

The Influence of Leadership and Empowerment on The Performance of Employees in the Transportation and Passenger Facilities Section at PT. KAI (persero) Divre III Palembang

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ABSTRACT

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This study aims to analyze the influence of leadership and empowerment on employee performance at PT.KAI (Persero) Divre III Palembang. In this study it was collected by distributing questionnaires to 60 respondents. Data collection techniques in the form of interviews and descriptive data analysis techniques with a quantitative (statistical) approach to variable data and multiple regression analysis. The research instrument uses validity and reliability tests. Hypothesis testing using the t test and f test. The results of this partial research show that Leadership has a significant effect on employee performance with a significant value (0.023 <0.05), so statistically at a significant level of 5% (0.05), it can be stated that the partial hypothesis H2 is proven and accepted. Empowerment has a significant effect on employee performance with a significant value (0.016 <0.05), then statistically at a significant level of 5% (0.05), it can be stated that the partial hypothesis H2 is proven and accepted. Leadership and empowerment have a significant effect on employee performance. The correlation coefficient value obtained was 40.4 and the determination coefficient value obtained was 16.3 percent indicating that there is a relationship between leadership and empowerment on employee performance.

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1. INTRODUCTION

An organization will always experience ups and downs in its life, there are organizations that develop rapidly in an era of change but many organizations cannot develop or do not develop at all (Brury, 2016). From various experiences and organizational theories, there are many factors that influence the development of an organization, including leadership. The effectiveness and excellence of public organizations is highly dependent on the quality of human resources. Theoretically, the high quality of human resources in an organization is expected to improve services to the community. This will be created in an organization that is well

established. Leadership is needed in an organizational body or company so that there are certain limitations and advantages in human resources (Apriliana & Nawangsari, 2021).

The leadership activities of an organization or company generally go through design and preparation which includes structuring management structures and processes. Organizational development is an activity to make changes in a plan that includes a systematic diagnosis of the organization (Sedarmayanti, 2017). A leader must actively participate in organizing the implementation of organizational development business activities, the success of organizational development business activities is largely determined by the quality of leadership or managers and leadership commitment. The role of a leader in human relations is closely related to the leadership style he displays.

As the main element in an organization or institution, the human resource factor is a source that needs special attention regarding behavior, attitudes or others in the company (Simanjuntak, 2005). Leaders have a big responsibility in both government and private organizations. Leadership is the core of management which is the driving factor for other sources, thus the role of the leader is very important in trying to achieve the goals of an organization so that the success and failure experienced by a company can be known (Amelia et al., 2022).

The success of an organization or agency is determined by the resources it has, especially human resources who are the driving force of the organization. In addition, one of the leadership factors needed for changes in the development of an organization is the leader's ability to encourage and foster creativity and innovation in addition to the ability to motivate members of his organization or in other words, a leader must be able to manage creativity and innovation (managing creativity and innovation) and become an innovative leader (innovative leader) (Toto & Lestari, 2019). Leadership is something that must be considered in the company to achieve the continuity of the company and if this is not considered by the company, it can have a negative impact on the company (Prayudi, 2020). Leadership plays a very important role in determining employee performance because leaders are used as examples and role models by their subordinates. Leaders must set a good example, be disciplined, honest, fair and in accordance with words with actions. With good leadership, the performance of subordinates will increase, if the leadership is not good, the performance of subordinates will decrease (Ujang & Adinanta, 2015).

