

The Influence of Transformational Leadership And Work Environment on The Performance of Employees of PT. Pertamina Patra Niaga Integrated Terminal Dumai

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Abstract

Research aims:

The purpose of this study is to find out whether transformational leadership and work environment affect employee performance at PT. PertaminaPatraNiaga Integrated Terminal Dumai.

Design/Methodology/Approach:

The population in this study is employees who work at PT. Pertamina Patra Niaga Integrated Terminal Dumai. The sample in this study was 48 people with a non-probability sampling method. Data analysis uses quantitative descriptive with multiple linear regression.

Research findings:

The results of the study explained that transformational leadership and work environment have a positive and significant effect on employee performance at PT. Pertamina Patra Niaga Integrated Terminal Dumai.

Theoretical Contribution/Originality:

Human resources are one of the important aspects that support the quality and quantity of a company. Employee performance can be interpreted as the results of work that have been achieved by a person or group in an organization.

Keywords: *transformational leadership, work environment, employee performance*



INTRODUCTION

Employee performance in a company certainly cannot improve by itself, without real efforts from the company. Efforts from the leadership and employee work environment at PT. PertaminaPatraNiaga Integrated Terminal Dumai greatly affects employee performance as seen in the employee attendance level in Table 1:

Table 1. Employee Attendance Recapitulation of PT. PertaminaPatraNiaga Integrated Terminal Dumai

Year	Number of Employees (People)	Employee Attendance (Years)			Sum	Percentage (%)
		Sick	Permission	Alfa		
2019	48	16	4	0	28	33%
2020	48	32	11	3	46	67%
2021	48	26	9	1	36	54%
2022	48	17	6	0	23	35%
2023	48	14	4	1	19	29%

It can be concluded from table 2 that employee attendance decreased in 2020 caused by Covid-19 and subsequently experienced a gradual increase in the last three years. This shows that employees pay attention to and understand the importance of work discipline. This work discipline is formed because of the influence of leadership that reflects the attitude of work discipline and implements a disciplined attitude for all employees. Based on this, the leadership of PT. PertaminaPatraNiaga Integrated Terminal Dumai implements transformational leadership.

According to the results of an interview with one of the employees at PT. PertaminaPatraNiaga Integrated Terminal Dumai general *affairs* and *sales service* (GA and SS) on January 12, 2024 and the results of the researcher's observations found that the leadership at this time is very good because the leadership is very concerned about employee health, implements discipline for each employee, pays attention to employee performance, and motivates employees at work. However, employee performance is not optimal because it is caused by a lack of communication between employees, resulting in errors in communication between employees and partners. Then the



condition of the layout of the employee room which can also affect employee performance and cause a sense of boredom while carrying out their responsibilities.

PT. PertaminaPatraNiaga Integrated Terminal Dumai has a physical environment that looks less spacious and less effective for a large number of employees. In addition, the company environment of PT. PertaminaPatraNiaga Integrated Terminal Dumai is very close to factories, highways, community settlements, and forests, making the office environment less conducive. Meanwhile, the non-physical work environment that can be seen is the lack of communication between employees so that there are errors in communicating either with fellow colleagues or with vendors which results in less than optimal performance. This can be proven by the recapitulation of performance evaluation in table 2:

Table 2. Recapitulation of PT Pertamina Employee Performance Assessment Patra Niaga Integrated Terminal Dumai

Year	Number of Employees (People)	Performance Assessment (Year)					
		Excellent	Good	Enough			
2019	48	36	75%	10	21%	2	4%
2020	48	24	50%	18	38%	6	13%
2021	48	22	46%	18	38%	8	17%
2022	48	32	67%	13	27%	3	6%
2023	48	36	75%	12	25%	2	4%

Source: PT Pertamina Patra Niaga Integrated Terminal Dumai, (2024)

From Table 2, we can conclude that employee performance since the last 5 years has been less stable because there has been a decline and increase. The highest number of performance declines was in 2020 with the sufficient category of 13% to 2021 employees with the sufficient category of 17%. This is due to the resuscitation from the Covid-19 period so that there are still many employees who are not optimal in completing their work and are not comfortable with the work environment at that time. The highest number of performance increases is found in 2023, namely employees in the sufficient category of 4%.



