Leadership Practices on Employee Performance at PT Dame Alam Sejahtera

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Abstract

This study aims to determine the influence of leadership on employee performance at PT Dame Alam Sejahtera, a hazardous waste management company based in Karawang. The research was motivated by suboptimal employee performance, indicated by low productivity, lack of motivation, and ineffective workplace communication. A quantitative approach with a descriptive-correlational research design was employed, using a simple linear regression analysis technique. A total of 32 respondents were selected through purposive sampling from a population of 35 employees. Data were collected using questionnaires that had been tested for validity and reliability. The results revealed a significant influence of leadership on employee performance. These findings imply that effective leadership characterized by clear direction, support, and appreciation can enhance employee motivation and overall performance. The study underscores the importance of leadership in fostering a productive and sustainable work environment, and contributes to the literature by providing empirical evidence on the role of leadership in enhancing employee performance within high-risk industrial contexts such as hazardous waste management.

Keywords : employee performance, influence, waste management company, human resource management

Introduction

Every company has a target to achieve. To achieve it, the company needs to create efficient human resources and strive to develop existing human resources in order to compete with other companies. One way to improve this is by improving employee performance. In today's era of globalization, competition between companies is increasingly fierce, so companies are required to have strong competitiveness in order to compete with other companies. Companies need to have an effective strategy in managing existing resources, in order to produce maximum performance and achieve company goals. Therefore, a leader is required to have the ability to create a positive work environment, build good communication, and provide encouragement to employees so that they can work optimally. Effective leadership can increase employee engagement, encourage innovation, and create a healthy work culture.

Performance is a track record of the results produced through the implementation of certain tasks or activities within a certain period of time. Thus, performance reflects a person's achievement based on the standards that have been set for the job. Therefore, performance is not only related to the personal characteristics of the individual, but also to the real results of the work that has been or will be carried out. In carrying out their duties, employees are expected to continue to improve their performance. This is done to ensure the

achievement of the company's predetermined goals. Therefore, the company needs good performance management to set targets, evaluate progress, and provide feedback to employees so that they can continue to improve and enhance their performance.

PT Dame Alam Sejahtera is a national private company established in 2010 and engaged in the management of B3 and Non-B3 waste, especially as a transporter, collector, and user of hazardous and toxic materials on a national scale. With a wide range of services, the role of leadership in this company is very important to ensure optimal employee performance. The waste management industry requires high operational standards and compliance with government regulations. Effective leadership in this context not only ensures good employee performance but also compliance with safety and environmental standards. With the increasing production of industrial waste along with the development of technology and development, PT Dame Alam Sejahtera faces challenges in handling increasingly varied waste. Adaptive and innovative leadership is needed to answer these challenges and take advantage of existing opportunities.

Currently, PT Dame Alam Sejahtera is facing challenges in improving employee performance. Indications such as suboptimal productivity, lack of work motivation, and ineffective communication are serious concerns. This condition requires an evaluation of the role of leadership in influencing employee performance. Leaders who are able to provide clear direction, build trust, and support employee skill development are expected to create a conducive work environment. Given the importance of the relationship between leadership and employee performance, in-depth research is needed to measure how much influence leadership style has on performance at PT Dame Alam Sejahtera. The results of this study are expected to provide useful input in developing effective leadership strategies. Thus, the company can improve employee performance while achieving organizational goals more optimally (Northouse, 2018). Although numerous studies have examined leadership and employee performance, specific investigations within hazardous waste management companies remain limited. This research fills that gap by providing empirical evidence from a high-risk industrial setting, where leadership effectiveness is crucial not only for productivity but also for regulatory compliance and employee well-being.

The framework of thought in this study is the independent variable (Leadership) and refers to the dependent variable (Employee Performance), so it can be described as follows:

Kepemimpinan (X)	→	Kinerja Karyawan (Y)
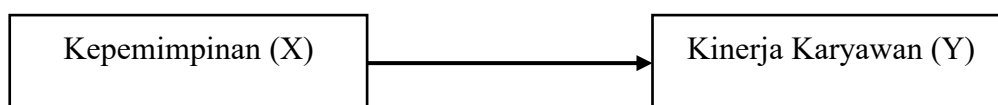
H1: The Influence of Leadership on Employee Performance at PT Dame Alam Sejahtera.

