

Article

Empowering Performance: How Personal Characteristic, Transformational Leadership, and Workplace Environment Drive Success at Kahyangan Public Corporation

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Abstract: The purpose of this research is to determine the influence of individual characteristic variables on employee performance, the influence of transformational leadership style variables on employee performance, and the influence of the work environment on employee performance at the Gunung Pasang Plantation Regional Public Company (PERUMDA) Kahyangan Jember. This research uses a quantitative approach, which means research that aims to determine the influence or relationship between two or more variables. The sampling technique here uses Non Probability Sampling with the Saturated Sampling method with a population of 50 Gunung Pasang Garden employees. This research examines the influence of the independent variables of individual characteristics, transformational leadership style and work environment on employee performance, using quantitative descriptive methods, namely to determine whether or not there is an influence of individual characteristics, transformational leadership style and work environment on employee performance. The results of this research can be partially concluded that individual characteristics and transformational leadership style have a significant effect on employee performance, while the work environment does not have a significant effect on employee performance.

Keywords: Individual Characteristics; Transformational Leadership Style; Work Environment; Employee Performance.

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1. Introduction

In this current era, every agency is required to face very tight competition from other agencies throughout the world. To increase the intensity of current competition, every company is also required to always pay attention to the needs and desires of all consumers and achieve what they want in a way that is more satisfying than what their competitors have done. All companies that want to develop must pay attention to resource elements, including human resource elements. Therefore, the use of human resources must be handled well so that they can work effectively and efficiently and achieve a high level of business performance. This is because humans play an important role in achieving organizational goals.[1]

Better employee performance will enable the company to achieve its goals and provide good services to the community effectively and efficiently. This research was conducted at the Regional Public Company (PERUMDA) Perkebunan Gunungangkat Kahyangan Jember, a Regional Plantation Company (PERUMDA) which operates in the agricultural sector, especially in the coffee and rubber management sectors. plantation

company. Coffee and rubber are the largest accommodation owned by Indonesia, and Indonesia is the third largest coffee producing country in the world after Brazil and Vietnam. According to the Central Statistics Agency (BPS), in 2022, Indonesia's coffee production will reach 774.6 thousand tons or an increase of 2.75% compared to the previous year. Coffee production in 2022 will be 11,758 tons, making Jember district one of the largest coffee producing areas. in East Java. Jember Rubber itself is a minority farm, but the rubber that comes from Jember is of good quality. [2]

For the Regional Plantation Company (PERUMDA) Kahyangan Jember is located on Jl. Gajah Mada No.245, Kaliwates Kidul, Kaliwates, Jember Regency. And it has an HGU area of 3,800.6039 Ha, divided into 3 main gardens and 2 sub-gardens. One of them is the Gunung Pasang Garden located in Kemiri Village and Suci Village in Panti District, Jember Regency, with rubber and coffee as the main commodities and cloves as a supporting commodity and currently the cultivation of non-commodity plantation crops which have economic value, agrotourism and coffee development is being developed. powder. [3]

Employee performance problems are often found in private companies or state companies. Employee performance is the result of work, both the quality and quantity produced by the employee or the actual behavior of a person produced in accordance with the responsibilities given to him. One company that feels that employee performance is not yet optimal is Kebun Gunungpair. Of the 5 plantations owned by the Kahyangan Jember Regional Plantation Public Company (PERUMDA). [4]

Kebun Gunung Pasang has the second lowest KTU assessment in 2024. Kebun Gunung Pasang has the second lowest assessment, where the assessment of the head of administration includes several parameters such as the level of work discipline, accuracy of all reports, number of workers and attendance at the office, use of costs are in accordance with KTU's budget and innovation. So that is also a problem at Gunung Pasang Garden because this assessment also has a big influence on employee performance in the future. Apart from that, after carrying out initial observations and collecting some information through several employees at Gunung Pasang Garden, several problematic phenomena related to employee performance were discovered.

