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Research Paper

Analysis of Factors Super Leadership Performance and Effects on Employee At. Plantation Nusantara V, Riau.

Management

KEYWORDS : Super leadership, employee empowerment, job involvement, performance employee

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ABSTRACT

The purpose of this research is to analyze the influence of empowerment on employee performance, analyze the influence on employee performance Involvement, Participation analyze the influence on the performance of employees, analyzed the influence of these factors simultaneously empowerment, empowerment and Participation on employee performance PTPN V, Riau..

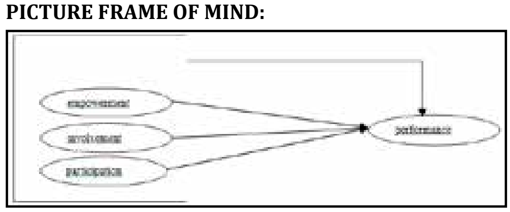
The analysis method used is multiple linear regression analysis, which is used to determine the effect of several independent variables with the dependent variable, while the findings of this study indicate that empowerment was not able to improve the performance of employees, so empowerment in leadership at the company level PTPN V Riau does not have influence proportional to the performance of employees, so the conclusion is there is not enough empirical evidence to accept hypothesis 1 (11) is. That is, empowerment is not able to improve employee performance..

INTRODUCTION.

In order to achieve the best performance, the directors PTPN V Riau, seeks to important breakthroughs. for example, make an important breakthrough by developing the company's vision to become a "World Class Company" (Track Enterprises, 2008) (1) .. Implementation of this vision followed by the importance of the application of models of leadership that can empower, engage and encourage employees to participate (super leadership). Leadership can be broadly defined as a process of influence in determining the organization's goals, motivate followers to achieve behavioral goals, to improve the influence and culture (Rivai, 2004) (2) .. Leadership shows the person's activities in the lead, to guide, influence or control the thoughts, feelings or behavior of others. Employees tend to classify a leader by the way he led by their point of view about leadership. Leadership is a major feature of the performance of the organization. Managers must understand the nature of leadership and influence factors that determine relationships with subordinates (Mullins, 2005) (3) .. Can be said that leadership plays a very dominant role in the success of the organization in carrying out its activities mainly seen in the performance of its employees (Siagian, 2003) (4). Performance is a personal success, team, or organizational unit in achieving strategic goals previously set by the behavior is applied (Mulyadi, 2007) (5) .. With the policy of the leadership of the performance can be improved, performance or work ethic can be interpreted as a performance (performance) is what has been done or not done by employees (Mathis and Jackson, 2002) (6) .. Employee Performance, the result obtained from the work functions or activities that have been implemented, such as; behaviors and outcomes (Armstrong and Baron, 2005) (7) .. An assessment of the employee's performance can be assessed by various stakeholders, and to make a good assessment should be established to represent the assessor. Robbins (2006) (8)., Said that usually people that are considered to provide the best assessment is the direct supervisor. Robbins (2006) (8). Was also stated that not all of today's direct supervisor can observe the performance of subordinates because of system performance, such as the division of independent teams, remote working methods, or it causes the distance between superior and subordinate. Sudarmanto (2009) (9)., In addition to factors appraisers, the method used must be compatible in order to give good results. For that there are five methods for assessing the performance of a person. Furthermore, Mathis and Jackson (2002) (10)., States that, employee performance, productivity depends on three factors: First, the ability to do that consists of talents, interests, personality, and psychiatric. Second is the level of work done, consisting of motivation, work ethic, attendance working time, and work plan. Third is the support given to the workforce is comprised of training, equipment, know the expectations, and co-workers productive.