Empowerment is one of the strategies in improving human resources by giving responsibility and authority to them which is expected to enable them to achieve higher performance in an ever-changing era. Empowerment that has an influence on decreasing employee performance. According to (Subagio, 2015) that "Employee empowerment is a trend in human capital management in future organizations". Safitri (2022) states "Empowerment is trust". Yulk, translated by Supriyanto in (Radiansyah & Rahman (2022) states: "Empowerment is the intrinsic motivation and self-efficacy of people who are affected by leadership behavior, job characteristics, organizational structure and their own needs and values". Based on the above understanding, it can be said that employee empowerment is a form of implication of development for subordinates. The leader realizes that work really needs the help of others, so the leader must dare to delegate his authority. According to (Kasmir, 2016) Employee performance is a function of the interaction between ability and empowerment. Based on Robbins' statement above, employee performance that is not yet appropriate is also thought to be caused by leadership that is still relatively unable to provide good direction to each of its subordinates. Employee performance is work performance, namely the comparison between the results of work that can be seen in real terms with the work standards set by the organization. Performance is very important for an organization because quality performance can certainly produce good work as expected by every company.

PT Kereta Api Indonesia (Persero) Divre III Palembang which is located at JL. Jendral Ahmad Yani, 13 ulu No. 541 Palembang, is a State-Owned Enterprise (BUMN) engaged in railroad services that provide railroad facilities and infrastructure in order to support the smooth

flow of trains, passenger transportation and shipping goods. Palembang Regional Division III Unit is one of four Regional Division Units located on the island of Sumatra owned by PT Kereta Api Indonesia (Persero). The operating area of PT Kereta Api Indonesia (Persero) Regional Division III Palembang includes Kertapati Railway Station and Plaju Regional Division Office.\

Based on the description above, the authors are interested in conducting research with the title "The Effect of Leadership and Empowerment on the Performance of Employees of the Transportation and Passenger Facilities Section at PT. KAI (Persero) Divre III Palembang".

2. RESEARCH METHOD

This research method is quantitative. The object of research at PT KAI (Persero) Divre III Palembang. Object collection through interviews such as agency profiles, number of employees, organisational structure, vision and mission and data on rewarding employees. The time used by researchers is one month.

The population in this study were all employees of the transportation and passenger facilities section at PT KAI (Persero) Divre III Palembang, namely 60 people. The method of determining the sample is using saturated sampling or census. According to (Sugiyono, 2019), saturated sampling or census is a sampling technique when all members of the population are used as samples. In this study, researchers used descriptive analysis techniques with a quantitative (statistical) approach to variable data and multiple regression regression analysis. In the study using the IBM SPSS v 19 for Windows software programme. Regression analysis is used to see the effect of the independent variable on the dependent variable and prove the truth of the hypothesis.

3. RESULT AND DISCUSSION

Validity Test Results

The validity test aims to determine whether or not the item data is used as aresearch measuring instrument. This value is then compared with the table correlation value (r -table) on a 2-sided test at a significant level of 5% (0.05) with a total of 60 samples (df: 60), then the r -table value is 0.254. The criterion for determining the validity of an instrument item is if the r -count > r -table value, then the item is declared valid (Ghozali, 2018). The results of the research instrument validity test are presented as follows:

Table 1. Data Table of the Validity Test Results of the Leadership Variable Instrument Items (X1)

Variable	Item	r-count	r-table(df: 60)	Interpretation
Leadership (X1)	1	0,663	0,254	Valid
	2	0,732		Valid
	3	0,703		Valid
	4	0,884		Valid
	5	0,733		Valid

Source: Data processed by the author, 2023

Based on the validity test for the leadership variable instrument (X1), it is concluded that the acquisition value of the r -count result is greater than the r -table value (r count > r table 0.254). This indicates a significant level of 5% (0.05) all items of the leadership variable instrument are declared valid and qualified as measuring instruments for research variables so that further research can be carried out.

