

Navigating the Green Path: A Bibliometric Analysis of Leadership in Sustainable Development and Corporate Social Responsibility in Agriculture

Darmansyah Siregar^{1,*}, Zulkarnain Lubis¹, Vivi Gusriani Rahmadani², Muhammad Reza Aulia³,
Mehaga Bastanta Sinulingga⁴, Mawaddah Putri Arisma Siregar⁵

¹Agricultural Science Doctoral Program, Universitas Medan Area, Indonesia

²Department of Industrial and Organizational Psychology, Universitas Sumatera Utara, Indonesia

³Department of Agribusiness, Universitas Teuku Umar, Indonesia

⁴Department of Human Resource, PT Perkebunan Nusantara III Operasional, Indonesia

⁵Department of Agrotechnology, Universitas Teuku Umar, Indonesia

Received March 26, 2024; Revised May 17, 2024; Accepted May 30, 2024

Cite This Paper in the Following Citation Styles

(a): [1] Darmansyah Siregar, Zulkarnain Lubis, Vivi Gusriani Rahmadani, Muhammad Reza Aulia, Mehaga Bastanta Sinulingga, Mawaddah Putri Arisma Siregar, "Navigating the Green Path: A Bibliometric Analysis of Leadership in Sustainable Development and Corporate Social Responsibility in Agriculture," *Universal Journal of Agricultural Research*, Vol. 12, No. 3, pp. 506 - 515, 2024. DOI: 10.13189/ujar.2024.120306.

(b): Darmansyah Siregar, Zulkarnain Lubis, Vivi Gusriani Rahmadani, Muhammad Reza Aulia, Mehaga Bastanta Sinulingga, Mawaddah Putri Arisma Siregar (2024). *Navigating the Green Path: A Bibliometric Analysis of Leadership in Sustainable Development and Corporate Social Responsibility in Agriculture*. *Universal Journal of Agricultural Research*, 12(3), 506 - 515. DOI: 10.13189/ujar.2024.120306.

Copyright©2024 by authors, all rights reserved. Authors agree that this article remains permanently open access under the terms of the Creative Commons Attribution License 4.0 International License

Abstract In the rapidly evolving landscape of sustainable development and corporate social responsibility (CSR), the role of effective leadership in fostering positive outcomes for agriculture companies cannot be understated. This bibliometric analysis aims to provide a comprehensive overview of the existing body of literature on the relationship between leadership, sustainable development, and CSR within the context of agriculture companies. This study identifies key themes, trends, and gaps in research by employing systematic methods to review and analyze a wide range of scholarly articles. The analysis reveals a growing interest in the interconnectedness of leadership practices, sustainable development goals, and CSR initiatives in the agriculture sector. A multitude of studies emphasize the pivotal role of leadership in driving sustainable practices, influencing corporate strategies, and ultimately contributing to both societal and environmental well-being. This study highlights seminal works and prominent authors in the field through content analysis and citation mapping, contributing to the current discourse. Furthermore, the

bibliometric analysis uncovers potential research gaps, such as the need for more empirical investigations that delve into the causal mechanisms between leadership styles and the successful integration of sustainability and CSR in agriculture companies. The study also underscores the importance of cross-disciplinary collaborations between leadership, sustainability, and agriculture scholars to foster a holistic understanding of these complex interactions. In conclusion, this bibliometric analysis synthesizes and maps the scholarly landscape of leadership, sustainable development and CSR in agriculture companies. By identifying trends, gaps, and opportunities for future research, this study offers valuable insights to academics, practitioners, and policymakers seeking to advance sustainable practices and responsible leadership in the agriculture sector.

Keywords Agriculture Industry, CSR, Leadership, Sustainability

1. Introduction

The agriculture sector is at the forefront of discussions about sustainable development and corporate social responsibility (CSR) in a time marked by intensifying environmental problems and rising social demands. Agriculture corporations are facing increasing pressure to embrace responsible practices that balance economic interests with larger social and environmental issues as concerns about resource depletion, climate change, and social equality grow. The key role of leadership, which has the power to guide enterprises toward sustainable pathways while also encouraging responsible interaction with stakeholders, is central to this endeavor.

In the context of agribusiness enterprises, the complex interactions between leadership, sustainable development, and CSR have drawn growing interest from academics, practitioners, and policymakers. The leaders of these organizations must navigate intricate decision-making processes that impact not only their own financial performance but also the well-being of communities and ecosystems. To create a resilient and ethically sound agricultural sector, it is essential to understand how various leadership styles, methods, and approaches interact with CSR initiatives and sustainable development goals.

Bibliometric analysis is widely employed as a rigorous and prevalent technique for the examination and evaluation of extensive scientific data. This enables the investigation of the evolutionary attributes of a specific subject matter, hence illuminating its boundaries [1]. One instance illustrating the potential limitations of bibliometric research is the reliance on a restricted range of bibliometric data and methodologies, resulting in an incomplete depiction of the subject matter being examined, such as the absence of science mapping in performance analysis [2].

Regarding the intersection of leadership, sustainable development, and CSR in agriculture enterprises, this bibliometric analysis aims to comprehensively review and synthesize the growing body of research in this area. This study seeks to identify research gaps by using rigorous approaches to analyze a wide range of scholarly articles, aiming to detect recurring themes, identify new trends, and determine emerging patterns. In doing so, the analysis hopes to provide a thorough review of the current body of knowledge, highlighting areas that require further research and well-established foundations.

Through the lens of bibliometrics, this study will dissect the existing discourse by tracing the intellectual lineage of key concepts, mapping influential authors and institutions, and assessing citation and collaboration patterns that have shaped the field. Ultimately, by synthesizing these insights, the analysis aims to inform scholars, practitioners, and policymakers about the

the advancement of responsible leadership practices and fostering a more sustainable future for the industry and beyond.

The impact of CSR pillars on business outcomes (employees, customers, and finances) is reported in academic reviews [3]. Beyond profit maximization, businesses must act as ethical social actors who engage with both internal and external stakeholders, adhere to labor and environmental laws, and respect the rule of law, politics, and cultural traditions. Even though businesses must consider social and environmental issues when making financial decisions, the transition to a more equitable economy with a positive local and global impact may require a fundamental mindset shift and a learning process for CEOs [4]. The main challenge is how to balance the needs of social and environmental concerns with global economic success. Recent important events, such as rapid industrialization, global warming, health crises, and political instability worldwide, underscore the urgent need for sustainable companies [5].

2. Materials and Methods

2.1. Bibliometric Approach

The bibliometric approach is a quantitative strategy that utilizes science mapping techniques to assess bibliographic datasets [6]. This strategy provides a systematic way to analyze the structure of scholarly research, revealing trends in publication, citation, and collaboration among researchers in a specific area or subject. By employing bibliometric analysis, scholars can uncover foundational texts, prominent authors, and emerging trends to gain insights into the intellectual development of a field. By providing a data-driven examination of the relationships among various components of scholarly discourse, this approach goes beyond traditional literature reviews.

In the context of the current study, the bibliometric analysis comprises several key steps. First, a comprehensive selection of relevant articles is compiled from reputable databases, capturing a wide spectrum of research focused on the impact of leadership on sustainable development and CSR within agriculture companies. These articles are then subjected to rigorous content analysis to identify recurring themes, conceptual frameworks, and methodological approaches.

The analysis further involves citation mapping, which traces the connections between different studies based on their cited sources. This not only helps establish the foundational works that have shaped the discourse but also highlights influential authors and institutions. Moreover, co-citation analysis identifies clusters of related articles, revealing thematic groupings and networks of scholarly collaboration.

In addition to content and citation analysis, the bibliometric approach can also assess trends in publication

output, identifying periods of increased research activity and potential shifts in focus. By examining the distribution of keywords and topics, researchers can discern the evolving interests and priorities of scholars within the field.

It's important to acknowledge the limitations of bibliometric analysis as well. This method heavily relies on the availability and accuracy of bibliographic data, which might not capture all relevant publications. Moreover, while it provides a quantitative overview, it may not capture the full nuance of qualitative insights that more traditional qualitative methods can offer.

The bibliometric approach is a valuable tool in the study of leadership, sustainable development and CSR in agriculture companies. Through systematic analysis of

publication patterns, citations, and collaboration networks, this method enables researchers to map the intellectual landscape, identify knowledge gaps, and contribute to a deeper understanding of the complex interplay between leadership, sustainability, and corporate social responsibility in the agricultural sector.

2.2. Research Design and Data Collection Procedure

We employed the following search string (Table 1) to identify publications based on relevant keywords.

Based on the search and filtration strategy for bibliometric review occurred in Figure 1.

Table 1. Search string in Scopus database

No	Keywords	Justification
1	"sustainable*" OR "sustainable and development"	To identify literature related to sustainable development
2	"leader*" OR "leadership"	To identify literature related to leadership.
3	"agriculture*" AND "company*" OR "industry*"	To identify literature related to agriculture companies.
4	"corporate" AND "social" AND "responsibility*" OR "csr"	To identify literature related to CSR

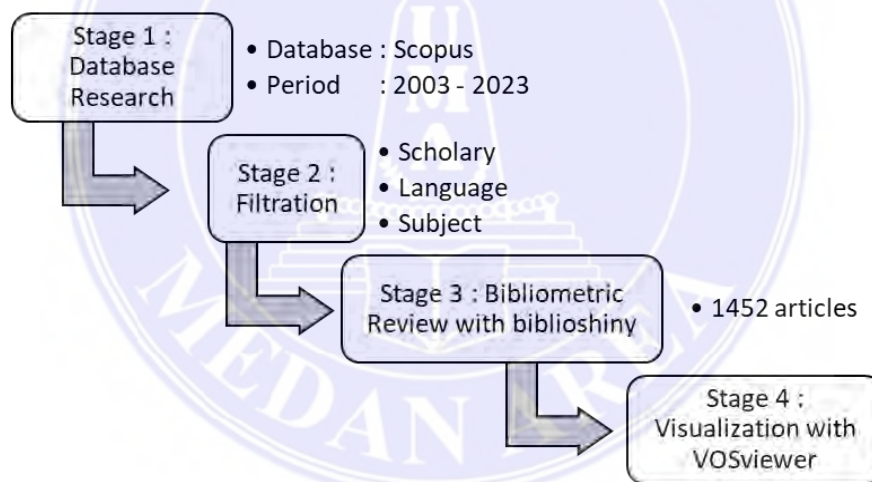


Figure 1. Analysis strategy for bibliometric review

3. Results and Discussion

The present study undertook a bibliometric analysis to examine the interplay between leadership, sustainable development, and corporate social responsibility (CSR) within the agricultural sector. The findings of this analysis are summarized in Table 2. A set of bibliometric-based studies were undertaken using 1452 articles obtained from a bibliometric search in Scopus. These articles were sourced from 687 different sources, including journals and books, and spanned the time period from 2003 to 2023. Specifically, we performed a comprehensive analysis of the data to provide a summary of the Annual Scientific Production. Furthermore, we employed the biblioshiny tool to enhance our investigation by conducting a co-occurrence analysis using author keywords. In this study, we employed Vosviewer as a tool for visualizing our review findings (see Figure 2). The search in the Scopus database was conducted on August 17, 2023. According to reference [6], the utilization of bibliometric analysis techniques in conjunction with enrichment approaches aligns with the suggested approach for conducting a comprehensive bibliometric evaluation, as outlined in Table 2.