To this end, relevant leadership is the type of leadership that can create a condition or a conducive environment for employees to freely pour full potential (Manz and Sims, 2001) (11) .. Manz and Sims opinion is confirmed by the (Rival, 2004) (2). In "Leadership and Organizational Behavior" that in the face of uncertainty (uncertainty) in the business world as well as to improve employee performance, to achieve the company's vision and mission leadership model corresponding to the twenty-first century, it is a model Super leadership. Research Boje, (2000) (12). concluded that empowerment in super leadership significant and positive impact on employee performance. This means the formation of a positive super leadership the company will have a positive impact on employee performance. Involvement sub variables Super leadership significant effect on performance. Rachmany (2005) (13). Factor Analysis in the research Leadership And Influence Employee Performance Tax Office (LTO) in Region Special (DKI) Jakarta, where, there is a significant effect between super leadership with employee performance. further Jule (2000) (14)., Has found in his research that the factors of employee participation in super leadership able to improve significantly the performance of the employees.

PICTURE FRAME OF MIND:



II. METHODS

The population in this study were all permanent employees PTPN V Riau in 2009 at middle manager level that is numbered 146 people. According to Ferdinand (2006) (15), that the sample is a subset of the population, made up of some members of the population. The sampling technique used in this study is the census method, where the entire population were sampled. (Sekaran, 2005) (16). In analyzing the data used multiple linear regression analysis, regression analysis is to determine the effect of several independent variables with the dependent variable. Shape regression equation for this study are as follows:

Y = Employee Performance
a = constant
b1b2 = multiple regression coefficient
X1 = Empowerment

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X2 = Engagement
X3 = Participation
e = Error
Processing data using the Statistical Product and Solution Service (SPSS) version 17.

III. RESULTS AND DISCUSSION.
To analyze the effect of variable employee empowerment, employee engagement and participation work on PT. PTPN V Riau, hypothesis testing using several statistical analyzes. Based on calculations using SPSS data obtained as follows:

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]					
	Empowerment	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
	Involvement	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
	Participate	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

a. Dependent Variable: Performance

Sources: Data Processed SPSS 17

From the calculation above, it can be obtained by linear regression equation as follows:

Y = 1688 + 0052 + X1 X3 0.128X2 +0364.

From the calculations and statistical analysis equation regression coefficient above shows that the value of the variable (Y) will be determined by the independent variables (X1, X2 and X3) such as:
a. Empowerment factor coefficient (Empowerment) X1 = 0052) showed that any change (increase / decrease) Empowerment factor is 1 unit, then the employee's performance will change (increase / decrease) of 0052 units..

b. Coefficient factor involvement (Involvement) X2 = 0128) showed that any change (increase / decrease) Involvement factor by 1 unit, then the employee's performance will change (increase / decrease) of 0128 units..

c. Coefficient factors of participation (Participation) X3 = 0364) showed that any change (increase / decrease) Involvement factor by 1 unit, then the employee's performance will change (increase / decrease) of 0364 units..

From the results of linear regression analysis proved that the more dominant Participation affect the employee's performance is proved by the results of a larger study of the 0364 Participation Empowerment and Involvement 0052 0128.

Hypothesis Testing.
To determine whether a variable independent (Empowerment, Involvement and Participation) jointly influence the dependent variable (Performance) to do with the F-test or F-test. In this test the authors formulate a statistical hypothesis as follows:.

Ho: There is no significant influence together to Performance..

Hi: There is a significant influence Empowerment, Involvement and Participative on Performance..

In this test the authors use real level (level of Significant) by 5%. The criteria used in these tests if the value of F count> F table, then Ho is rejected Hi acceptable, meaning that there is a significant effect of the independent variables together on the dependent variable. If the value of F count <F table, then received Hi Ho is rejected, meaning that there is no significant effect of the independent variables together on the dependent variable. The results of the calculation of F calculated by SPSS are presented in Table 1.

SPSS Output Table 1.Hasil

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.759	3	2.920	23.787	.000[a]
	Residual	17.430	142	.123		
	Total	26.189	145			

a. Predictors: (Constant), Partisipavate, Involvement, Empowerment
b. Dependent Variable: Peformance

Further evidence for this hypothesis that all independent variables together (simultaneously) have a significant effect on the dependent variable, it can be done with a statistical test. From the results of calculations with SPSS shows that the value of F count of 23,787.