Table 2. Data Table of Empowerment Variable Instrument Item Validity Test Results (X2)

Variable	Item	r-count	r-table(df: 60)	Interpretation
Empowerment (X2)	1	0,633	0,254	Valid
	2	0,483		Valid
	3	0,703		Valid
	4	0,596		Valid
	5	0,645		Valid
	6	0,496		Valid
	7	0,507		Valid
	8	0,484		Valid
	9	0,478		Valid
	10	0,635		Valid
	11	0,633		Valid
	12	0,483		Valid
	13	0,703		Valid
	14	0,596		Valid
	15	0,645		Valid
	16	0,496		Valid
	17	0,507		Valid
	18	0,484		Valid
	19	0,478		Valid
	20	0,635		Valid

Source: Data processed by the author, 2023

Based on the validity test for the Empowerment variable instrument (X2), it is concluded that the acquisition value of the r-count result is greater than the r-table value ($r_{count} > r_{table}$ 0.254). This indicates a significant level of 5% (0.05) all items of the empowerment variable instrument are declared valid and qualify as measuring instruments for research variables so that further research can be carried out.

Table 3. Data Table of Validity Test Results of Employee Performance Variable Instrument Items (Y)

Variable	Item	r-count	r-table(df: 60)	Interpretation
Employee Performance (Y)	1	0,676	0,254	Valid
	2	0,710		Valid
	3	0,687		Valid
	4	0,752		Valid
	5	0,703		Valid
	6	0,814		Valid
	7	0,383		Valid
	8	0,328		Valid
	9	0,275		Valid

Source: Data processed by the author, 2023

Based on the validity test for the Employee Performance variable instrument (Y), it is concluded that the acquisition value of the r-count result is greater than the r-table value ($r_{count} > r_{table}$ 0.254). This indicates a significant level of 5% (0.05) all items of the employee performance variable instrument are declared valid and qualified as measuring instruments for research variables so that further research can be carried out.

Reliability Test Results

The reliability test aims to measure the reliability and consistency of a measurement if repeated. "The measurement criterion is if the reliability coefficient value is greater than 0.50 (>0.50), the instrument data measured is reliable, which is trustworthy and reliable" (Ghozali, 2018)

Table 4. Reliability Test Results

No	Variable	Cronbach's Alpha	Description
1	Leadership (X1)	0,785	Reliable
2	Empowerment (X2)	0,887	Reliable
3	Employee Performance (Y)	0,773	Reliable

Source:

Data processed by the author, 2023

Based on the data from the reliability test results, the reliability coefficient value for the leadership variable (X1) is 0.522, the empowerment variable (X2) is 0.729 and the employee performance variable (Y) is 0.781. This value shows that the reliability coefficient value of all variables is greater than 0.50 (> 0.60). This indicates that all items of the three variable instruments are declared realizable and qualify as measuring instruments for research variables so that further research can be carried out.

Classical Assumption Test Results

Based on the results of the normality test, multicollinearity test and heteroscedasticity test, it can be described as follows.

Normality Test Results

The normality test aims to test whether in a regression model, the dependent variable, independent variable or both have normal distribution or not. Normality testing is done by looking at the histogram, if the graph shows a pattern that shows data moving along the diagonal linear line, it can be said to be normal.

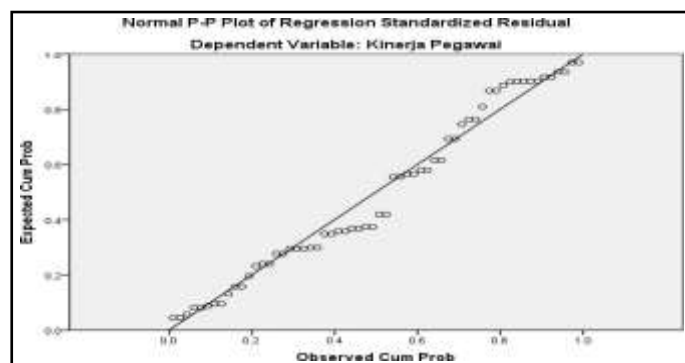


Figure 1. P-P Plot Graph of Data Distribution Normality Test

Source: Data processed by the author, 2023

Based on the P-P Plot graph image which shows that the distribution of the distribution and follows the diagonal linear line, this indicates that the normality test is declared normal and qualifies for further analysis.