Method

This study uses a quantitative approach with a causal research type that aims to determine the influence of leadership on employee performance at PT Dame Alam Sejahtera. The quantitative approach was chosen because this study focuses on measuring the relationship between independent and dependent variables and testing the formulated hypotheses. Specifically, this study is descriptive correlational because it not only aims to describe the phenomenon of leadership systematically, but also to determine the relationship or influence of leadership on employee performance.

The study was conducted at PT Dame Alam Sejahtera, with the implementation time during the active data collection period according to the predetermined schedule. The population in this study were all employees in the company, totaling 35 people from various levels of office, from managerial to operational staff. The sampling technique used was purposive sampling, with the criteria that the sample consisted of employees who had direct experience with the leadership style in the company. The number of samples was determined using the Slovin formula with an error rate of 5%, so that the number of samples was 32 respondents. Although the sample size is relatively small, it is considered adequate and representative of the population due to the limited total number of employees in the company. This census-like coverage minimizes sampling bias and allows the study to capture nearly the full range of perspectives within the organization. Additionally, purposive sampling ensures that only respondents with relevant exposure to leadership practices are included, thus enhancing the validity of the findings.

The variables used in this study consist of independent variables, namely leadership (X), and dependent variables, namely employee performance (Y). Leadership is measured based on leadership theories such as transformational, transactional, and situational, with indicators that include communication style, the ability to inspire, motivate, and reward. Meanwhile, employee performance is assessed based on work results, productivity, quality, discipline, and the ability to work together in a team, which are measured through self-assessment and supervisor assessment.

The data collection technique was carried out using a questionnaire divided into two parts: a leadership questionnaire and an employee performance questionnaire. The instrument was prepared in the form of a Likert scale with five levels of assessment, ranging from strongly disagree to strongly agree. The leadership questionnaire focused on the behavior of leaders perceived by employees, while the performance questionnaire measured individual and collective performance dimensions. The collected data will be analyzed through several stages. First, a descriptive analysis was carried out to describe the characteristics of respondents based on demographics such as age, gender, position, and length of service. Furthermore, validity and reliability tests were carried out on the questionnaire instrument to ensure the consistency and accuracy of the measuring instrument, using item-total correlation and Cronbach's Alpha values. Data normality tests were carried out to ensure that the data were normally distributed, and if not, non-parametric techniques would be used as an alternative. To test the effect of independent variables on the dependent variable, a simple linear regression analysis was used with the $Y=a+bX+e$ model, where Y is employee performance, X is leadership, a is a constant, b is the regression coefficient, and e is the error. The t-test was used to test the significance of the regression coefficient to determine whether leadership has a significant effect on employee performance.

Results and Discussion
Validity Test

Statistical validity testing was conducted using *SPSS Statistics software* version 25. The test was conducted using the Pearson correlation test . *A* statement is considered valid if the calculated r value is greater than the r table value. With a sample size (n) of 32 and a significance level of 5% (0.05), the r table value is 0.349 . Based on the results of data analysis, the following validity test results were obtained.

Table 0Validity Test of Leadership Variables (X)

Item Code	r count	r table	Criteria
X1	0.451	0.349	Valid
X2	0.869	0.349	Valid
X3	0.498	0.349	Valid
X4	0.920	0.349	Valid
X5	0.571	0.349	Valid
X8	0.921	0.349	Valid
X9	0.456	0.349	Valid

Source: *SPSS Statistics* version 25.

Based on Table 1, the results of the validity test show that for the Leadership variable, after eliminating instruments X6 and X7, the calculated r value is greater than r table (0.349). Therefore, all indicators used for the Leadership variable are declared valid and suitable for use in this study. Furthermore, the results of the validity test for the Performance variable (Y) are presented in Table 1.2 below.

Table 1Validity Test of Performance Variable (Y)

Item Code	r count	r table	Criteria
Y1	0.710	0.349	Valid
Y5	0.692	0.349	Valid
Y8	0.809	0.349	Valid
Y10	0.661	0.349	Valid
Y11	0.464	0.349	Valid
Y13	0.816	0.349	Valid
Y14	0.436	0.349	Valid
Y15	0.768	0.349	Valid
Y16	0.386	0.349	Valid
Y18	0.367	0.349	Valid
Y26	0.370	0.349	Valid

Source: *SPSS Statistics* version 25

Based on the results of the validity test in Table 2 for the Performance variable (Y), after eliminating the instruments Y2, Y3, Y4, Y6, Y7, Y9, Y12, Y17, Y19, Y20, Y21, Y22, Y23, Y24, Y25, it was found that the calculated r value was greater than r table (0.349). Thus, all indicators used for the Performance variable (Y) are declared valid and can be used in this study.