F table = (k-1)-(n-k)

= (4-1): (146-2)

= 3:144

F arithmetic > F Table

23.787 > 2.712

(which the 2712 is a series 85 of Table F because it does not have data on 100).

Thus, the hypothesis that the alleged empowerment (Empowerment) involvement (Involvement) and participation (Participation) significant together on employee performance (Performance) PTPN V Riau.

Hypothesis Test In Partial (t test).
Analysis of partially used to determine whether each variable independent namely empowerment (Empowerment) (X1), engagement (involvement) (X2) and participation (Participation) (X3) partially affect employee performance dependent variable (Performance) (Y) In testing the influence of Empowerment, Involvement and Participation on Performance, the researchers propose hypotheses are:.

Ho: There is no effect.

Hi: There is influence.

Testing is done by looking at the significance of the results from multiple analysis is a. If the sig <0.05 (for α used is 5%), the Hi Ho rejected and accepted. This means that the independent variable (Empowerment, Involvement and participation partially affect the dependent variable (Performance).

b. if the value of sig> 0.05 (for α used is 5%), the Hi Ho accepted and rejected. This means that the independent variable (Empowerment, Involvement and Participation) partially no effect on the dependent variable (Performance).

Based on calculations using SPSS obtained the value of the partial regression coefficient of each independent variable under study.

Table 2. Variable Regression coefficient Against Partial-Free In The Dependent Variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.688	.297		5.681	.000	1.103	2.275					
	Empowerment	.052	.071	.058	.734	.464	-.088	.192	.314	.061	.052	.760	1.315
	Involvement	.128	.065	.151	1.974	.050	.000	.256	.341	.164	.135	.804	1.244
	Participate	.364	.059	.478	6.197	.000	.248	.480	.554	.461	.424	.789	1.268

a. Dependent Variable: Performance

Sources: Data Processed SPSS

The results of the regression coefficient calculations it can be proved the truth of the hypothesis is partially the examiner asked the following conditions:.

a. If t arithmetic > table the independent variables to explain the dependent variable or in other words there is a significant effect between the two variables under study..
b. If t arithmetic < table the independent variables can not explain the dependent variable or in other words there is no significant effect between the variables by comparing studied. test t t ¬ t count the tables on as big as significant level of 5% (α = 0.05).

$t_{table} = \alpha/2 : n\text{-}2$

$= 0{,}05/2 : 146\text{-}2$

$= 0.025 : 144$

$= 1.662$

(Significant use 0025 series 90 because it does not have a table row to 144).

The test results for each of the independent variables are as follows:.

a. Variable X1 (Empowerment) 1734> 1662 can be concluded that the variable Empowerment is partially positive and significant effect on the variable employee PTPN V Performance Riau.
b. Variable X2 (Involvement) 1979> 1662 can be concluded that the variables Involvement in partial positive and significant the employee variable Performance PTPN V Riau..
c. Variable X3 (Participative) 6197> 1662 significant partial positive influence on employee variable Performance PTPN V Riau.

Assay coefficient of determination (R2).
R2 value is a measure used to assess how Agree a model that is applied to explain the dependent variable. If R2 is 0 then said there was no variation in the dependent variable explained by the relationship and if the R2 value is 1 then the variation in the dependent variable explained said. Thus R2 value between 0 and 1.

The results of calculations using SPSS obtained the value of R square is as follows table 3 :

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.578[a]	.334	.320	.35035	.334	23.767	3	142	.000	1.724

a. Predictors: (Constant), Participative, Involvement, Empowerment

b. Dependent Variable: Peformance

From the calculation of the regression analysis with SPSS, it is known that the R-square of the model study were 0334 (33.40%). This means that the effect of the independent variables (Empowerment, Involvement and Participation) of 33.40% on the dependent variable (Performance). And the remaining 66.60% is influenced by other factors not examined..To determine the independent variables (Empowerment, Involvement and the most influential Participation Performance, can be seen from the regression equation coefficients of each variable or the level of significance.