Based on the results of interviews and initial observations, it was found that problems occurred at the Gunungpaid Gardens of the Kahyangan Jember Regional Plantation Public Company (PERUMDA). Quality of Work, the quality of work possessed by the employees of Kebun Gunungangkat, the Kahyangan Jember Regional Public Company for Plantations (PERUMDA) can still be said to be below the standard of employee work quality. [5]

2. Materials and Methods

Research Design

The research design used in this research is a quantitative design. Quantitative design is a systematic, factual and accurate description of activities in an area. Quantitative research methods can be defined as research methods based on the philosophy of positivism, which are used to research certain populations or samples, where data collection and data analysis use quantitative or statistical research instruments and aim to test predetermined hypotheses. There are also those who argue that descriptive research design is used to describe or explain the variables studied and see the relationship or dependence of these variables on their sub-variables. [6]

Population, Sample, Sampling

The population in this study were employees of Gunungpair Gardens, the Kahyangan Jember Regional General Plantation Company (PERUMDA), with a total of 100 respondents. Of the 100 respondents consisting of 50 permanent employees and 50 casual employees.[7] The sampling technique here uses non-probability sampling with the

saturated sampling method. Non-probability sampling is a sampling technique that does not provide equal opportunities for each element or member of the population to be selected as a sample.[8] Saturated sampling is a sampling technique when the entire population is used as a sample. So it can be concluded that the sample in this study was all employees at the Gunungpaid Plantation Plantation Regional Public Company (PERUMDA) Kahyangan Jember with a total of 50 respondents consisting of 1 Administrator, 1 Head of Office, 1 Head of Factory, 1 Assistant head of factory 4 people, garden cashier and clerk 20 people, security 3 people, head of kend/machine 5 people and warehouse foreman 5 people. So the respondents are medium to upper skill employees.

Data Instruments

Analysis of the data, whether the instrument is good or bad, will influence whether the data obtained is correct or not, while whether it is correct or not really determines the quality of the research results. A good instrument, apart from being valid, must also be reliable, which means it can be relied on.[9]

Validity test

The validity test is determined by correlating the scores of each item. The criteria applied to measure whether data is valid or not is if the calculated r (correlation coefficient) is greater than the r table (critical value) then it can be said to be valid. Apart from that, if the sig value is <0.05 then the instrument can be said to be valid.[10]

Reliability Test

Reliability shows an understanding that an instrument is reliable enough to be used as a data collection tool because the instrument is good. A questionnaire is said to be reliable if a person's answers to statements are consistent over time. In this research, reliability means the extent to which the measurement results are relatively consistent, if the measurements are carried out several times. Reliability testing was carried out by calculating Cronbachs alpha for each item with the help of IBM SPSS version 20.0. An instrument is said to be reliable if it has a positive alpha value greater than 0.600. Where the greater the alpha value, the more reliable the measuring instrument used. [11]

Multiple Linear Regression Test

To find out or measure the intensity of the relationship between the dependent variable (Y) and several independent variables (X), the type of analysis used is multiple regression analysis. (Ghozali, 2018). The regression equation model used can be formulated as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Is known:

Y: Employee Performance α : Constant

b_1, b_2, b_3 : Regression coefficients for variables X_1, X_2, X_3

X_1 : Individual Characteristics

X_2 : Transformational Leadership Style X_3 : Work Environment

e : Disturbing factors outside the model (regression error)

Normality test

The data normality test can be carried out using the One Sample Kolmogorov Smirnov test, namely if the significance is above 5% or 0.05 then the data has a normal distribution. Meanwhile, if the One Sample Kolmogorov Smirnov test results produce a significant value below 5% or 0.05 then the data does not have a normal distribution. (Ghozali, 2018).

Multicollinearity Test

The multicollinearity test aims to test whether in the regression equation a correlation is found between the independent variables. A regression model is said to be free from multicollinearity if it has a VIF value around 1 and has a tolerance number close to 1. Where, $\text{tolerance} = 1/\text{VIF}$ or $\text{VIF} = 1/\text{tolerance}$. (Ghozali, 2018).

Heteroscedasticity Test

Heteroscedasticity testing is used to see whether in a regression model there is inequality of variance. A good regression model is that there is no heteroscedasticity. To detect heteroscedasticity, it can be done using a Sactter Plot. If there is no regular pattern, then the regression model is free from heteroscedasticity problems. (Ghozali, 2018).

T Test (Partial)

The t test is used to test the constant significance of each independent variable, whether the independent variable really has a partial (separate) effect on the dependent variable, namely repeat purchases (Y).[12]

Coefficient of Determination Test (R²)

The coefficient of determination essentially measures how far the model is able to explain variations in the dependent variable. The coefficient of determination value is between 0 and 1. A small value means that the ability of the independent variables to explain variations in the dependent variable is very limited. Likewise, vice versa, a value close to 1 means that the independent variables provide almost all the information needed to predict variations in the dependent variable.[13]

3. Results and Discussion

Validity test

In this research, a validity test was used for 50 respondents. Based on this, in this study the decision R Table: $df: 50 - 2 = 48 = 0.2787$ with a value of $\alpha = 0.05$, then the question item is valid and vice versa.