Reliability Test

To test the reliability of a multi-item questionnaire, the commonly used method is Cronbach's Alpha. A variable is categorized as reliable if the Cronbach's Alpha value is greater than 0.6. The results of the reliability test in this study are presented in the following table.

Table 2Results of Reliability Test of Leadership Variable (X)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.825	7

Source: *SPSS Statistics* version 25

Based on Table 3, the results of the reliability test for the Leadership variable show that the variable is reliable, with a Cronbach's Alpha reliability coefficient value of 0.825. This value is far above the threshold of 0.6, so that all items in the variable are declared consistent and can be used in research.

Table 3Results of Reliability Test of Performance Variable (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.829	11

Source: *SPSS Statistics* version 25

Based on Table 4, the results of the reliability test for the Performance variable show that the variable is reliable, with a Cronbach's Alpha reliability coefficient value of 0.829. This value is far above the threshold of 0.6, so that all items in the variable are declared consistent and can be used in research.

Simple Linear Regression Analysis

In this study, to measure the influence of the independent variable, namely Leadership, on the dependent variable, namely Performance, a simple linear regression analysis technique was used. This study involved 32 respondents. Based on the results of the analysis using the SPSS version 25 program, the regression equation obtained is as follows:

Table 5. Simple Regression Test Results

Coefficients [a]					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	13,438	3.256		4.127	. 000
Leadership	1,067	.118	. 856	9,067	. 000

a. Dependent Variable: Performance

Source: *SPSS Statistics* version 25

Based on the results above, the simple linear regression equation can be formulated as follows:

$$Y = 13{,}483 + 1{,}067\ X$$

Information:

X = Leadership
Y = Performance
   Based on the equation above, it can be explained as follows:
1. The constant in the regression equation obtained is 13,483 and has a positive value. This shows that if the Leadership variable (X) does not change or has a value of zero, then the Performance variable (Y) is estimated to have a value of 13,483. In other words, this constant represents the basic Performance level that occurs independently of the influence of Leadership.

2. The Leadership variable (X) has a regression coefficient value of 1.067, which is positive. This indicates that every one-unit increase in the Leadership variable will increase the Performance variable (Y) by 1.067, assuming that the other variables remain constant. This positive coefficient indicates a unidirectional relationship between the Leadership and Performance variables.

Correlation Coefficient Analysis (r)
   Correlation Coefficient (r) is a number that shows the strength and direction of the relationship between two or more variables. The results of the correlation in this study can be seen in the following table.

Table 6. Results of the Correlation Coefficient Test (r)

Model Summary [b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	. 856 [a]	. 733	. 724	3.54939
a. Predictors: (Constant), Leadership				
b. Dependent Variable: Performance				

Source: *SPSS Statistics* version 25

Based on Table 6 above, the r value is 0.856. This value shows that the relationship between the independent variable, namely Leadership, and the dependent variable, namely Performance, has a relationship strength of 85.6%. Because the r value is in the interval 0.80 - 1.00, the relationship is included in the very strong category.

Partial Hypothesis Testing (T-Test)
   To determine whether there is an influence between the Leadership variable and Performance, the following test was carried out:
H_0 = There is no influence of leadership on the performance of PT. Dame Alam Sejahtera.
H_1 = There is an Influence of Leadership on the Performance of PT. Dame Alam Sejahtera .
If t count > t table then the independent variable affects the dependent variable and vice versa. So if the significant value of t < 0.05, the independent variable has a significant effect on the dependent variable. To find out whether the table shows t count is greater or less than t table, the t distribution table calculation is carried out using the following formula.