This requires further supervision by the company because the employee's work results are not optimal due to the work environment and the lack of desire of employees to complete their tasks on time and tend to report late to their leaders. Another cause is the lack of direct interaction between subordinates and leaders in completing work directly so that employee performance decreases. The working environment at PT. Pertamina Patra Niaga Integrated Terminal Dumai can be proven in Figure 1 below:

Figure 1. The Work Environment of PT. Pertamina Patra Niaga Integrated Terminal Dumai



Source: PT Pertamina Patra Niaga Integrated Terminal Dumai, (2024)

The explanation above makes researchers interested in making it the object of research. The researcher took the focus of research at PT. PertaminaPatraNiaga Integrated Terminal Dumai regarding the Influence of Transformational Leadership and Work Environment on Employee Performance. Because researchers are interested in finding out how transformational leadership and the work environment affect employee performance.

This study uses *the Grand Theory*, namely *Job Performance theory* according to Lawler and Porter in Yeni (2016), *Job performance* refers to the results achieved by an individual when they successfully complete the tasks given to them including the quantity and



quality of output as well as dependence on work, a person who works well will perform well and be able to produce good work as well.

This idea emphasizes that performance is influenced by individual actions that help achieve organizational goals. *Performance* is also influenced by leadership and work environment and because these three components are interconnected, this theory supports the author to use transformational leadership, work environment, and performance as variables that need to be further researched.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human Resource Management

Human resources are individuals who work as movers in organizations, institutions and companies and function as assets that need to be trained and developed regularly. However, natural resources and technological advances that are constantly developing are also an important role for an organization or company to support the achievement of the company's success in achieving its goals. Therefore, it is necessary to have skilled, potential human resources and have good quality performance.

Performance

Performance is the work results and work behavior that have been achieved in completing the tasks and responsibilities given in a certain period (Cashmere, 2016:182). According to Mangkunegara (2021:67), The term performance comes from the word *Job Performance* or *Actual Performance* (work achievement or actual achievement achieved by a person). The definition of performance (work achievement) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.



Transformational Leadership

Leadership is a personality possessed by a director. Leadership is the ability to influence others to want to carry out a job according to their wishes. In other words, leadership is the ability to govern and influence others to carry out a job so that the goals that have been set can be achieved (Rivai, 2020:215).

Transformational leadership is defined as the ability of leaders to change the work environment, work motivation, work patterns, and work values perceived by subordinates so that they are able to optimize performance to achieve organizational goals (Insan, 2019:12).

Employee performance is the result obtained by an individual for completing the tasks and responsibilities that have been given to him. Meanwhile, transformational leadership is the ability of leaders to change the work environment, work motivation, work patterns, and work values perceived by subordinates so that they are able to optimize performance to achieve organizational goals (Insan, (2019:12).

H1 : It is suspected that transformational leadership has an influence on employee performance

Work Environment

According to Cashmere (2016:192), the work environment is the condition around the location of the workplace, the work environment can be in the form of rooms, layouts, facilities and infrastructure, as well as working relationships with fellow employees. If the work environment can make the work atmosphere conducive so that it can improve one's work performance to be better because it works without interruption.

The work environment is basically blessed with elements or various factors that exist around employees, which affect both directly and indirectly the performance of the company's employees. Therefore, it is a must for company management to pay



serious attention to the components of the work environment in order to create a conducive work environment (Wibowo et al., 2014:3).

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H2 : It is suspected that the work environment influences employee performance

Transformational leadership and the Work Environment can be said to be interconnected, so that they affect employee performance and play an important role in achieving organizational goals.

H3 : The Influence of Transformational Leadership and Work Environment on Employee Performance

METHOD

Research Location

The location of the research was carried out at the office of PT. Pertamina Patra Niaga Integrated Terminal Dumai Jl. SoekarnoHatta Km.2, Bukit Batrem District, East Dumai District, Dumai City. The research will be carried out from January 2024 to April 2024.

Population

Population is Generalization area consisting of objects/subjects that have certain quantities and characteristics determined by the researcher to be studied and then drawn conclusions. This research was conducted at PT Pertamina Patra Niaga Integrated Terminal Dumai.



Sample

A sample is a part of the population that is the source of data in the study, where the population is part of the number of characteristics possessed by the population. In this study, the sample was 48 people

RESULTS AND DISCUSSION

A. Results

The Influence of Transformational Leadership on Employee Performance

In the general overview of the respondents, it was shown that the majority of employees at PT. PertaminaPatraNiaga Integrated Terminal Dumai is 26-30 years old and 41-45 years old with the most male genders, then 38 people have a S1 education background and a working length of 1-5 years. This shows that employees have the ability to do and complete their work.

