job training is an individual's on-the-job approach to help develop their skills and level of competency. Meanwhile, research (Hendrawan and Sanosra 2023), (Rahmadani et al. 2020), (Baharuddin et al. 2013), (Wiguna 2015) explains that there is an influence between job training and performance.

IV. Conclusion

1. The test results prove that leadership style has a positive and significant effect on the performance of PT Semen Imasco Asiatic Jember employees.
2. The test results prove that job training has a positive and significant effect on the performance of PT Semen Imasco Asiatic Jember employees.

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