Table 1. Validity Test Results for Individual Characteristic Variables

No.	Variable	R Calculate	R Table	Criteria
	Individual Characteristics (X1)			
1	X1.1	0.715	0.2787	Valid
2	X1.2	0.829	0.2787	Valid
3	X1.3	0.876	0.2787	Valid
4	X1.4	0.570	0.2787	Valid

Source: 2024 SPSS Processing Results

Based on table 1, it can be seen and explained that all statements for individual characteristic variables have valid status, because the calculated r value > r table is 0.2787.

Table 2. Validity Test Results for Transformational Leadership Style Variables

No.	Variable	R Calculate	R Table	Criteria
	Transformational Leadership Style (X2)			
1	X2.1	0.704	0.2787	Valid
2	X2.2	0.835	0.2787	Valid
3	X2.3	0.632	0.2787	Valid
4	X2.4	0.739	0.2787	Valid

Source: 2024 SPSS Processing Results

Based on table 2, it can be seen and explained that all statements for the transformational leadership style variable have valid status, because the calculated r value > r table is 0.2787.

Table 3. Validity Test Results for Work Environment Variables

No.	Variabel	R Calculate	R Table	Criteria
	Work Environment (X3)			
1	X3.1	0.882	0.2787	Valid
2	X3.2	0.857	0.2787	Valid
3	X3.3	0.709	0.2787	Valid
4	X3.4	0.743	0.2787	Valid
5	X3.5	0.708	0.2787	Valid

Source: 2024 SPSS Processing Results

Based on table 3, it can be seen and explained that all statements for the work environment variable have valid status, because the calculated r value > r table is 0.2787.

Table 4. Validity Test Results for Employee Performance Variables

No.	Variable	R Calculate	R Table	Criteria
	Employee Performance (Y)			
1	Y.1	0.611	0.2787	Valid
2	Y.2	0.638	0.2787	Valid
3	Y.3	0.645	0.2787	Valid
4	Y.4	0.827	0.2787	Valid
5	Y.5	0.812	0.2787	Valid

Source: 2024 SPSS Processing Results

Based on table 4, it can be seen and explained that all statements for employee performance variables have valid status, because the calculated r value > r table is 0.2787.

Reliability Test

Table 5. Reliability Test Results

No	Variable	Cronbach Alpha value	Standart Alpha	Information
1	Individual Characteristics (X1)	0.733	0.6	Realibel
2	Transformational Leadership Style (X2)	0.687	0.6	Realibel
3	Work Environment (X3)	0.840	0.6	Realibel
4	Employee Performance (Y)	0.749	0.6	Realibel

Source: 2024 SPSS Processing Results

Based on Table 5, reliability tests were carried out on valid question items. A variable is said to be reliable if the answers to questions are always consistent. So the results of the reliability coefficient for the individual characteristics instrument are $r = 0.733$, transformational leadership style is $r = 0.687$, work environment is $r = 0.840$, and the employee performance variable instrument is $r = 0.749$. So the Croanbach Alpha value is greater than 0.600, which means the four instruments are declared reliable or meet the requirements.

Multiple Linear Regression Test

Table 6. Multiple Linear Regression Test Results

No	Criteria	Koefisien
	(Constand)	
1	Individual Characteristics (X1)	0.603
2	Transformational Leadership Style (X2)	0.514
3	Work Environment (X3)	-0.015

Source: 2024 SPSS Processing Results

From the results of the multiple linear regression analysis in table 6, the Individual Characteristics variable has the largest coefficient value, namely 0.603, which means that the Individual Characteristics variable has the greatest influence on Employee Performance, then Transformational Leadership Style is 0.514, and Work Environment is -0.015. The Work Environment variable has a negative value (-) which means that the Work Environment variable has no effect on Employee Performance. To determine the influence of individual characteristic variables (X1), transformational leadership style (X2) and work environment (X3) on employee performance (Y), multiple linear analysis is used as follows:

$$Y = 2.098 + 0.603(X1) + 0.514(X2) - 0.015(X3) + e$$

then it can be explained as follows:

The constant value is 2,098, meaning that if individual characteristics (X1), transformational leadership style (X2) and work environment (X3) are equal to 0 (constant) then it is 2,098.

The regression coefficient for the individual characteristic variable (X1) has a positive value of 0.603, indicating that the individual characteristic variable (X1) has a significant positive effect on employee performance (Y).

The regression coefficient for the transformational leadership style variable (X2) has a positive value of 0.514, indicating that the transformational leadership style variable (X1) has a significant positive effect on employee performance (Y).

The regression coefficient for the work environment variable (X3) has a negative value of -0.015, indicating that the work environment variable (X3) has no effect on employee performance (Y).