According to Table 2, there are 1452 of the documents; 99 documents met a threshold of 91 citations. Our review indicates publications about leadership, sustainable development and CSR in agriculture companies that have an annual growth rate of 24,97% with 3,63 documents with an average age than average citations per doc 26,85 citations from 222.508 references. In document contents analysis, there are 4.056 keywords plus (ID) and 3997 author's keywords (DE). In author side analysis, we found there are more than 30% international co-authorship from 4.547 total authors. In the end, types of documents are mostly articles with more than 1000 articles. Ref [7] mentions co-authorship, as an indicator of collaboration.

3.1. Visualizations of Scopus Database

Figure 2 depicts the visualization of keywords associated with leadership, sustainable development, and corporate social responsibility (CSR) in the research themes of agriculture firms. These keywords are represented as circles by default in Vosviewer, with appropriate labels and symbols. The significance of an item or keyword is progressively amplified as its frequency of occurrence increases, resulting in a corresponding enlargement of the associated circle. The

size of the items is determined by the frequency of occurrence at the highest level. The research topic that garnered the highest frequency of occurrence was the keywords of sustainability, sustainable development, and corporate social responsibility. Upon assigning colors to the items, it is observed that each circle within a cluster possesses a distinct color [8].

Table 2. Summary of co-word analysis on Biblioshiny

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	2003:2023
Sources (Journals, Books, etc)	687
Documents	1452
Annual Growth Rate %	24.97
Document Average Age	3.63
Average citations per doc	26.85
References	222508
DOCUMENT CONTENTS	
Keywords Plus (ID)	4056
Author's Keywords (DE)	3997
AUTHORS	
Authors	4311
Authors of single-authored docs	236
AUTHORS COLLABORATION	
Single-authored docs	248
Co-Authors per Doc	3.43
International co-authorships %	35.26
DOCUMENT TYPES	
Article	1009
Book	170
book chapter	90
conference paper	35
conference review	1
Editorial	2
Letter	1
Note	2
Review	142

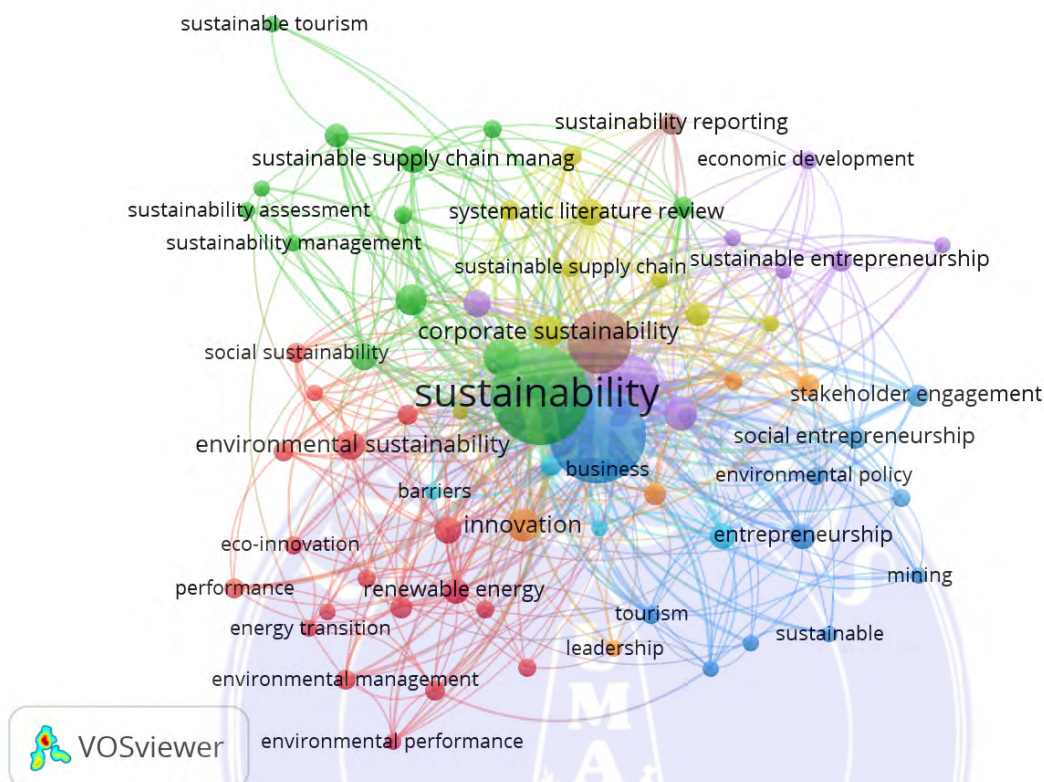


Figure 2. Network Visualizations of Scopus Database using Vosviewer

The network visualization presented in Figure 2 illustrates the presence of eight distinct clusters derived from a total of 71 items (keywords). These clusters depict the interrelationships among the items within the scope of the researched topic areas. Each cluster is comprised of terms that exhibit a significant level of agreement among them within the framework of the map. Each cluster exhibits a number of high-frequency instances of keywords that represent the research focus explored in prior studies. As an illustration, the initial cluster has the highest frequency of phrases, including sustainability (18 occurrences), sustainable development (13 occurrences), and Corporate Social Responsibility (CSR) (11 occurrences). The fourth cluster comprises of Sustainable Development Goals (SDGs) with nine items, Climate change with eight items, Circular economy with five items, Industry 4.0 with five items, and Business with two items. In order to streamline this study, we have chosen to focus exclusively on the three keywords that appear most frequently. Each cluster delineates a certain primary subject matter for investigation. This study is similar to the one referenced in [9], which discusses how the terms within each cluster serve as indicators of distinct research streams in the field of information. Comprehensive and

in-depth information is provided. Each cluster exhibited discernible patterns in studies that can be depicted by the frequency of particular phrases. The available data provide the opportunity for this work to investigate its secondary central inquiry, which pertains to the research trend. The terms 'model', 'practice', and 'performance' are frequently encountered in academic discourse. Conversely, the words 'adoption', 'pressure', 'implementation', 'strategy', and 'framework' are less prevalent and may warrant more investigation in a subsequent research endeavor. A multitude of subjects can be explored and expanded upon utilizing these keywords.

The outcome was derived by analyzing the frequency of author keywords in bibliographic data using Vosviewer. A minimum occurrence threshold of 8 was established for keywords. We acquired a total of 3997 author's keywords, as shown in Table 2. However, only 71 of these keywords satisfied the specified criterion. A number of frequently used terms that do not pertain to a certain subject matter were omitted, including case studies, metadata, empirical studies, structural equation modeling (SEM), methodology, surveys, survey research, research, and simulation. Upon conducting an analysis of the data, a comprehensive examination yielded a total of eight

Document Accepted 15/7/25

distinct clusters, which correspond to prevailing study issues in the domains of leadership, sustainable development, and corporate social responsibility (CSR) within the agricultural sector.

Figure 3 depicts a study topic's temporal distribution, wherein the majority of keywords of significant frequency are observed between the years 2018 and 2022. Figure 4 presents a density visualization generated by Vosviewer, illustrating the extent of research conducted in specific domains pertaining to sustainable development and corporate social responsibility (CSR) within the agricultural sector. The frequency of keywords in the numerical representation of color is influenced by the density of objects. The heightened concentration of colors indicates a substantial increase in the volume of study. Therefore, it is evident that the term with a lower frequency is depicted by a less concentrated hue. This indicates that the research topic is still constrained and requires further inquiry for future study, thus presenting a

viable area of research. The text provides a list of keywords and their respective frequencies. These keywords include sustainability (279 occurrences), sustainable development (275), corporate social responsibility (116), Sustainable Development Goals (106), circular economy (38), innovation (33), and others. Therefore, these findings present researchers with the chance to recognize the possible subject matter as a unique contribution to the existing body of work in this field. Moreover, by an analysis of the interconnectedness of terms, it becomes evident that certain keywords lack any significant association with other phrases. For example, the keywords "country" pertain to nations such as China and India. This implies that there has been no previous investigation conducted on the combined examination of these two keywords, therefore presenting an opportunity for the emergence of novel study directions.

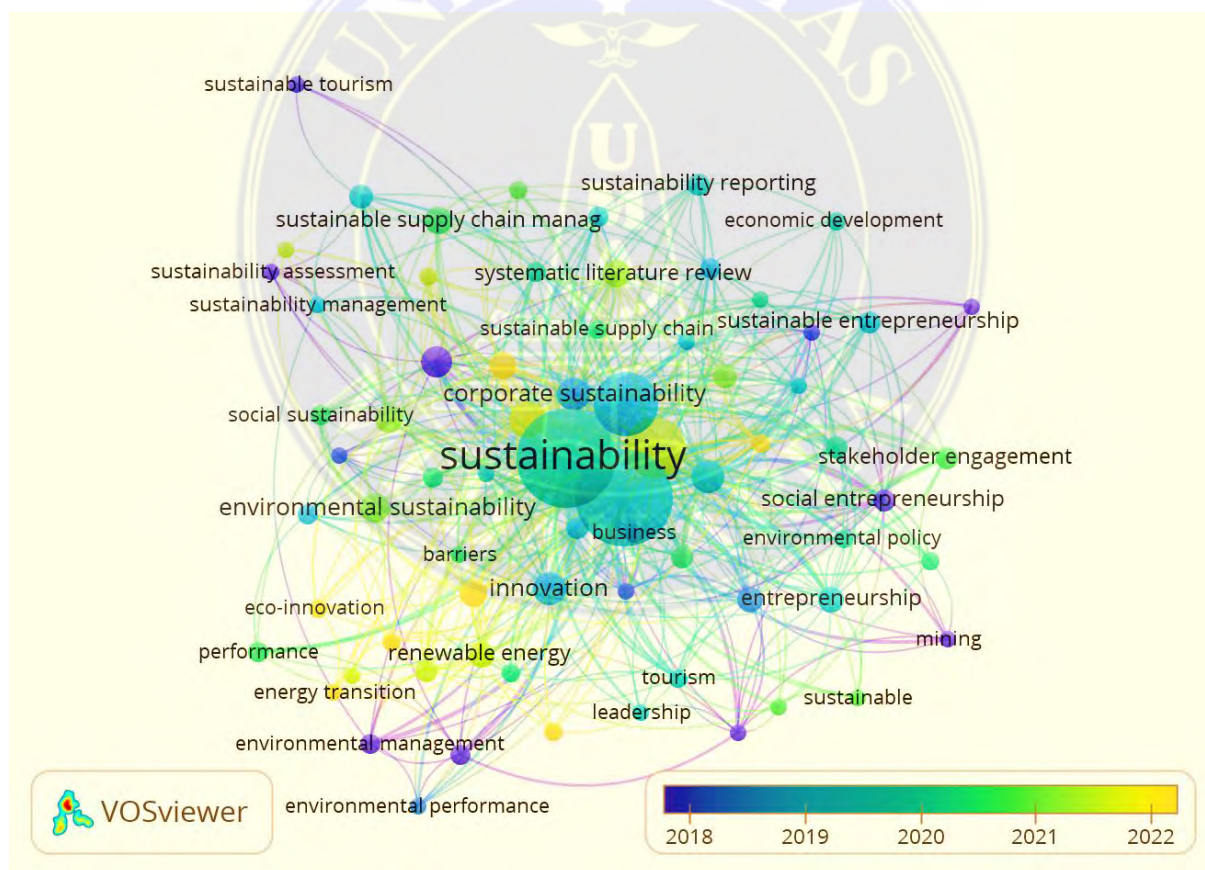
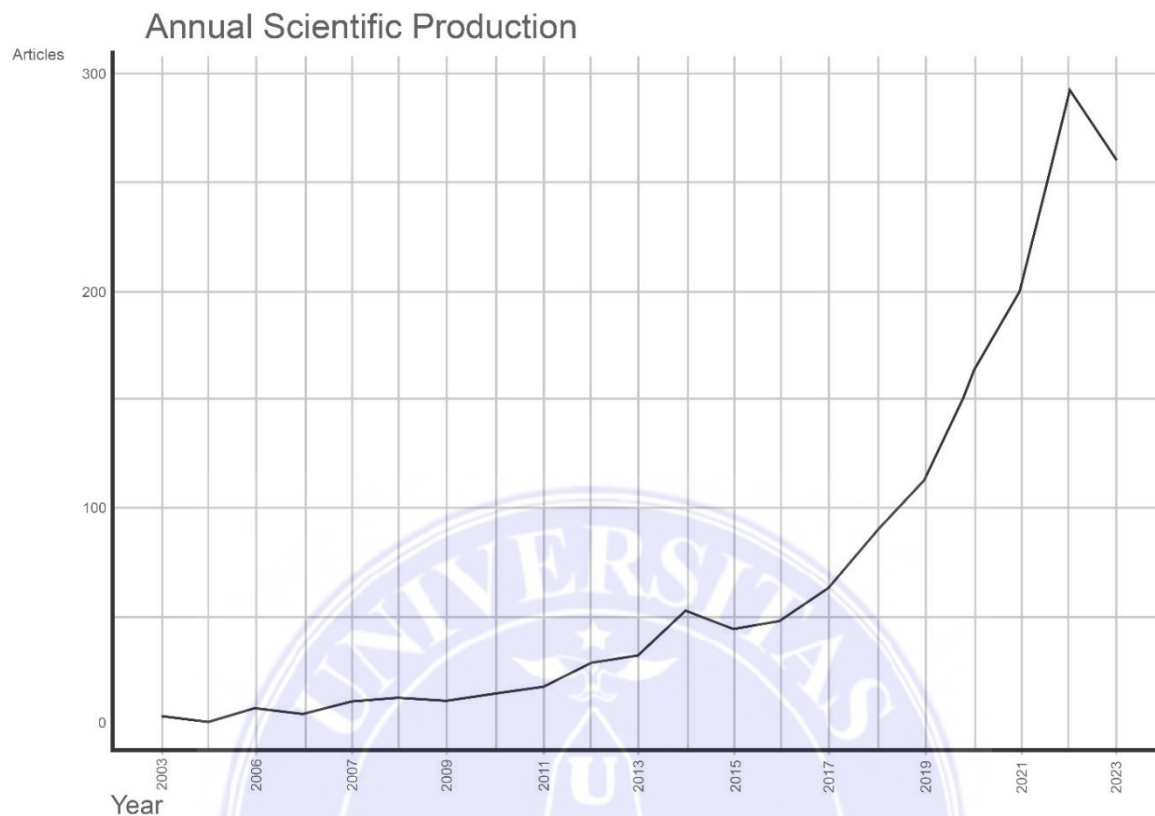