Multicollinearity Test Results

The multicollinearity test aims to test the regression model to find a correlation between the independent variables. The guideline to determine whether a regression model has a

multicollinearity problem or not is if the test results on the data of the independent variables have a VIF (variance inflation factor) value smaller than (<) 10 and a tolerance value greater than (>) 0.01, then the regression model is free from multicollinearity and vice versa. The multicollinearity test results of the research instruments are presented as follows:

Table 5. Multicollinearity Test Results

No	Variable	Tolerance	VIF	Description
1	Leadership (X1)	0.888	1.127	No indication of multicollinearity
2	Empowerment (X2)	0.888	1.127	No indication of multicollinearity

Source: Data processed by the author, 2023

Based on the results of the multicollinearity test for the leadership variable data and the empowerment variable, the VIF (variance inflation factor) value is smaller than (<) 10 and the tolerance value is greater than (>) 0.01. This indicates that regression modeling with employee performance data as the dependent variable (Y) is declared free from multicollinearity problems between independent/explanatory variables and fulfills the requirements for regression modeling. and qualify for further analysis.

Heteroscedasticity Test Results

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals of an observation. If the t-count value is greater than the t-table and the significant value is smaller than 0.05, heteroscedasticity occurs.

Table 6. Heteroscedasticity Test Results

No	Variable	Sig	Description
1	Leadership (X1)	0.240	No indication of heteroscedasticity
2	Empowerment (X2)	0.078	No indication of heteroscedasticity

Source: Data processed by the author, 2023

Based on the heteroscedasticity test for data on leadership variables and empowerment variables, the value is greater than (>0.05). This indicates that regression modeling with employee performance data as the dependent variable (Y) is declared free from heteroscedasticity problems between independent / explanatory variables and is eligible for further analysis.

Hypothesis Test Results

In this section, the results of testing the research hypotheses (H1-3) that have been determined by looking at the level of significance of the influence of the leadership environment and empowerment on employee performance partially (individually) and simultaneously (together) will be described, then the discussion of the research findings will be described. A summary of the data on the probability value of the t test (Sig.t) for partial hypotheses H1 and H2 and the F test (Sig.F) for simultaneous hypothesis H3 based on the results of multiple linear regression statistical analysis, which are as follows:

Partial Test (t Test)

The t test is used to determine the effect of each independent variable on the dependent variable, the following is presented the partial test output of the independent variable leadership (X1) on the dependent variable employee performance (Y) and the effect of empowerment (X2) on employee performance (Y).

Table 7. Partial Test Output Results (T Test)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	20.296	5.882		3.451	.001		
Leadership	.436	.188	.298	2.317	.023	.888	1.127
Empowerment	.098	.066	.234	2.031	.016	.888	1.127

a. Dependent Variable: Total_Y

In the partial test calculation, if the $t_{count} > t_{table}$ value, the independent variable (X) partially affects the dependent variable (Y).

$$T_{table} = (\alpha/2; n - k - 1) = (0.05/2; 60 - 2 - 1) = (0.025; 57) = 2.002.$$

H1: The leadership variable (X1) affects performance (Y) because the value of X1 < 0.05 . It is known that the sig value of leadership has an influence on performance, which is $0.023 < 0.05$ and the tcount value is $2.317 > 2.002$, this indicates that leadership has an effect on employee performance.

H2: The empowerment variable (X2) has an effect on performance (Y) of $0.16 < 0.05$ and the tcount value of $2.031 > t_{table} 2.002$, this indicates that empowerment has an influence on employee performance.

Simultaneous Test (Test f)

The f test was conducted to determine the significance of the multiple linear regression equation and the significance of the effect of Leadership (X1) and Empowerment (X2) together (simultaneously) on Employee Performance (Y) The results of the analysis can be seen in the table below:

Table 8. Simultaneous Test Output Results (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	77.346	2	38.673	5.558	.003a
Residual	396.588	57	6.958		
Total	473.933	59			

a. Predictors: (Constant), Total_X2, Total_X1

b. Dependent Variable: Total_Y

Based on the simultaneous test table, it is known that the leadership and empowerment variables have an Fcount value of $5,558 > F_{table} 3.16$ and a significance of 0.003 . So that the leadership and empowerment variables simultaneously affect employee performance, this is known through the significance level is $0.003 < 0.05$, so the hypothesis is accepted.