Table 4. Regression coefficients and Significant Level

Variabel dependen	B	Sig
Empowerment (X_1)	0.052	0.464
Involvement (X_2)	0.128	0.500
Participative (X_3)	0.364	0.000

Sources: Data Processed SPSS.

From Table 4 it is certain that more variables affect Participative Performance compared to Empowerment and Involvement. It can be concluded that the variables that influence independent more dominant against Partisipative Performance is variable by 0364 or 37%..

As per the results of the regression analysis showed that the direct effect on the performance empowerment is at 0734> 1662. This proves that empowerment had no significant effect on employee performance PTPN V Riau, which means increasing empowerment, then it will increase the performance of the employees at the level of mid-level manager in PTPN V Riau. Thus, the findings of this study indicate that empowerment was not able to improve the performance of employees, so empowerment in leadership at the company level PTPN V influence County does not have a proportional impact on employee performance, so the conclusion is there is not enough empirical evidence to accept hypothesis 1 (I1) is . That is, empowerment is not able to improve employee performance.

The results mentioned above are not in line with the research done Rachmany (2005) (13), who found that super leadership significant effect on performance, whether the performance of the individual, team and organizational performance. While the results of the regression analysis for 1979> 1662 indicates that involvement directly affects employee performance. This proves that the increased involvement it will be able to improve employee performance PTPN V Riau. , Then there is enough empirical evidence to accept the hypothesis. Thus, the findings of this study indicate that involvement can improve employee performance, so involvement at the leadership level of middle managers in the company PTPN V Riau influence have a proportional impact on employee performance, so the conclusion is there is enough empirical evidence to accept hypothesis 2 (H2) is . Namely, involvement can improve employee performance. The results of the above is in line with research conducted Boje (2000),), (12) which states that super leadership significant effect on performance, but in contrast to research conducted by Rachmany (2005), (13) who found no significant super leadership the performance of both individual performance, team and organizational performance. In this dimension Super leadership described as a leader who is able to articulate the involvement of mid-level managers in decision making in order to improve the performance of these managers. In this study directors provide support and encouragement to the mid-level managers to conduct employee personal involvement in such work, the board of managers involved in s development ubordinate needs a higher level both work related and non work-related. Furthermore, directors PTPN V Riau, involving middle level managers (middle managers) by providing autonomy in performing work, new ways of achieving objectives of the job \ \ and completion of the work. Leaders seek to direct the manager to achieve the goals set by the company through the Work Plan and Budget (RKAP). RKAP is a work plan and budget of the company for a period of one year within which includes plantation area, production, productivity, yield, investment, financial ratios, balance sheet, statement of income, employment and partnership program and community development programs such as Social Comunity Responcibility (CSR). In a situation that is often fraught with uncertainty and unpredictability in the future in the business world, leadership theory super (Super leadership) is the most appropriate theory to improve the performance of employees in the twenty-first century, workers now require a different type of leadership. "To this end, relevant leadership is leadership type Super leadership, which is able to create a condition or a conducive environment for employees to freely pour the full potential to create optimal performance (Manz and Sims, 2001) (18). Opinion Manz and Sims was confirmed by (Rivai, 2004) (2) in "Leadership and Organizational Behavior" that in the face of uncertainty (uncertainty) in the business world as well as to improve employee performance, to achieve the vision and mission of the company then the appropriate leadership model twenty-first century, it is a model Super leadership by implementing empowerment, involvement and participation. Leadership super a leadership model that aims to encourage extra effort of followers to achieve expected performance, super leadership model, capable of providing solutions in understanding how leaders have a considerable influence on subordinates, and the factors that make the performance of a number of small and large organizations ongoing success, super leadership is leadership that motivate subordinates to do something to achieve a certain performance.