Based on the Partial Test with a value of $t_{\text{Count}} (0.280) < t_{\text{Table}} (2.014)$ and the resulting significance value of 0.093, H_a was rejected and H_o was accepted. This explains that transformational leadership has a positive and significant influence on employee performance.

In accordance with the results of the respondents' responses where transformational leadership at PT. Pertamina Patra Niaga Integrated Terminal Dumai can certainly affect employee performance, this is evidenced by the number of respondents who gave an answer in the affirmative as many as 242 respondents with a percentage of 63%. The results of this response explain that in the transformational leadership variable, there is a statement agreeing that transformational leadership affects employee performance. If transformational leadership is applied by PT. PertaminaPatraNiaga Integrated Terminal Dumai, employee performance will increase.



The results of this study are in line with the research conducted by Wokas et al., (2022) The influence of transformational leadership and the work environment on employee performance has a positive effect on employee performance.

The Influence of the Work Environment on Employee Performance

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Based on the results of the research that has been carried out, the work environment has an influence on employee performance at PT. PertaminaPatraNiaga Integrated Terminal Dumai. With the value of t Count (0.336) < t table (2.014) and the resulting significance value of 0.046, H_a is rejected and H_o is accepted. This explains that the work environment has a positive and significant influence on employee performance.

The R Square value is 0.315 or 31.5% of transformational leadership and work environment on employee performance at PT. PertaminaPatraNiaga Integrated Terminal Dumai. While the remaining 68.5% was influenced by other variables that were not used in this study. The results of this study are in line with the research that has been carried out by Hardhiansyah & Suprihadi, (2016) stated that transformational leadership and the work environment have a positive and significant effect on employee performance.

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Based on the research that has been carried out, it is known that F calculated 10.333 with a significant 0.000. F table can be obtained from F statistical table of 3.20, thus it is known that F calculates (10.333) > F table (3.20) with sign (0.000) < 0.05. So H_o is rejected and H_a is accepted, meaning that simultaneously transformational



leadership and work environment affect employee performance at PT. PertaminaPatraNiaga Integrated Terminal Dumai.

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B. Discussion

From the analysis and discussion of transformational leadership and work environment on employee performance at PT. PertaminaPatraNiaga Integrated Terminal Dumai can be concluded as follows:

1. Transformational Leadership partially has a positive and significant effect on employee performance at PT. PertaminaPatraNiaga Integrated Terminal Dumai. If Transformational Leadership increases, the employee performance variable increases and has an effect.
2. The Work Environment partially has a positive and significant effect on employee performance at PT. PertaminaPatraNiaga Integrated Terminal Dumai. If the work environment increases, the employee performance variable increases and has an effect.
3. Simultaneously or simultaneously, Transformational Leadership and the Work Environment have a positive and significant influence on the performance of PT. PertaminaPatraNiaga Integrated Terminal Dumai with a known F count of $10.333 > F$ table (3.20) with a sign $(0.000) < 0.05$, and a determination coefficient value (R Square) of 0.315 or 31.5% which means that transformational leadership and work environment affect employee performance at PT. PertaminaPatraNiaga Integrated



Terminal Dumai by 31.5%. While the remaining 68.5% was influenced by other variables that were not used in this study.

CONCLUSION

Based on the results of the research, discussion and conclusion below, the researcher proposes suggestions that are expected to be useful for the company and any party as follows:

1. Theoretical Advice

Based on the conclusions of the research results that have been carried out, the theoretical suggestions include:

- a. The results of this study are expected to add to the author's insight in terms of human resource management regarding transformational leadership, work environment, and employee performance.
- b. Transformational leadership variables and the work environment need to be considered periodically to achieve employee performance and productivity from the company in order to achieve the company's goals.

2. Practical Advice

Based on the conclusions of the research results that have been carried out, practical suggestions include:

- a. The results of this study are expected to develop research by adding additional variable measurement indicators such as employee performance can add adaptability indicators where a person's ability to adapt to his work environment both in the old place and in a new place.
- b. This research is also expected to be a consideration and input to companies to maintain employee performance so that it continues to improve in carrying out their work.



3. For the next researcher, in the implementation of the next research, to see the latest developments and phenomena so that the research results are useful for the development of readers' knowledge.

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