Discussion

The Effect of Leadership on Employee Performance

Based on the data from the statistical t test analysis of the variable parameter (X1) leadership, a significant probability coefficient t (Sig.t) of 0.023 is obtained. Thus at a significant level of 5% (0.05), the Sig.t probability value of $0.023 < 0.05$. So statistically at a significant level of 5% (0.05), it can be stated that the partial hypothesis H2 is proven and accepted.

The results of this study indicate that leadership has a significant effect on employee performance at PT KAI (Persero) Divre III Palembang. This means that the higher the leadership

that exists in the leadership, the higher the performance produced by the employees of PT KAI (Persero) Divre III Palembang. The findings of this research have also been carried out by Onsardi (2018) which shows that there is an influence between leadership style, organizational commitment and remuneration on employee performance. Thus the creation of good leadership will affect the performance of employees who can contribute in a positive direction and be able to provide optimal work results.

Effect of Empowerment on Employee Performance

The results of this study suggest that empowerment has a significant effect on employee performance at PT KAI (Persero) Divre III Palembang, meaning that the better the empowerment conditions, the better the performance produced by employees. Based on the data from the statistical t test analysis of the variable parameter (X2) empowerment, a significant probability coefficient t (Sig.t) of 0.016 is obtained. Thus at a significant level of 5% (0.05), the Sig.t probability value of 0.016 < 0.05. So statistically at a significant level of 5% (0.05), it can be stated that the partial hypothesis H 2 is proven and accepted.

The results of this study indicate that empowerment has a significant effect on employee performance at PT KAI (Persero) Divre III Palembang. This means that the higher the empowerment that exists in the leadership, the higher the performance produced by the employees of PT KAI (Persero) Divre III Palembang. The findings of the results of this study have also been carried out by I Gede Riana (2020) which shows that good empowerment can have an impact on increasing employee work motivation. Thus the creation of good empowerment will affect the performance of employees who can contribute in a positive direction and be able to provide optimal work results provide optimal work results.

The Effect of Leadership and Empowerment on Employee Performance

The results of this study indicate that leadership and empowerment have a significant effect on employee performance at PT KAI (Persero) Divre III Palembang. This means that the higher the leadership and empowerment that exists in the leadership, the higher the performance produced by the employees of PT KAI (Persero) Divre III Palembang. The findings of the results of this study have also been carried out by (Andayani & Tirtayasa, 2019) which reveal that there is a positive and significant influence between leadership and empowerment variables on employee performance to produce optimal performance

Based on the description above, it follows that the high and low performance of PT.KAI employees is influenced by leadership and empowerment, so in the future it is hoped that the leadership will be able to empower its employees to have good motivation and work ethic. Empowerment can be in the form of giving more responsibility and authority so that a sense of responsibility is reflected which will create a desire to work and give the best for their work.

Thus, it is expected that leaders motivate subordinates in completing their work, leaders provide good guidance to subordinates who experience obstacles in their work, help provide a good way out when subordinates have difficulty at work, leaders always accept opinions or input submitted by subordinates in making decisions subordinates in making decisions. So as to be able to improve better performance.

4. CONCLUSION

Based on the findings of the results in this study, several conclusions can be stated based on the data analysis and discussion previously described, namely Based on the results of the partial test (t test), Leadership has a positive and significant effect on employee performance at PT KAI (Persero) Divre III Palembang. Empowerment has a significant effect on employee performance at PT. KAI (Persero) Divre III Palembang. Leadership and empowerment simultaneously have a significant effect on employee performance at PT. KAI (Persero) Divre III Palembang.

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