Figure 3. Overlay Visualizations of Scopus Database using Vosviewer

**Figure 4.** Annual Scientific Production**Table 3.** Top 10 documents in bibliographic coupling analysis

Rank	Authors	Title	Year	Citations
1.	Cheng b.; ioannou i.; serafeim g.	Corporate social responsibility and access to finance	2014	1500
2.	Peredo .m; chrismann j.j.	Toward a theory of community-based enterprise	2006	793
3.	Hall j.k; danake g.a; lenox m.j	Sustainable Development and Entrepreneurship: Past Contributions and Future Directions	2010	708
4.	Hahn t.; pinkse j.; preuss l.; figge f.	Cognitive frames in corporate sustainability: Managerial sensemaking with paradoxical and business case frames	2015	518
5.	Banerjee s.b.	Who Sustains Whose Development?, Sustainable Development and the Reinvention of Nature	2003	478
6.	Gunasekaran a.; spalanzani a.	Sustainability of manufacturing and services: Investigations for research and applications	2012	471
7.	Govindan k.; jafarian a.; khodaverdi r.; devika k.	Two-echelon Multiple-vehicle Location-routing Problem with Time Windows for Optimization of Sustainable Supply Chain Network of Perishable Food	2014	466
8.	Kouhizadeh m.; saberi s.; sarkis j.	Blockchain technology and the sustainable supply chain: theoretically exploring adoption barriers	2021	440
9.	Van kerkhoff l.; lebel l.	Linking knowledge and action for sustainable development	2006	414
10.	Kamble s.s.; gunasekaran a.; gawankar s.a	Achieving sustainable performance in a data-driven agriculture supply chain: a review for research and applications	2020	392

Table 3 shows the top 10 documents in bibliographic coupling analysis. The top-3 documents based on citations are Cheng b; ioannou i; serafeim g. (2014) with 1500 citations, Peredo .m; chrisman j.j. (2006) with 793 citations and Hall j.k; danake g.a; lenox m.j (2010) with 708 citations. Ref [10] all discovered correlations exhibit statistical significance ($p\text{-value} < 0.01$), and the selected variables have substantial positive associations with both the number of papers and the number of citations per country. According to Ref [11], the average citation per article is used as a comparative measure of influence, taking into account variations in the number of articles published annually.

Based on figure 4, the annual scientific production indicating the number of documents published annually by researchers is still growing. There are several reasons to expect that this growth can continue in the near future: Declaration of international interest in climate change and environmental issues at the end occurrence of the 17 criteria of SDGs. Since, as it was focused on sustainable development research associated with the companies with corporate social responsibility, it is expected that further development in emerging and expectant countries will also contribute to promoting sustainability research in each country in the world commonly and Indonesia.

3.2. Linkages between Leadership Practices, Sustainable Development Goals, and CSR Initiatives in the Agricultural Sector

In the agricultural sector, effective leadership practices are crucial for shaping organizational culture, setting strategic directions, and influencing decision-making processes. Effective leaders foster innovation, collaboration, and a long-term perspective aligned with sustainability goals. Those prioritizing sustainability often integrate it into their company's vision and mission, ensuring that sustainability principles guide day-to-day operations.

Furthermore, the Sustainable Development Goals (SDGs) provide a framework for addressing global challenges, including poverty, hunger, health, education, gender equality, clean water, sustainable energy, economic growth, industry innovation, reduced inequalities, sustainable cities, responsible consumption, climate action, life below water, life on land, peace, and partnerships. In the agricultural sector, aligning with SDGs involves actions such as promoting sustainable farming practices, improving access to education and healthcare for rural communities, reducing greenhouse gas emissions, conserving biodiversity, and ensuring equitable distribution of resources.

Corporate Social Responsibility (CSR) initiatives in the agricultural sector encompass various activities aimed at balancing economic, social, and environmental considerations. These initiatives may include investing in community development projects, promoting responsible

sourcing and production practices, enhancing supply chain transparency, supporting smallholder farmers, implementing environmental conservation programs, and advocating for policy reforms benefiting both businesses and society.

The linkages between leadership practices, SDGs, and CSR initiatives in the agricultural sector are complex and mutually reinforcing. Strong leadership commitment to sustainability can drive the adoption of CSR practices contributing to SDG achievement. Conversely, progress towards SDGs can inform strategic decision-making and shape CSR priorities. Effective collaboration among stakeholders, including governments, businesses, NGOs, academia, and local communities, is crucial for realizing the full potential of these linkages and creating positive impacts across the agricultural value chain.

3.3. Cross-disciplinary Collaboration between Leadership, Sustainability, and Agriculture Experts

Cross-disciplinary collaboration between leadership, sustainability, and agriculture experts is essential for addressing the complex challenges facing the agricultural sector while advancing sustainable development goals. Leadership experts bring insights into effective management practices, organizational culture, and strategic decision-making, which are vital for driving change within agricultural enterprises and institutions. Sustainability experts contribute expertise in environmental stewardship, social responsibility, and economic viability, helping to integrate sustainability principles into agricultural practices and policies. Agriculture experts offer deep knowledge of farming techniques, crop production, livestock management, and rural development, providing practical insights into the realities of agricultural operations and the needs of farming communities. By collaborating across disciplines, these experts can leverage their respective strengths to develop innovative solutions, implement best practices, and promote holistic approaches that balance economic prosperity, environmental protection, and social well-being in the agricultural sector. This collaboration fosters synergies, enhances cross-sectoral learning, and maximizes the positive impacts of agricultural activities on people, planet, and prosperity.

3.4. Potential Research Gaps

Potential research gaps emerge from the discussions on leadership practices, sustainable development goals (SDGs), corporate social responsibility (CSR) initiatives, and cross-disciplinary collaboration within the agricultural sector. Firstly, there's a need to delve deeper into the effectiveness of leadership styles and strategies in driving sustainability and CSR initiatives across various agricultural contexts. Understanding which leadership

4. Conclusions

Moreover, the application of cluster analysis revealed that the primary research subjects in this study are sustainability, sustainable development, and Corporate Social Responsibility (CSR). This study aims to address a significant research vacuum by doing a bibliometric analysis on the topics of leadership, sustainable development, and corporate social responsibility (CSR) within the context of farm enterprises. Therefore, the primary objective of this study was to enhance and expand upon the existing bibliometric analyses. The successful demonstration of the Vosviewer application in mapping and visualizing bibliometric data represents a noteworthy contribution to this research, particularly

One potential constraint of this study is the exclusive reliance on datasets sourced solely from the Scopus database, with a particular emphasis on peer-reviewed publications as the primary resource. Therefore, it is recommended that future research endeavors employ a diverse range of electronic databases, including but not limited to Google Scholar, Semantic Scholar, Web of Science (WoS), Springer, and IEEE Xplore, to access a broader array of high-quality scientific contributions.

REFERENCES

- [1] N. Donthu, S. Kumar, D. Mukherjee, N. Pandey, and W. Marc, "How to conduct a bibliometric analysis: An overview and guidelines," *J. Bus. Res.*, vol. 133, no. May, pp. 285–296, 2021, doi: 10.1016/j.jbusres.2021.04.070.
- [2] T. Brown, A. Park, and L. Pitt, "A 60-year bibliographic review of the journal of advertising research perspectives on trends in authorship, influences, and research impact," *J. Advert. Res.*, vol. 60, no. 4, pp. 353–360, 2020, doi: 10.2501/JAR-2020-028.
- [3] M. R. Turner, T. McIntosh, S. W. Reid, and M. R. Buckley, "Corporate implementation of socially controversial CSR initiatives: Implications for human resource management," *Hum. Resour. Manag. Rev.*, vol. 29, no. 1, pp. 125–136, 2019, doi: 10.1016/j.hrmr.2018.02.001.
- [4] Business and Sustainable Development Commission, "Better Business Better World," 2017. doi: 10.2307/j.ctv15pjxg6.
- [5] F. Okumus, M. A. Köseoglu, E. Chan, A. Hon, and U. Avci, "How do hotel employees' environmental attitudes and intentions to implement green practices relate to their ecological behavior?," *J. Hosp. Tour. Manag.*, vol. 39, no. April, pp. 193–200, 2019, doi: 10.1016/j.jhtm.2019.04.008.
- [6] N. Donthu, S. Kumar, D. Pattnaik, and W. M. Lim, "A bibliometric retrospection of marketing from the lens of psychology: Insights from Psychology & Marketing," *Psychol. Mark.*, vol. 38, no. 5, pp. 834–865, 2021, doi: 10.1002/mar.21472.
- [7] J. M. Berger and C. M. Baker, "Bibliometrics: An Overview," *Rajiv Gandhi Univ. Heal. Sci. J. Pharm. Sci.*, vol. 4, no. 3, pp. 81–92, 2014, doi: 10.5530/rjps.2014.3.2.
- [8] D. Napitupulu and R. Yakub, "A Bibliometric Analysis of E-Government Research," *Libr. Philos. Pract.*, no. June, pp. 6–11, 2021.
- [9] I. Setyaningsih, N. Indarti, and F. Jie, "Bibliometric analysis of the term 'green manufacturing,'" *Int. J. Manag. Concepts Philos.*, vol. 11, no. 3, p. 315, 2018, doi: 10.1504/ijmcp.2018.10014233.
- [10] G. P. Dias, "Fifteen years of e-government research in Ibero-America: A bibliometric analysis," *Gov. Inf. Q.*, vol. 36, no. 3, pp. 400–411, 2019, doi: 10.1016/j.giq.2019.05.008.
- [11] F. Canavero, F. Franceschini, D. Maisano, and S. P. 2020, doi: 10.1016/j.jbusres.2020.04.070.