Normality test

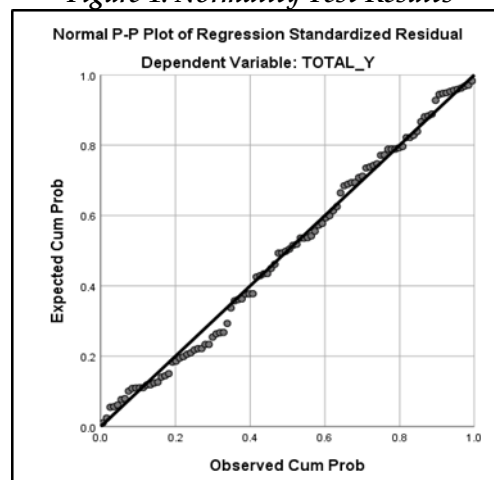
Table 7. Normality Test Results

Variable	Asymp. Sig. (2-tailed)	α	Information
<i>Unstandardized Residual</i>	0.200	0.05	Normal

Source: 2024 SPSS Processing Results

The results of the data normality test using the One Sample Kolmogorov Smirnov test obtained the Asymp value. Sig. (2-tailed) of 0.200 is greater than α 0.05 so it can be concluded that the data in this study is normally distributed and the data is suitable for use in research. Meanwhile, the P-Plot and histogram images are as follows:

Figure 1. Normality Test Results



Source: 2024 SPSS Processing Results

The picture above explains and shows that the data spreads around the diagonal line or follows the diagonal direction on the graph. Thus, the regression model is normally

distributed or meets the requirements for the assumption of normality so that the data in this study is declared normal.

Multicollinearity Test

Table 8. Multicollinearity Test Results

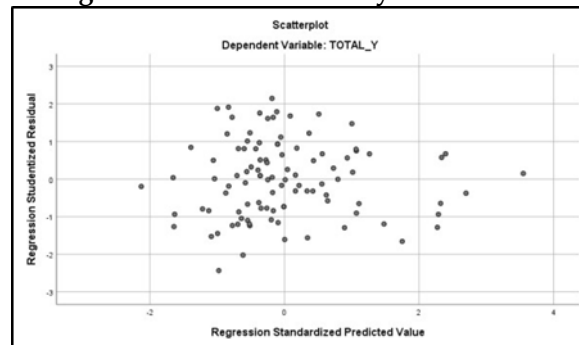
No	Variable	VIF	Provision	Tolerance	Provision	Information
			VIF		Tolerance	
1	Individual Characteristics (X1)	1.489	10.0	0.672	0.10	There'snt
2	Transformational Leadership Style (X2)	1.317	10.0	0.759	0.10	There'snt
3	Work Environment (X3)	1.564	10.0	0.639	0.10	There'snt

Source: 2024 SPSS Processing Results

From the results of the multicollinearity test, it can be seen in the table above that the VIF value for individual characteristics is 1,489, transformational leadership style is 1,317 and work environment is 1,564, which is smaller than 10, so it can be concluded that there are no symptoms of multicollinearity.

Heteroscedasticity Test

Figure 2. Heteroscedasticity Test Results



Source: 2024 SPSS Processing Results

It can be seen from Figure 4.4 that the dots are spread out irregularly or randomly, either above the number zero or below the number zero. It can be concluded that heteroscedasticity does not occur.

T Test (Partial)

This test is carried out by looking at the t table with $n=50$ and a significance level of 0.05. With the condition that $df = n-k$, (n = number of respondents, k = number of independent variables). So that $t: n-k: 50 - 4 = 46$ from these provisions we get a t table of 2.01290.

Table 9. T Test Results (Partial)

No	Variabel	T-Hitung	T-Tabel	Sig. Hitung	Taraf Sig.	Keterangan Hipotesis
1	Individual Characteristics (X1)	3.321	2.01290	0.002	0.05	accept
2	Transformational Leadership Style (X2)	2.899	2.01290	0.006	0.05	accept
3	Work Environment (X3)	-0.112	2.01290	0.911	0.05	reject

Test results of the influence of individual characteristics (X1) on employee performance (Y)

The results of hypothesis testing for the individual characteristic variable (X1) on employee performance (Y) obtained a t count of 3,321 and a t table of 2,012, which means H1 was accepted. Based on these results, the first hypothesis is accepted that there is an

influence of individual characteristics on employee performance at Gunung Pasang Gardens.