Super leadership an impact on improving the performance of middle manager PTPN V Riau. To achieve optimal performance of a given farm manager to manage unit trust region farm power. For example, to determine the facilities and infrastructure to support activities of the garden. Similarly, the plant manager in improving the performance of directors gave full responsibility to determine and carry out the work of his subordinates, including the completion of the work and the amount of work that leads subordinates. Furthermore, based on the results of the regression analysis for 6197> 1662 shows that the direct effect of participation on performance. It is proved that participation significantly influence the performance of employees at PTPN V Riau, which means increasing participation, it will increase the performance of employees at middle level manager level PTPN V in Riau. Thus, the findings of this study indicate that participation can improve the performance of employees, so participation at the leadership level in the company PTPN V Riau influence have a proportional impact on employee performance, so the conclusion is there is enough empirical evidence to accept the hypothesis 3 (H3) is. That is, participation can increase employee performance In this dimension Super leadership described as a leader who was able to move employee participate in the activities of the organization or company. In this study it was found that the participation of mid-level manager in PTPN V Riau including subordinates by providing opportunities to participate in running the company participate in order to achieve organizational goals. efforts that have been made subordinate to the leadership of the company in order to understand the duties and responsibilities of the job to be done and the efforts of the leadership to pay attention to any subordinate activities, relating to business activities and participation led to the problems faced by subordinates related to corporate activities and private. PTPN V in Riau as Head of Technical Affairs / General participated in activities since the beginning of the process to procurement, operations and maintenance as well as create an audit program and leading audit teams in the field of engineering / general. The results showed the dominant indicator is participation. This may imply that the factors that should be considered to form super leadership is not involvement and empowerment participation. Participation determine super leadership or not, shows that participation has not been implemented properly. Super leadership still much colored by the involvement, but future participation level. via employee must: 1) Provide opportunities to participate subordinates participate in running the company to achieve organizational goals. 2) The efforts that have been made subordinate to the leadership of the company in order to understand the duties and responsibilities of the job to be done. 3) Efforts have been made head of the attention to every subordinate activities related to business activities. 4) Participation led to the problems faced by subordinates relating to corporate and private events. It also indicates that the perception of improper involvement led to another, given the business environment for plantation in the era of globalization is a dynamic business that requires high participation of employees to achieve company goals. Conditions above in accordance with the opinion of Manz and Sims (2001) (18), who found that the leaders in the 21st century, should lead to how the employees participating in the face of a state high full business uncertainty (uncertainty). It is clear that the leadership of super (Super leadership) oriented employee participation, mean PT. Plantation Riau Archipelago V, taking into account that successful leadership requires a high participation of employees, in order to improve the performance of mid-level managers.

IV. CONCLUSIONS AND RECOMMENDATIONS.

Empowering employees do not have a significant impact on employee performance, employee involvement and participation, while a significant effect on the performance of employees at middle manager level in PTPN V, Riau. Three factors simultaneously super leadership significantly influence the performance of employees at middle manager level in PTPN V, Riau. Of the three factors that affect the performance of super leadership employee participation factors have the most dominant. The contribution of leadership super (Super leadership) oriented towards the performance of employees at middle manager level PTPN V, Riau was 33.40%. While other variables not examined in this study amounted to 66.60%. Factors not significantly influence employee empowerment on employee performance, therefore the leadership should pay more attention to what the cause was not empowered its employees, especially mid-level managers PTPN V Riau. While the factor of employee involvement and participation of a significant, including future party leader board should further improve the two factors, in order to achieve the vision and mission of PTPN V, Riau. Factors simultaneously influence significant super leadership on employee performance, therefore any leader, not just middle managers, but all employees at PTPN V Riau, must be empowered, involved and given the opportunity to participate in the company in order reached optimal performance. Furthermore, for subsequent research suggested not only using super leadership factors, but coupled with other variables, such as motivation variables, organizational culture, organizational commitment and job satisfaction associated with employee performance.

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