Mastrogiacomio, "Impact of journals and academic reputations of authors: A structured bibliometric survey of the IEEE publication galaxy," *IEEE Trans. Prof. Commun.*,

vol. 57, no. 1, pp. 17–40, 2014, doi: 10.1109/TPC.2013.2255935.



PAPER • OPEN ACCESS

Determine the appropriate leadership style for supporting sustainable agriculture in PT. Perkebunan Nusantara III

To cite this article: D Siregar *et al* 2024 *IOP Conf. Ser.: Earth Environ. Sci.* **1297** 012028

View the [article online](#) for updates and enhancements.

You may also like

- [Projection of Electric Ships as Sustainable Transportation in the Capital City of Indonesia "Nusantara"](#)
Z.H.A. Syahr, D.H. Syaifullah, M.R. Hakim et al.
- [The impact of ISPO certification on economic, social and environmental aspect in the palm oil plantation](#)
Rodhiah, Ildal, Ira Wahyuni Syarfi et al.
- [Implementation of Naive Bayes Classifier Algorithm in Classification of Civil Servants](#)
Rifki Achmad and Abba Suganda Girsang



The Electrochemical Society
Advancing solid state & electrochemical science & technology

247th ECS Meeting
Montréal, Canada
May 18-22, 2025
Palais des Congrès de Montréal

**Abstracts
due
December
6th**

Showcase your science!

UNIVERSITAS MEDAN AREA

© Hak Cipta Di Lindungi Undang-Undang

This content was downloaded from IP address 36.82.98.15 on 03/11/2024 at 07:28

1. Dilarang Mengutip sebagian atau seluruh dokumen ini tanpa mencantumkan sumber
2. Pengutipan hanya untuk keperluan pendidikan, penelitian dan penulisan karya ilmiah
3. Dilarang memperbanyak sebagian atau seluruh karya ini dalam bentuk apapun tanpa izin Universitas Medan Area

Access From (repository.uma.ac.id)15/9/25

Determine the appropriate leadership style for supporting sustainable agriculture in PT. Perkebunan Nusantara III

D Siregar^{1*}, Z Lubis², V G Rahmadani³, M R Aulia⁴ and M B Sinulingga⁵

¹Student of Agricultural Science Doctoral Program, Universitas Medan Area, Jalan Setia Budi No. 79, Tj. Rejo, Medan Sunggal, Medan, 20112, Indonesia

²Professor of Agricultural Science Doctoral Program, Universitas Medan Area, Jalan Setia Budi No. 79, Tj. Rejo, Medan Sunggal, Medan, 20112, Indonesia

³Industrial and Organizational Psychology Department, Universitas Sumatera Utara, Jalan Dr. T. Mansur No. 9, Padang Bulan, Medan Baru, Medan, 20222, Indonesia

⁴Agribusiness Department, Universitas Teuku Umar, Jalan Alue Peunyareng, Gunong Kleng, Meurebo, Aceh Barat, 23681, Indonesia

⁵Human Resource Department, PT Perkebunan Nusantara III Operasional, Jalan Sei Batang Hari, No. 2, Babura, Medan Sunggal, Medan, 20122, Indonesia

*Email: darmansyah_siregar@students.uma.ac.id

Abstract. This paper examines the most suitable leadership style in the palm oil plantation industry, particularly at PT. Perkebunan Nusantara III. The research methodology encompasses in-depth interviews. Over a six-month period from January to June 2023, a list of 60 potential participants was created to meet the research objectives. Thirty participants agreed to participate in the study and were selected for in-depth interviews. Each participant received information about the meeting time and location and was required to sign a consent form ensuring confidentiality of the shared information. The research concludes that among the four leadership styles considered (heart leadership, servant leadership, authentic leadership, and ethical leadership), heart leadership is the most suitable for PT. Perkebunan Nusantara III. Heart leadership encompasses ten aspects, including Conscience, Love, Intention, Self Control, Teamwork, Honesty, Integrity, Attention, Emotional Intelligence, Spiritual Intelligence, and Servant Orientation. Implementing heart leadership at PT. Perkebunan Nusantara III can create a positive work environment, boost employee engagement, and lead to overall organizational success. This leadership style emphasizes open communication, empathy, and trust between leaders and employees. Leaders with heart leadership will listen empathetically, understand employees' needs and aspirations, and offer necessary support, fostering trust, motivation, and a positive work culture. By embracing leadership values like conscience, emotional intelligence, and servant orientation, PT. Perkebunan Nusantara III ensures a focus not just on organizational success but also on sustainable farming practices.

1. Introduction

Each leader certainly has a different character and personality, each character has an impact on employee performance or the performance of subordinates who are led. How much influence the character and personality of the leader has a big influence on improving employee performance, in other words, the actions and behavior of the leader can motivate employees to always improve performance [1] [2] [3].

Over the past 5 years, the study of leadership has greatly expanded. There are many types of leadership, each having a fit with different agencies or organizations. For example, instructional leadership is suitable for educational institutions because it is the key to school management in improving learner performance [4], servant leadership is suitable for the hospitality industry because it has the characteristics needed [5]. Then, transformational leadership is suitable for the entrepreneurial world because it focuses on innovation and creativity [6].

Leadership determines many things, such as work safety [7], emotion regulation [8], communication and social skills [9]. If companies need fast results, then leaders must adopt the right leadership style, which has a direct impact on organizational innovation, in order to get fast results [10]. This is supported by the statement of [11] who said that during this pandemic, organizations will thrive under leaders who a) provide strong roles and goals; b) share leadership; c) communicate; d) ensure employee access to technology; e) prioritize employee emotional stability; f) maintain the financial health of the organization; and g) encourage organizational resilience.

[12] say that it is important for future research to continue to expand the range of leadership antecedents in this domain to provide managers with a larger toolkit with the potential to drive the TMS (transactive memory system), the existence of cognitive interdependence among individuals in close relationships due to the memory limitations that individuals have, with these conditions then encouraging the emergence of transactions to complement each other's limitations through a series of communication processes.

In carrying out its business and business activities, PTPN III (Persero) has a vision of "Becoming a national agribusiness company that is superior and world-class competitive and contributes sustainably to the progress of the nation". To realize this vision, the company's mission is (1) to produce high quality products for customers, (2) to form superior work process capabilities through continuous improvement and innovation with good corporate governance, (3) to develop an excellent organization and culture as well as competent and prosperous human resources in realizing the potential of each human being, (4) to optimize asset utilization to provide the best returns, (5) to participate in improving the welfare of the community and preserving the environment for the good of future generations.

As a common behavior in carrying out its business activities, PTPN III (Persero) has a value system as the company's core values, namely (1) trustworthy, upholding the trust given, (2) competent, continuing to learn and develop capabilities, (3) harmonious: Mutual care and respect for differences, (4) loyal, dedicated and prioritizing the interests of the nation and state, (5) adaptive, continue to innovate and enthusiastic in driving or facing change, (6) collaborative, building synergistic cooperation.

Based on the vision, mission and values, PTPN III (Persero) poured its business activity strategy into operational excellence which can be measured by the achievement of its performance. The brightest performance of PTPN III (Persero) is currently in the Palm Oil commodity, considering that until now palm oil is still the largest contributor to profits for PTPN III (Persero).

Based on the studies discussed in this article, it is deemed necessary to study in determining the right leadership style for company leaders, especially line managers, to determine the focus of human resource development.

- R1. What leadership styles have been applied in PT. Perkebunan Nusantara III?
- R2. What are leadership traits most influenced in PT. Perkebunan Nusantara III?
- R3. What leadership style is most appropriate to be implemented at PT Perkebunan Nusantara III?

2. Materials and methods

A qualitative case study was chosen to explore and comprehend the aspects of participants in terms of leadership traits and styles. The participants were required to have experience in a leadership role. Although there were various options for sampling participants from different industries, this study specifically selected an oil palm company that aligned with the research objectives. To develop the case study, the approach outlined in reference [13] was followed, focusing on designing "how" and "what" questions. The main questions for the semi-structured interviews were thoughtfully selected and adapted from reference [14].

Initially, a list of 60 potential participants was compiled to meet the research objectives. Over a period of six months, from January 2023 to June 2023, all participants on the list were contacted. Eventually, thirty participants agreed to participate and were selected for in-depth interviews.

Each participant was provided with information regarding the meeting time and location. Upon returning a signed consent form, they were assured that all information shared during the interview would be treated with strict confidentiality. During the interviews, detailed notes were taken, and the conversations were also recorded for accuracy.

Data collection, processing, and analysis involved conducting 30 in-depth interviews. A digital device was used to record audio during the interviews, and each recorded file was subsequently copied into a computer. The duration of each interview ranged from 90 to 120 minutes. Following the interviews, each section was labeled with a specific code for easy reference in the compiled excel sheet containing the gathered information.

3. Results and discussion

3.1. Displays the research approach employed

Table 1 displays the research approach employed, utilizing interview questions to address three distinct research queries. To delve deeper into the subject matter and effectively address additional research questions, certain specific questions were expanded upon. These expanded questions were adapted and modified from previous studies conducted by [14] and [15].

Table 1. Interview questions to address three distinct research queries.