Test results of the influence of transformational leadership style (X2) on employee performance (Y)

The results of hypothesis testing for the variable transformational leadership style (X2) on employee performance (Y) obtained a calculated t of 2,899 and a t table of 2,012, which means H2 was accepted. Based on these results, the second hypothesis is accepted that there is an influence of transformational leadership style on employee performance at Gunung Pasang Gardens.

Test results of the influence of the work environment (X3) on employee performance (Y)

The results of hypothesis testing for the work environment variable (X3) on employee performance

(Y) obtained a calculated t of -0.112 and a t table of 2.012, which means H3 was rejected. Based on these results, the third hypothesis is rejected so that there is no influence on work environment variables on employee performance at Gunung Pasang Gardens.

Coefficient of Determination Test (R²)

Table 10. Result- Koefisien Determinasi (R²)

R	R-Square	Adjusted R-Square	Std Error Of The Estimate
0.670 ^a	0.449	0.413	2.090

Source: 2024 SPSS Processing Results

It can be seen from table 4.33, it shows an Adjusted R Square value of 0.413, which can be interpreted that the employee performance variable at Gunung Pasang Garden is influenced by individual characteristics, transformational leadership style and work environment variables by 41.3%, while the remaining 58.7% is influenced by by other variables such as competence, intrinsic motivation, organizational culture, communication and employee engagement.

Discussion of Results

The Influence of Individual Characteristics on Employee Performance

The results of data testing state that individual characteristics have a positive and significant influence on employee performance at the Gunung Pasang Plantation Plantation Regional Company (PERUMDA) Kahyangan Jember. The results of testing the data show that individual characteristics have a positive and significant influence on employee performance based on the results of SPSS 23 for Windows calculations and the obtained t value < t table, namely 3,321 < 2,012 at a significance level of 0.05. In other words, good or positive employee abilities can influence employee performance at the Gunung Pasang Plantation Plantation Regional Public Company (PERUMDA) Kahyangan Jember. Thus, it can be concluded that there is concrete evidence to support that individual characteristics have a positive and significant influence on employee performance at the Gunung Pasang Plantation Plantation Regional Company (PERUMDA) Kahyangan Jember.

The Influence of Transformational Leadership Style on Employee Performance

The test results state that the transformational leadership style has a positive and significant influence on employee performance at the Gunung Pasang Plantation Plantation Regional Public Company (PERUMDA) Kahyangan Jember based on the results of SPSS 23 for windows calculations and the calculated t value < t table is 2,899 < 2,012 at the significance level. 0.05. This means that the results of this research can be used as a foundation for a company and related parties for more effective policy progress and leadership. Periodic assessment of employee needs, leadership progress and awareness of

the company's vision and mission to help align with relevant goals and support the company's future progress. Thus, employee performance at Kebun Gunung Pasang is not only research, but is also the result of continuous research and implementation of this research with strategy adjustments and active involvement of all related parties in an effort to improve employee performance through a transformational leadership style and employee productivity in Mount Tair Gardens.

The Influence of the Work Environment on Employee Performance

The test results stated that the work environment did not have a significant effect on employee performance at the Gunung Pasang Plantation Plantation Regional Company (PERUMDA) Kahyangan Jember. The results of research on work environment variables on employee performance at Kebun Gunung Pasang, the Plantation Regional Public Company (PERUMDA) Kahyangan Jember did not have a significant effect based on the results of SPSS 23 for Windows calculations and obtained a calculated t value < t table, namely $-0.112 > 2.012$ at a significance level of 0.05. This means that the work environment owned by the company is said to be not good enough to improve employee performance. Where the work environment contains several aspects such as work equipment, physical work environment, workplace conditions, interpersonal relationships and work atmosphere.

4. Conclusion

Individual Characteristic Variables have a positive and significant effect on Employee Performance at Kebun Gunung Pasang, Plantation Regional Public Company (PERUMDA) Kahyangan Jember.

The Transformational Leadership Style variable has a positive and significant effect on Employee Performance at the Gunung Pasang Garden, Plantation Regional Public Company (PERUMDA) Kahyangan Jember.

Work Environment variables have a positive and significant effect on Employee Performance at the Gunung Pasang Plantation Plantation Regional Company (PERUMDA) Kahyangan Jember.

Suggestion

Individual characteristic variables which include abilities, values, attitudes and interests have a good influence so they must be maintained and improved. Transformational leadership style variables which include charisma, inspirational motivation, individual attention and intellectual stimulation have a good influence so they must be maintained. Work environment variables which include work equipment, physical work environment, workplace conditions, interpersonal relationships and work atmosphere do not have an influence, but need to be implemented and improved to improve employee performance in the future.

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