6

$$T_{table} = t\ (\alpha/2 : nk-1)$$

Information:
α = alpha
n = number of respondents
k = number of independent variables
t table = t (0.05/2 : 32-1-1)
t table = 0.025 : 30 = 2.042

So it is known that the t table is 2.042. The calculated t value must be greater than the t table of 2.042, in order to know the effect of the independent variable on the dependent variable. The results of the t test for each variable are as follows:

Table 7 Results of Partial Hypothesis Test (T-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	13,438	3.256		4.127	.000
Leadership	1,067	. 118	. 856	9,067	. 000
a. Dependent Variable: Performance					

Coefficients [a]

Source: *SPSS Statistics* version 25

output results above, it can be seen that the t-test value of the Leadership variable is 9.067 . Thus, t $_{count}$ > t $_{table}$ because 9.067 > 2.042 with a probability of 0.000 <0.05, therefore H1 $_{is}$ accepted and H0 is $_{rejected}$. So it can be concluded that there is a significant influence between Leadership on the Performance of PT. Dame Alam Sejahtera.

Simultaneous Hypothesis Testing (F-Test)
To verify the authenticity of the hypothesis collected in the study, tests must be conducted simultaneously. Simultaneous tests were conducted in this study to determine the effect of variable X on variable Y. Simultaneous significant tests were conducted using IBM SPSS Statistics 25. The basis for determining whether the independent variable affects the dependent variable simultaneously is by comparing f count with f table.

Where f count > f table, meaning the independent variables simultaneously affect the dependent variable. To determine the distribution of the f table, it can be calculated using the following formula.

$$F_{table} = f\ (k : nk)$$

Information:
k = number of independent variables
n = number of respondents
F table = f (1 : 32-1)
F table = f (1 : 31)
F table = 4.16

From the calculation above, the ftable value that will be used as a comparison with fcount is 4.16. In addition, a comparison was also made of the sig. f results with the specified

sig. value limit of 0.05. If the sig. f value > 0.05, the independent variable affects the dependent variable simultaneously. The results of the f test in the following Anova table:

Table 8 F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1035.773	1	1035.773	82,216	. 000 [b]
	Residual	377,945	30	12,598		
	Total	1 413,719	31			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Leadership						

Source: *SPSS Statistics* version 25

Table 8 shows f count 82.216 which means the value of f count 82.216 > from 4.16 which is the value of f table. In the Anova table, the significant value can also be seen. f is 0.00 0 , meaning the significance of f is 0.00 0 < 0.05 as the significant limit value.

The Relationship Between Leadership and Employee Performance
In the context of PT Dame Alam Sejahtera, a company engaged in hazardous waste management, the relationship between leadership and employee performance holds critical significance. Effective leadership serves as a central driving force in aligning employees with organizational goals, particularly in high-risk industries that demand strict adherence to safety, environmental, and operational standards. The study revealed a significant and positive influence of leadership on employee performance, with a strong correlation coefficient (r = 0.856), indicating that improvements in leadership practices are directly associated with enhanced performance outcomes. Leaders at PT Dame Alam Sejahtera play a pivotal role in creating a conducive work environment, providing clear direction, motivating employees, and fostering open communication. These leadership behaviors contribute to higher levels of employee engagement, accountability, and productivity.

Given the complex nature of waste management operations, employees require not only technical competence but also strong guidance and support from their leaders. When leadership is transformational characterized by the ability to inspire, build trust, and support employee development employees are more likely to feel valued and committed to their responsibilities. This sense of motivation enhances work quality, discipline, and teamwork, all of which are critical to maintaining operational safety and efficiency.

Conclusion
Based on the results of the study conducted on the influence of leadership on employee performance at PT Dame Alam Sejahtera, it can be concluded that leadership has a significant influence on employee performance. The results of the regression analysis show that every increase in leadership quality is followed by a significant increase in employee performance, with a regression coefficient value of 1.067 and a significance value of 0.000.

In addition, the correlation value of 0.856 indicates that the relationship between leadership and employee performance is in the very strong category. These findings prove that an effective leadership style, such as providing clear direction, motivation, and appreciation for employees, can increase productivity, work quality, and create a positive and conducive work environment. Therefore, developing good leadership is one of the main keys to improving employee performance and achieving company goals. As a strategic reflection, the company is encouraged to implement structured leadership development programs, such as coaching, mentoring, and leadership training workshops, to ensure consistent improvement in managerial effectiveness. Future initiatives should also include long-term measurement tools to evaluate the sustained impact of leadership on employee performance over time. In addition, this study acknowledges certain limitations, including the small sample size and the use of a single organizational context, which may restrict the generalizability of the findings. Further research is recommended using larger and more diverse samples or applying longitudinal designs to better capture leadership's dynamic influence in various industrial sectors.

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