Research Questions	Linked Interview Questions	Consistent Codes
R1. <i>What leadership styles have been applied in PT. Perkebunan Nusantara III?</i>	Q1. How would you describe the leadership styles commonly applied in PT. Perkebunan Nusantara III? What are the leadership styles that are implemented?	Authoritative Leadership, Participative Leadership, Transformative Leadership, Heart Leadership, Servant Leadership, Authentic Leadership, Ethical Leadership, Empowering Leadership, Micromanagement Leadership
	Q2. Of all the leadership styles mentioned, which leadership style has the most positive influence?	Heart Leadership, Servant Leadership, Authentic Leadership, Ethical Leadership
	Q3. What kind of leadership style has a negatif influence?	Authoritative Leadership, Micromanagement Leadership
R2. <i>What leadership style is most appropriate to be implemented at PT Perkebunan Nusantara III?</i>	Q7. What leadership style is proposed to be implemented at PT Perkebunan Nusantara III?	Heart-to-Heart Leadership Style, Leading with Heart, Leadership with a focus on emotions and empathy
	Q8. How would the proposed leadership style influence employee motivation, engagement, and performance at PT. Perkebunan Nusantara III?	Inspiring, Heart to heart interaction, Engaging, Empowering
	Q9. What can be done to ensure the successful implementation of the proposed leadership style at PT. Perkebunan Nusantara III?	Training, Development, Behavior Modeling, Open Communication, Involving Employees, Evaluation and Feedback, Implementation of heart leadership style, Motivating,

		engaging, high-performance, work environment, Strategic goals of the company
R3. What are leadership traits most influenced in PT. Perkebunan Nusantara III?	Q4. In your opinion, what are the most dominant or frequently observed leadership traits among leaders in PT. Perkebunan Nusantara III?	Decisiveness in decision-making, Perseverance and dedication, Openness to change, Effective communication skills, Fairness and integrity, Ability to build good relationships
	Q5. How do these leadership traits influence the relationship between leaders and team members at PT. Perkebunan Nusantara III?	Effective communication, Trust and fairness, Collaboration and participation, Engagement, Relationship building, Motivation
	Q6. What characteristics should a leader possess in PT. Perkebunan Nusantara III?	Conscience, Love, Intention, Self Control, Team Work, Honesty, Integrity, Emotional Intelligence, Spiritual Intelligence, Servant Orientation

3.2. Research Question 1

The initial questionnaire was designed to identify the leadership styles implemented in PT. Perkebunan Nusantara III. Figure 1 illustrates the leadership styles at PTPN III summarized from interviews.

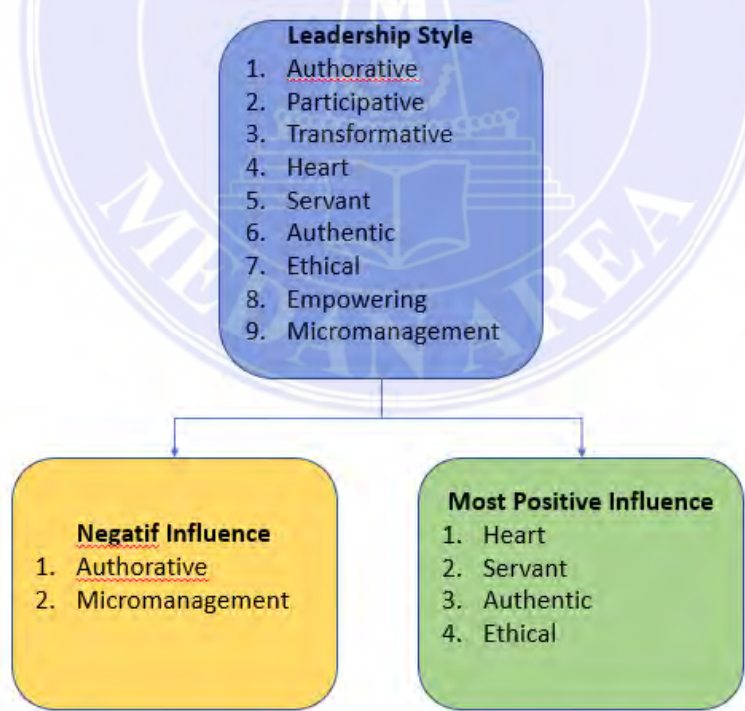


Figure 1. Leadership Styles at PTPN III

1. Authoritative Leadership. Due to the operational nature of the palm oil industry that requires quick and decisive decision-making, authoritative leadership style may be dominant. Leaders at different levels of the organization provide clear instructions and guidance to ensure tasks are carried out

efficiently and safely. However, it is important for authoritative leaders to balance their approach and create an environment that encourages open communication and employee engagement.

2. **Participative Leadership.** Many palm oil companies recognize the value of involving employees in the decision-making process. Participative leadership style is applied, where leaders seek input and ideas from employees and value their contributions. This approach fosters ownership and empowers employees, which leads to increased motivation and engagement.
3. **Transformational Leadership.** Transformational leadership style is often observed in PT. Perkebunan Nusantara III. Leaders who adopt this style inspire and motivate employees through a shared vision. They encourage innovation, provide guidance, and create a positive work environment where employees are encouraged to take ownership of their tasks and make meaningful contributions.
4. **Heart-Centered Leadership (Heart Leadership).** The leadership style that emphasizes heart-to-heart interactions can also be observed in PT. Perkebunan Nusantara III. This leadership style emphasizes open communication, empathy, and trust between employees and leaders. Heart-centered leaders listen empathetically, understand the needs and aspirations of employees, and provide necessary support. Through heart-to-heart interactions, leaders can build trust, motivate employees, and create a positive work environment. By valuing employee contributions, facilitating participation, and prioritizing fairness, leaders with a heart-centered approach can help enhance employee engagement, productivity, and job satisfaction.
5. **Servant Leadership.** Servant leadership style in PT. Perkebunan Nusantara III involves leaders who prioritize serving their employees and team members. They see themselves as servants responsible for meeting needs, assisting in personal development, and supporting the success of employees. Leaders with this style strive to create an inclusive work environment and provide full attention to team members.
6. **Authentic Leadership.** Authentic leadership style involves leaders who demonstrate authenticity, integrity, and honesty in their actions and communications. They adhere to strong and consistent values within themselves. Authentic leaders in PT. Perkebunan Nusantara III strive to be the best version of themselves, inspiring employees with their integrity and honesty, and creating a transparent and trust-building work environment.
7. **Ethical Leadership.** Ethical leadership involves leaders who base their decisions and actions on high ethical principles. Ethical leaders in PT. Perkebunan Nusantara III prioritize fairness, truth, and social responsibility in their decision-making. They lead by example by adhering to high ethical standards, maintaining integrity, and treating employees and partners fairly and honestly.
8. **Empowering Leadership.** Empowering leadership involves leaders who empower their employees to take initiative, actively participate, and develop their potential. Empowering leaders in PT. Perkebunan Nusantara III provide autonomy to employees, encourage participation in decision-making, and provide the necessary support and guidance. They create a collaborative work environment and provide opportunities for employees to grow and develop.

In the context of PT Perkebunan Nusantara III, leadership with heart is an essential and influential approach. This leadership style emphasizes the importance of strong emotional relationships, open communication, and trust between employees and leaders. In the palm oil plantation industry, which involves diverse tasks and a large number of employees, it is crucial for leaders to develop strong relationships with their teams.

Leadership with heart enables leaders to interact empathetically and attentively listen to the needs, issues, and aspirations of employees. By understanding and attending to individuals, leaders can create an environment that supports personal and professional growth. This approach also encompasses servant leadership, where leaders prioritize serving employees and team members. They see themselves as

servants responsible for fulfilling needs, aiding in personal development, and supporting the success of employees.

Furthermore, authentic leadership and ethical leadership also have a positive influence. Authentic leadership involves leaders who demonstrate authenticity, integrity, and honesty in their actions and communications. They adhere to strong and consistent values aligned with their true selves. Authentic leaders in PT Perkebunan Nusantara III strive to be the best version of themselves, inspiring employees with their integrity and honesty, and creating a transparent work environment that builds trust. Ethical leadership involves leaders who base their decisions and actions on high ethical principles. Ethical leaders in PT Perkebunan Nusantara III prioritize fairness, truthfulness, and social responsibility in their decision-making. They set a good example by adhering to high ethical standards, maintaining integrity, and treating employees and partners fairly and honestly.

Overall, leadership with heart has a significant influence in PT Perkebunan Nusantara III. This approach enables leaders to build strong relationships with employees, create an inclusive and supportive work environment, and enhance employee motivation and engagement. In an industry with diverse tasks and a large workforce, leadership with heart is crucial in establishing a positive and successful work culture.

In PT. Perkebunan Nusantara III, there are several examples of poor leadership styles.

1. **Authoritarian Leadership.** Authoritarian leadership is considered bad because the leader tends to be dominant, dictatorial, and has full control over decisions and actions. Authoritarian leaders often ignore the views and inputs of team members and focus more on their own power. This can create an exclusive work environment where employees feel unappreciated, unmotivated, and less engaged [16].
2. **Micromanagement Leadership.** Micromanagement leadership occurs when leaders excessively involve themselves in every aspect of work and control every action taken by team members. Micromanaging leaders often do not provide room for initiative and creativity among team members and tend to lack trust in their abilities. As a result, employees feel constrained, unmotivated, and have limited ownership of their work.

These poor leadership styles can have negative impacts on the work environment, employee motivation, engagement, and performance in PT. Perkebunan Nusantara III. Therefore, it is important for the organization to identify and address issues related to poor leadership styles and promote the development of more effective and positive leadership styles.

3.3. Research Question 2

The leadership style with a heart is a suitable choice for implementation in PT Perkebunan Nusantara III. This leadership style emphasizes empathy, care, and strong relationships between leaders and employees. Here are some reasons why the leadership style with a heart is suitable for this organization:

1. **Creating a Positive Environment.** The leadership style with a heart creates a positive and inclusive work environment. By providing attention and care to employees, leaders can create an atmosphere that supports growth, collaboration, and active engagement from the entire team.
2. **Enhancing Employee Satisfaction and Motivation.** Through the leadership style with a heart, leaders can inspire and motivate employees by understanding their needs and aspirations. By paying attention to employee well-being and personal goals, leaders can create strong emotional bonds, enhance job satisfaction, and motivate employees to achieve organizational goals.
3. **Building Strong Relationships.** The leadership style with a heart encourages leaders to build strong relationships with employees. By actively listening, providing attention, and understanding employee perspectives, leaders can create bonds based on trust, mutual understanding, and close collaboration.
4. **Increasing Engagement and Productivity.** Leaders who use the leadership style with a heart can increase employee engagement. By involving employees in decision-making, providing support, and

creating a supportive work environment, employees will feel valued, have clear responsibilities, and be motivated to contribute to the maximum, ultimately enhancing organizational productivity.

5. **Cultivating a Collaborative Culture and Strong Teamwork.** The leadership style with a heart promotes collaboration and effective teamwork. Leaders who facilitate teamwork, appreciate individual contributions, and encourage open communication will help build a collaborative work culture and a strong team at PT Perkebunan Nusantara III.

By implementing the leadership style with a heart, PT Perkebunan Nusantara III can create a positive work environment, enhance employee engagement, and achieve overall organizational success. This leadership style emphasizes the importance of open communication, empathy, and trust between leaders and employees. Leaders with this leadership style will listen empathetically, understand the needs and aspirations of employees, and provide necessary support. Through heart-to-heart interactions, leaders can build trust, motivate employees, and create a positive work environment.

3.4. Research Question 3

The most dominant or frequently observed leadership traits among leaders in PT. Perkebunan Nusantara III consist of several aspects.

1. **Decisive decision-making.** Leaders in PT. Perkebunan Nusantara III tend to make quick and decisive decisions. They have the ability to evaluate situations and make necessary decisions to efficiently run the company's operations [17].
2. **Perseverance and dedication.** Leaders in this company are expected to have high levels of perseverance and dedication to their tasks and responsibilities. They have a strong commitment to achieving the company's goals and strive to deliver their best in their work.
3. **Openness to change.** The palm oil industry is constantly evolving and changing, and therefore, leaders in PT. Perkebunan Nusantara III tend to have an open attitude towards change. They are able to adapt to a changing environment and take the initiative to update and improve the company's operational processes.
4. **Effective communication skills.** Leaders in PT. Perkebunan Nusantara III have good communication skills. They are able to clearly convey instructions to employees and also listen to input and feedback effectively.
5. **Fairness and integrity.** Leaders in this company are expected to have strong principles of fairness and integrity. They treat all employees fairly and adhere to high ethical standards.
6. **Ability to build good relationships.** Leaders in PT. Perkebunan Nusantara III have the ability to build good relationships with employees and colleagues. They pay attention to the needs and interests of employees and create a positive and collaborative work environment.

These leadership characteristics are distinctive traits often observed in leaders in PT. Perkebunan Nusantara III and play an important role in effectively managing the company's operations and achieving set goals.

Characteristics that a leader in PT Perkebunan Nusantara III should possess.

1. **Conscience.** A leader with a conscience is someone who acts with integrity, ethics, and honesty. They have a strong moral awareness and make decisions based on values that are right and fair. Leaders with a conscience are able to understand and consider the interests of all stakeholders involved, including employees, partners, and the community. They take responsibility for the social and environmental impact of their decisions and actions.
2. **Emotional Intelligence.** Emotional intelligence refers to a person's ability to recognize, understand, and manage emotions, both in oneself and others. A leader with emotional intelligence is able to build good relationships with employees, listen empathetically, and respond wisely to their emotions and needs. They can handle conflicts well, motivate teams, and build strong emotional bonds.
3. **Spiritual Intelligence.** Spiritual intelligence refers to the understanding and awareness of meaning, values, and higher life purposes. A leader with spiritual intelligence has a broad perspective, considers spiritual aspects in decision-making, and inspires employees with a strong vision and

mission. They promote ethical values, goodness, and justice within the organization, creating a meaningful work environment and providing meaningful goals for employees.

4. **Love.** A leader who embodies love demonstrates care, compassion, and empathy towards their team members. They foster a supportive and inclusive work environment where individuals feel valued, appreciated, and respected. Love in leadership involves nurturing relationships, encouraging personal growth, and promoting a sense of belonging within the team.
5. **Intention.** A leader with intention is purpose-driven and has a clear direction for themselves and the organization. They set meaningful goals and objectives, and their actions align with their vision. Leaders with intention inspire others to work towards a common purpose, effectively communicate expectations, and create a sense of focus and motivation within the team.
6. **Self-Control.** A leader who practices self-control possesses discipline and emotional stability. They are able to manage their impulses, handle pressure and stress with composure, and make well-thought-out decisions. Leaders with self-control serve as role models for their team, demonstrating the importance of self-regulation and maintaining a calm and balanced approach, even in challenging situations.
7. **Teamwork.** Effective leaders understand the value of teamwork and collaboration. They foster an environment where individuals can work together synergistically, leveraging their diverse strengths and abilities. Leaders who promote teamwork encourage open communication, active participation, and create opportunities for team members to contribute their ideas and expertise towards achieving shared goals.
8. **Honesty.** Honest leaders uphold the principles of integrity and transparency. They communicate truthfully, admit mistakes, and maintain consistency between their words and actions. Leaders who prioritize honesty build trust within their team, foster a culture of openness and accountability, and create an environment where individuals feel safe to express their opinions and concerns.
9. **Integrity.** Leaders with integrity possess strong moral and ethical principles. They demonstrate honesty, fairness, and a commitment to doing what is right, even in difficult situations. Leaders with integrity inspire trust and credibility, both within their organization and with external stakeholders. They prioritize ethical conduct and promote a culture of integrity throughout the team.
10. **Servant Orientation.** A servant leader prioritizes the needs of their team and focuses on serving others rather than seeking personal power or recognition. They support the growth and development of their team members, remove obstacles, and provide the necessary resources for success. Servant-oriented leaders empower their team, foster a culture of collaboration and shared success, and prioritize the well-being and satisfaction of their employees.



Figure 2. Heart Leadership Model.

The leadership style with a heart (heart leadership) is a suitable choice for implementation in PT Perkebunan Nusantara III. This leadership style emphasizes Conscience, Emotional Intelligence, Spritual Intelligence, Love, Intention, Self-Control, Team Work, Honesty, Integrity, Servant Orientation (Figure 2).

The leadership style with a heart creates a positive and inclusive work environment. By providing attention and care to employees, leaders can create an atmosphere that supports growth, collaboration, and active engagement from the entire team.

Through the leadership style with a heart, leaders can inspire and motivate employees by understanding their needs and aspirations. By paying attention to employee well-being and personal goals, leaders can create strong emotional bonds, enhance job satisfaction, and motivate employees to achieve organizational goals.

The leadership style with a heart encourages leaders to build strong relationships with employees. By actively listening, providing attention, and understanding employee perspectives, leaders can create bonds based on trust, mutual understanding, and close collaboration.

Leaders who use the leadership style with a heart can increase employee engagement. By involving employees in decision-making, providing support, and creating a supportive work environment, employees will feel valued, have clear responsibilities, and be motivated to contribute to the maximum, ultimately enhancing organizational productivity.

The leadership style with a heart promotes collaboration and effective teamwork. Leaders who facilitate teamwork, appreciate individual contributions, and encourage open communication will help build a collaborative work culture and a strong team at PT Perkebunan Nusantara III.

3.5. Leadership Style can Supporting Sustainable Agriculture

The leadership style with a heart, when applied in the context of PT. Perkebunan Nusantara III, aligns well with the principles of sustainable agriculture. Sustainable agriculture emphasizes the responsible use of resources, environmental stewardship, and the well-being of farming communities. By adopting a leadership style that values conscience, emotional intelligence, and servant orientation, PT. Perkebunan Nusantara III can ensure that its leadership is not only focused on organizational success but also on the long-term sustainability of agricultural practices. Leaders can promote sustainable farming methods, support local communities, and work towards the preservation of natural resources, thus contributing to a more environmentally friendly and socially responsible agricultural sector. In doing so, PT. Perkebunan Nusantara III can serve as a model for sustainable leadership in the agricultural industry.

In the context of PT. Perkebunan Nusantara III, which appears to be an agricultural company, this leadership approach aligns well with the principles of sustainable agriculture. Leaders who prioritize conscience and ethics are more likely to make decisions that are in line with sustainable agricultural practices. They will consider the environmental and social impacts of their actions and strive to do what is morally right for the long-term benefit of the company and its stakeholders.

Emotional intelligence in leadership involves understanding and managing emotions effectively. Leaders with high emotional intelligence can build strong relationships with employees, farmers, and local communities. This can lead to better communication, collaboration, and trust, which are crucial for implementing sustainable practices.

Servant Orientation is characterized by a leader's commitment to serving the needs of others. In the context of agriculture, this means prioritizing the well-being of farming communities. Leaders who genuinely care about the welfare of farmers can provide them with the necessary support, training, and resources to adopt sustainable farming methods. Sustainable agriculture emphasizes responsible resource use. Leaders with a heart will take measures to minimize resource wastage, promote efficient farming techniques, and reduce the environmental footprint of their operations.

Agricultural companies like PT. Perkebunan Nusantara III are often closely tied to local communities. Leaders who value community well-being can engage in initiatives that support local economies, create jobs, and improve the quality of life for those living in the vicinity of their operations.

Leaders can play a pivotal role in advocating for and implementing environmentally friendly practices. This can include reducing chemical pesticide use, implementing organic farming methods, and investing in renewable energy sources.

By adopting a leadership style that values sustainability, PT. Perkebunan Nusantara III can ensure that its agricultural practices are not only profitable in the short term but also environmentally and socially responsible in the long term. This helps in securing the future of the company and the agricultural industry as a whole.

4. Conclusions

By implementing the leadership style with a heart (heart leadership), PT Perkebunan Nusantara III can create a positive work environment, enhance employee engagement, and achieve overall organizational success. This leadership style emphasizes the importance of open communication, empathy, and trust between leaders and employees. Leaders with this leadership style will listen empathetically, understand the needs and aspirations of employees, and provide necessary support. Through heart-to-heart interactions, leaders can build trust, motivate employees, and create a positive work environment.

There are four leadership styles that are considered to have the most positive impact: heart leadership, servant leadership, authentic leadership, and ethical leadership. Among these four leadership styles, heart leadership is concluded to be the most suitable. The characteristics of heart leadership encompass 10 aspects: Conscience, Love, Intention, Self Control, Teamwork, Honesty, Integrity, Attention, Emotional Intelligence, Spiritual Intelligence, and Servant Orientation.

By embracing leadership values like conscience, emotional intelligence, and servant orientation, PT. Perkebunan Nusantara III ensures a focus not just on organizational success but also on sustainable farming practices. This approach encourages the promotion of sustainable farming methods, community support, and natural resource preservation, contributing to a more eco-friendly and socially responsible agricultural sector. PT. Perkebunan Nusantara III, through such leadership, can become a model for sustainable practices in agriculture.

Future research in the context of implementing the leadership style with a heart in PT Perkebunan Nusantara III could focus on the following areas :

1. Long-term Impact. Conducting longitudinal studies to assess the long-term impact of the heart leadership style on employee engagement, satisfaction, and performance. This would provide insights into whether the positive effects of this leadership style are sustained over time and contribute to the long-term success of the organization.
2. Comparative Studies. Comparing the outcomes of implementing the heart leadership style with other leadership styles in similar organizations within the agricultural sector. This would allow for a deeper understanding of the specific benefits and advantages of the heart leadership style and its relevance in the agricultural industry.
3. Quantitative Studies. The findings from this quantitative study provided empirical support for the effectiveness of the heart leadership style in PT Perkebunan Nusantara III. They underscored the importance of leaders demonstrating empathy, open communication, and trust in fostering employee engagement and organizational success. The study's results not only confirmed the positive impact of the heart leadership style but also highlighted the potential for its implementation in other agricultural organizations. Based on these findings, future research could delve deeper into specific factors influencing the heart leadership style's effectiveness, such as the role of organizational culture, leadership development programs, and the impact on employee well-being. This quantitative study laid the foundation for further exploration of the heart leadership style, contributing to the body of knowledge in agricultural leadership practices and offering practical insights for organizations aiming to enhance employee engagement and overall performance.
4. Leadership Development. Investigating the effectiveness of leadership development programs or training initiatives that aim to cultivate and enhance heart leadership skills among current and aspiring leaders within PT Perkebunan Nusantara III. This research could assess the impact of such programs on leadership effectiveness, employee engagement, and organizational performance.

5. **Organizational Culture.** Exploring the relationship between the implementation of the heart leadership style and the development of a positive organizational culture within PT Perkebunan Nusantara III. This research could examine how the leadership style influences the values, norms, and behaviors of employees, and how it contributes to a supportive and collaborative work environment.
6. **Employee Well-being.** Investigating the impact of the heart leadership style on employee well-being, including factors such as job satisfaction, work-life balance, and overall psychological well-being. This research could provide insights into how the leadership style contributes to creating a positive work environment that supports the well-being of employees.

By conducting future research in these areas, a more comprehensive understanding of the implementation of the heart leadership style in PT Perkebunan Nusantara III can be gained, leading to the identification of best practices and strategies for enhancing leadership effectiveness and organizational success

References

- [1] Akparep J Y, Jengre E, & Mogre A A 2019 The Influence of Leadership Style on Organizational Performance at TumaKavi Development Association, Tamale, Northern Region of Ghana *Open Journal of Leadership* **08(01)** 1–22
- [2] Mohammed R, Saleh M, Nusari M and Isaac O 2018 The Effect of Leadership Style on Organizational Performance: Organizational Commitment as a Mediator Variable in the Manufacturing Sector of Yemen *International Journal of Management and Human Science (IJMHS)* **2(4)** 2590–3748
- [3] Suwarno and Bramantyo R Y 2019 Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan. *Jurnal Transparansi Hukum* **31–44**. <https://doi.org/10.34010/miu.v16i2.1361>
- [4] Nwosu LI, Matashu M, and Buabeng A T 2022 A Call to Strengthen Instructional Leadership to Support Learner Achievement During and Post COVID-19: A Systematic Literature Review Approach *International Journal of Learning, Teaching and Educational Research* **21(7)** 219–240 <https://doi.org/10.26803/ijlter.21.7.12>
- [5] Bavik, A 2020 A systematic review of the servant leadership literature in management and hospitality **32(1)** 347–382
- [6] Figueiredo, JAL 2022 A Decade of Research on Leadership and its Effects on Creativity-Innovation : A Systematic and Narrative Literature Review **24** 66–91
- [7] Lyubykh Z, Hershcovis S, and Deng C 2022 A Meta-Analysis of Leadership and Workplace Safety : Examining Relative Importance, Contextual Contingencies, and Methodological Moderators (Issue March) <https://doi.org/10.1037/apl0000557>
- [8] Huang Y 2022 Spiritual Leadership and Job Engagement : The Mediating Role of Emotion Regulation **13(April)** 1–9 <https://doi.org/10.3389/fpsyg.2022.844991>
- [9] Ashiq M, Ur S, Safdar M, and Ali H 2022 The Journal of Academic Librarianship Academic library leadership in the dawn of the new millennium : a systematic literature review *The Journal of Academic Librarianship* **47(3)**, 102355. <https://doi.org/10.1016/j.acalib.2021.102355>
- [10] Alblooshi M, Shamsuzzaman M, and Haridy S 2020 The relationship between leadership styles and organisational innovation <https://doi.org/10.1108/EJIM-11-2019-0339>
- [11] Dirani K M, Abadi M, Alizadeh A, Barhate B, Garza R C, Gunasekara N, and Ibrahim G 2020 Leadership competencies and the essential role of human resource development in times of crisis : a response to Covid-19 pandemic. *Human Resource Development International*, **00(00)**, 1–15. <https://doi.org/10.1080/13678868.2020.1780078>
- [12] Bachrach D G and Mullins R 2019 A dual-process contingency model of leadership , transactive memory systems and team performance *Journal of Business Research*, **96** (November 2018), 297–308. <https://doi.org/10.1016/j.jbusres.2018.11.029>
- [13] Garcia D and Gluesing J C 2013 Qualitative research methods in international organizational change research *Journal of Organizational Change Management* **26(2)** 423–444.

- <https://doi.org/10.1108/09534811311328416>
- [14] Folta S C, Seguin R A, Ackerman J, and Nelson ME 2012 A qualitative study of leadership characteristics among women who catalyze positive community change *BMC Public Health* **12(1)** <https://doi.org/10.1186/1471-2458-12-383>
- [15] Medyanik K K 2016 A Holistic, Qualitative Case Study Regarding the Leadership Traits and Styles of the Millennial Generation *ProQuest Dissertations and Theses* August **118**. <https://search.proquest.com/docview/1844411793?accountid=17242>
- [16] Pizzolitto E, Verna I, and Venditti M 2023 Authoritarian leadership styles and performance: a systematic literature review and research agenda In *Management Review Quarterly Springer International Publishing* **73(2)** <https://doi.org/10.1007/s11301-022-00263-y>
- [17] Pacheco-Velázquez E A, Vázquez-Parra J C, Cruz-Sandoval M, Salinas-Navarro D E, and Carlos-Arroyo M 2023 Business Decision-Making and Complex Thinking: A Bibliometric Study *Administrative Sciences* **13(3)** <https://doi.org/10.3390/admsci13030080>





DOI: <https://doi.org/10.38035/dijemss>
<https://creativecommons.org/licenses/by/4.0/>

The Influence of Leadership with Heart on the Performance of Palm Oil Plantation Company Managers at PT Perkebunan Nusantara III (Persero)

Darmansyah Siregar¹, Zulkarnain Lubis², Vivi Gusrini Rahmadani³,
Muhammad Reza Aulia⁴, Mehaga Bastanta Sinulingga⁵

¹Universitas Medan Area, Indonesia, darmansyah_siregar@students.uma.ac.id.

²Universitas Medan Area, Indonesia, zulkarnainlubis@uma.ac.id.

³Universitas Sumatera Utara, Indonesia, vivigusrini.rahmadani@usu.ac.id.

⁴Universitas Teuku Umar, Indonesia, muhammadrezaaulia@utu.ac.id.

⁵PT Perkebunan Nusantara III Operasional, Indonesia, mehagabastanta@gmail.com.

Corresponding Author: darmansyah_siregar@students.uma.ac.id¹

Abstract: The urgency of this study stems from the multitude of leadership styles that have emerged over the last five years, leaving us uncertain about the most appropriate style to implement in oil palm plantation companies, particularly PT Perkebunan Nusantara III. The problem in this study is that manager performance and leadership vary greatly; some are highly influential and some have no influence. One way to improve manager performance is to apply leadership with heart. Therefore, there needs to be a study on the influence of leadership style with the heart on the performance of oil palm company managers. The anticipated findings aim to determine whether the heart leadership model has a significant impact on manager performance. The targeted output is the mandatory output of a reputable international journal, Scopus Q3, published in the Journal of Leadership Studies, SJR value 0.29, ISSN 1935-262X, and additional outputs of monograph books, international proceedings, and book rights. As for the technology readiness level, this study is included in the category of technology readiness level 1 with a target of technology readiness level 3, namely the formulation of the concept of the heart leadership model on manager performance.

Keyword: Heart Leadership, Manager Performance, Palm Oil Plantation Companies

INTRODUCTION

Using people resources to their full capacity in order to achieve organizational objectives and results is one of the biggest difficulties facing executives. As the significance of teams in the corporate environment increases, so does the role that leaders play in directing their teams. Problems are not solved by leaders on their own. The complicated world we live in demands the cooperation of a wide range of employee abilities and resources. Because of this, developing good leadership and teamwork is highly valued [1]. Leadership is a pressing issue and an under-recognized concept in the business world. Leadership, as a universal activity, is

essential to the effective functioning of organizations and societies. Leadership's moral purpose is to empower followers, leading to moral outcomes achieved through moral means [2].

Leadership is critical in an organization because it determines much of its success and failure. Leadership is a managerial activity in an organization that guides employees in a direct chain of command toward achieving work goals. The interactions between coworkers and managers greatly influence employee commitment. Commitment is complex and ongoing, requiring managers to find ways to improve employee performance. Consequently, competent employee commitment is critical to organizational success [3].

Leadership behaviors have a significant effect on employee job satisfaction, motivation, and performance [4]. Understanding this, the organization has made significant efforts and invested a lot of money, with mixed results, to find and train people who will fill the leadership roles required to satisfy present and future demands. A lot of an organization's development is accelerated by good leadership behavior. Leaders are not considered true leaders unless they have an emotional appeal. The foundation of leadership is trust, which is based on competence, honesty, integrity, openness, responsiveness, caring, and benevolence.

Every era has obstacles for leaders, but modern politicians confront considerably greater difficulties [5]. Improving employee performance has grown in importance and concern over the last few decades in public sector enterprises [6]. The way a leader leads has a big influence on how their team members feel about their work [7]. One of an organization's many responsibilities is to motivate its employees to achieve its goals and objectives. Leaders use employee motivation levels to influence employee and organizational performance [8]. However, some organizational leaders are unaware of the impact their leadership style has on employee motivation and performance [9].

Previous studies have shown that leadership is critical to organizational growth and performance [10, 11]. Individual and organizational productivity, employee motivation, job satisfaction, and behavior all benefit from effective leadership. Leaders have the ability to persuade employees to work toward organizational goals [12]. Leadership style will also determine employee work engagement [13, 14]. No single leadership style can address all leadership issues, as it relies on a leader's traits, employee capabilities, and a variety of intricate organizational circumstances and issues [10].

Problem Solving Approach

As part of its performance assessment implementation, PT Perkebunan Nusantara III (Persero) created a competency-based performance management system. This system, along with other systems integrated into the competency-based human resource management system, is known as the integrated competency-based management system.

The competency-based performance management system governs the process of enhancing employee performance within a company. It does this by identifying the necessary performance milestones, providing necessary guidance and counseling, assessing work performance, assessing the company's results and contributions, and devising an employee's competency development plan. Establishing a competency-based performance management system not only enables measurement of individual employee performance and contribution to company goals, but also serves as a valuable resource for future evaluation and improvement of HR development.

The values implemented at PT. Perkebunan Nusantara III influence the work patterns of employees, necessitating the use of a suitable leadership style to bolster this approach. Over the past decade, numerous leadership concepts have emerged, with at least five prominent leadership styles [15]. Table 1 illustrates the differences between the components of each leadership style.

Table 1. Leadership Style Components

Transformational Leadership	Authentic Leadership	Servant Leadership	Ethical Leadership	Empowering Leadership
Idealized influence	Self-awareness	Empowerment	Moral person	Delegation of authority
Intellectual stimulation	Balanced processing	Accountability	Moral manager	Accountability for outcomes
Inspirational motivation	Relational transparency	Standing back		Self-directed decision making
Individualized consideration	Internalized moral perspective	Humility		Information sharing
		Authenticity		Skills development
		Courage		Coaching for innovative performance
		Forgiveness		
		Stewardship		

Source: Decuyper and Schaufeli (2020)

Despite extensive research on leadership styles and behaviors [16–18], there remains a rare understanding of how leaders act and behave in terms of heart, emotional intelligence, and spiritual intelligence, and how this relates to performance [19]. Empirical findings have significantly and substantially shaped our understanding of leadership, despite the cultural context shaping people's behaviors, values, and beliefs. Emotional and spiritual intelligence can provide valuable insights into the behavior of leaders. Leading with the heart closely aligns with emotional and spiritual intelligence [19]. Furthermore, a deeper study of numerous factors related to heart-centered leadership is necessary.

State of the Art and Novelty

This study aims to bridge the knowledge gap by examining the influence of a heart-centered leadership style on the performance of managers in oil palm plantation companies. This study introduces a novel approach by formulating the dimensions of leadership with the heart and examining its impact on various mediating variables and manager performance.

METHOD

The leadership with heart variable requires several variables as mediating variables to assess the effect on performance. Decision-making participation and well-being are the mediating variables. The utilization of six main aspects in testing mediation in leadership research is expected to contribute to a deeper understanding of the complex relationship between heart-centered leadership and performance. We can define well-being as a psychological aspect in mediation, and decision-making participation as a managerial aspect. No previous studies have simultaneously tested these two aspects to explain the effect of leadership on performance. This study is useful for providing a more comprehensive understanding of the underlying mechanisms that link leadership to performance, building on and expanding previous research.

Partial least squares (PLS) will be the analysis approach used in this investigation. PLS is a different approach that requires less samples to solve intricate multilevel models. PLS also

has a number of benefits, one of which is that it has ideal implications for prediction accuracy. PLS is a strong analysis technique that can validate hypotheses because it does not assume a data measurement scale. If it proves that these six aspects act as mediators of leadership, influencing performance, it could serve as a model for other companies to develop their leadership styles. We hope this study will yield pertinent recommendations to address company issues, particularly in oil palm plantations.

We intentionally (purposefully) selected the research location because PT Perkebunan Nusantara III is the largest, oldest, and most significant group in Indonesia. We conducted the research period over three months, from June 2024 to August 2024. Both primary and secondary data are used in this investigation. Observations were made through interviews, and questionnaires measuring spiritual and emotional intelligence, among other things, were used to collect primary data. We acquired secondary data from the company, such as performance indexes, staff attendance statistics, and the promptness of reporting operations, among other things. The target demographic for this study consisted of all businesses affiliated with PT Perkebunan Nusantara 3 Holding. We selected a sample strategy based on proportional stratified random sampling. In order to guarantee that every stratum is represented, this method modifies the number of samples from each subpopulation to the total number of subpopulations (20). 137 managers in all, representing 225 manager populations (plantation and factory executives), responded to the survey. Our calculation of the sample size was based on the Isaac and Michael Table.

The partial least squares (PLS) analytic approach can be applied to evaluate the hypothesis about the link, either direct or indirect, between somewhat complicated variables. In a single analysis, PLS is able to characterize every relationship between the independent and dependent variables. Among the programs available for PLS analysis is SMART PLS 4. With the ability to characterize every relationship in the model, this software may study the effects of a heart-centered leadership style on manager performance while accounting for all mediating factors. This analysis also tests the indirect influence between variables.

This study produces reputable international journals and monograph books, as well as the most appropriate model for improving manager performance. The research questionnaire's data are based on indicators for each variable. Every business entity, both private and state-owned, especially palm oil plantation companies, can use reputable international journals and monograph books as reference materials to maximize leadership performance.

RESULTS AND DISCUSSION

The Influence of Leadership with Heart on Decision Making Participation

According to the research results, the concept of leadership with heart prioritizes relationships between people and has a positive and significant influence on decision-making participation. The concept of Leadership with Heart, which emphasizes emotional intelligence, spiritual intelligence, and teamwork, can have a positive impact on organizational dynamics, especially in the context of participation in decision-making and employee engagement. Leadership with heart is characterized by empathy, compassion, and genuine concern for employee well-being. When leaders demonstrate leadership with heart, they create a positive work culture, improve relationships, and strengthen trust and collaboration within the organization. This, in turn, can result in better decision-making, decreased turnover, and higher job satisfaction among employees. Therefore, the influence of leadership with heart on participation in decision-making can indeed have a positive impact on organizational dynamics, as it promotes a supportive and inclusive environment that values the input and well-being of all individuals involved.

This is consistent with Siddique and Nawaz's (2019) research, which states that sharing decision-making by leaders with related officers/employees considers the concerns of all employees when making decisions. This injects a sense of ownership among co-workers, which

is obviously very motivating. Siddique says that decision-making participation is more likely to occur in transformational leadership than in transactional leadership. This suggests that Leadership with Heart is closer to transformational leadership.

The Influence of Leadership with Heart on Well-Being

This study reveals that leadership with heart has a significant impact on the leader's own well-being at PT Perkebunan Nusantara III. In this context, the way leaders lead and interact with others in the organization influences their physical, mental, and emotional well-being.

The study's findings show that leaders who practice leadership with heart tend to experience increased personal well-being. Their satisfaction comes from seeing their actions benefit employees and the company. Leaders who focus on empathetic and caring relationships with their subordinates feel calmer and more balanced because they not only achieve organizational goals but also fulfill personal goals to make a positive impact.

Leadership with heart encourages leaders to listen and understand the people around them better, which in turn reduces conflict and increases harmony in work relationships. With reduced pressure and conflict, leaders experience lower levels of stress, which directly contributes to their mental and emotional well-being. This sense of peace and satisfaction is the result of job satisfaction achieved by creating a positive and constructive work environment.

Additionally, this study discovered that leaders who lead with passion reap physical benefits. When leaders focus not only on outcomes but also on processes and human relationships, they are more likely to avoid the burnout and energy drain that often occur in highly demanding leadership. A balance between professional responsibilities and personal well-being means leaders have more energy and vitality to lead effectively.

On the emotional side, leaders who practice heart-led leadership also report increased emotional well-being. They experience greater happiness and satisfaction in their work because they lead with integrity and authenticity. This lessens the emotional strain resulting from isolation or conforming to expectations that don't align with personal values.

Overall, these findings suggest that heart-led leadership not only benefits employees and organizations but also has a very positive impact on the well-being of leaders themselves. By prioritizing empathy, integrity, and attention to human relationships, leaders can achieve higher levels of well-being, which ultimately increases their effectiveness in carrying out their leadership duties in the company.

The Influence of Leadership with Heart on Manager Performance

According to the study's findings, Leadership with Heart has no direct influence on manager performance, but there is an indirect influence. This indicates that the impact of leadership with heart on manager performance is not direct but rather requires the involvement of other variables, known as mediators, such as self-efficacy, well-being, and job satisfaction. Applying the concept of leadership with heart will lead to an increase in self-efficacy, well-being, and job satisfaction, which in turn will ultimately enhance manager performance. We assess Leadership with Heart subjectively, while we objectively assess manager performance based on production and yield using secondary data. This could potentially account for the rejection of the hypothesis. Extending the performance measures can alter the results and potentially have a significant direct impact. Therefore, there is room for additional investigation.

The Influence of Decision-Making Participation on Manager Performance

According to the study's findings, decision-making participation has no effect on manager performance. Most likely, in the context studied, managers can achieve good performance without relying too much on the level of participation in decision-making. This

study may reflect that manager in the organization of PT Perkebunan Nusantara III are more guided by the clarity of their roles and responsibilities rather than involving many parties in the decision-making process. Perhaps the organization has set up an efficient structure for managers to operate autonomously.

It is important to consider the organizational context that may affect the relationship between decision-making participation and manager performance. There may be situations where high participation has a positive impact, while in others, it is not very important. It may be necessary to look further into whether the high level of decision-making participation in the organization is truly qualified and makes a significant contribution to the decision-making process.

The Influence of Well-Being on Manager Performance

This study revealed that well-being has a significant influence on the performance of managers at PT Perkebunan Nusantara III. In this context, well-being includes physical, mental, and emotional aspects that affect a manager's overall condition, ultimately having a direct impact on how they carry out their leadership roles and managerial responsibilities.

The results showed that managers who have high levels of well-being tend to show more optimal performance. Good well-being allows managers to maintain the focus and energy needed to complete their tasks effectively. Managers who feel physically and mentally healthy are better able to cope with work pressure, make positive decisions, and direct their teams more effectively. Good physical condition also allows them to have the stamina necessary to handle high workloads without experiencing excessive fatigue.

In addition, this study found that excellent mental and emotional well-being contributes to emotional stability and managers' ability to maintain positive interpersonal relationships with their teams. Well-being helps managers handle workplace conflicts and challenges with patience, empathy, and wisdom. This creates a more harmonious and conducive work environment, where team performance and effective manager performance can improve.

Well-being also plays a significant role in increasing managers' motivation and commitment to their work. Managers who feel overall well-being are more likely to remain highly motivated and committed to achieving company goals. They tend to be more eager to continue learning and developing, as well as willing to take the necessary initiatives to drive innovation and operational improvement. In other words, high well-being strengthens managers' sense of responsibility and dedication to their roles, which leads to better performance.

Furthermore, the study revealed that positive well-being helps managers maintain a work-life balance. Managers who achieve this balance are happier at work and more optimistic about their careers. This not only improves their performance at work but also reduces the risk of exhaustion and burnout, which can be detrimental to long-term productivity.

Overall, the results of this study confirm that well-being is a key factor that influences manager performance. Companies can improve their leadership effectiveness by ensuring good well-being among managers, which in turn has a positive impact on overall organizational performance. Well-off managers are valuable assets to companies, as they are not only able to perform their tasks better but also serve as an inspiration and positive example for their teams.

The Influence of Leadership with Heart on Manager Performance through Decision Making Participation

Although Leadership with Heart focuses on empathy, open communication, and creating a supportive and inclusive work environment, the study's results showed that this leadership had no significant effect on manager performance through participation in decision-making. This indicates that although managers are involved in the decision-making process, this participation does not necessarily have a direct impact on improving manager performance.

One possible reason is that participation in decision-making alone is insufficient to trigger performance changes. There are other factors that may play a greater role in driving performance, such as managerial skills, resource allocation, or work environment conditions that support productivity. Participation in decision-making can indeed increase a sense of involvement and ownership, but this may not be strong enough to have a significant impact on objectively measured aspects of performance, such as production or operational targets.

In addition, managers' subjective perceptions of Leadership with Heart may not directly translate into objective performance improvements. Quantitative data, like production or yields, often serve as the basis for assessing performance, and aspects of participation may not always directly influence them. Therefore, although Leadership with Heart encourages involvement in decision-making, this may not be enough to significantly affect manager performance improvements in this context.

The Influence of Leadership with Heart on Manager Performance through Well-Being

One of the benefits of Leadership with Heart is its ability to improve managers' well-being. Well-being includes mental, emotional, and physical health that affects a person's productivity and quality of work. In the context of leadership with a heart approach, leaders create a work environment that supports work-life balance, listens to individual needs, and provides the necessary emotional support. Well-cared-for managers are more motivated and comfortable at work.

This increase in well-being then acts as a mediator in the relationship between leadership with heart and manager performance. When managers' well-being increases, they tend to have higher energy and motivation to achieve predetermined performance targets. To work more efficiently and productively, they can handle workplace stress and challenges better. In other words, leadership that focuses on individual well-being can indirectly improve managers' performance by improving their well-being.

CONCLUSION

This study yields seven main conclusions based on the tested hypotheses. First, this study demonstrates that heart-centered leadership significantly influences decision-making participation, well-being, and manager performance. However, participation in decision-making itself does not have a direct effect on manager performance. In contrast, well-being has a positive impact on manager performance. In addition, leadership with the heart does not affect manager performance through decision-making but has an indirect effect on manager performance through increased well-being. This conclusion emphasizes the importance of well-being as a mediator between leadership with the heart and manager performance.

REFERENCE

- Hart D. (2018). Teamwork Is the New Leadership. *Maine Policy Rev*, 27(1).
- Hersey P, Blanchard KH. (1982). Leadership style: Attitudes and behaviors. Available from: <https://psycnet.apa.org/record/1982-24563-001>
- Bolden R. (2016). Leadership, management and organisational development. Gower Handb Leadersh Manag ... [Internet]. Available from: <https://www.taylorfrancis.com/chapters/edit/10.4324/9781315585703-18/leadership-management-organisational-development-richard-bolden>
- Nur I, Widhi L. (2019). The effect of leadership on job satisfaction, work motivation and performance of employees: Studies in AMIK Yapennas Kendari. *African J Bus Manag*, 13(14), 465–73.
- Reiche BS, Bird A, Mendenhall ME. (2017). Contextualizing leadership: A typology of global leadership roles. Available from: <https://link.springer.com/article/10.1057/s41267-016-0030-3>

- Asencio H. (2016). Leadership, trust and organizational performance in the public sector. *Transylvanian Rev Adm Sci*, 5-22.
- Saleem H. (2015). The Impact of Leadership Styles on Job Satisfaction and Mediating Role of Perceived Organizational Politics. *Procedia - Soc Behav Sci*, 172, 563-9. Available from: <http://dx.doi.org/10.1016/j.sbspro.2015.01.403>
- Mavhungu D, Bussin MHR. (2017). The mediation role of motivation between leadership and public sector performance. *SA J Hum Resour Manag*, 1(2), 1-11.
- Sougui AO, Bon AT, Mahamat MA, Hassan HMH. (2017). The impact of leadership on employee motivation at food processing industry in Odisha. *Int J Econ Res*, 14(18), 57-68.
- Zareen M, Razzaq K, Mujtaba BG. (2015). Impact of Transactional, Transformational and Laissez-Faire Leadership Styles on Motivation: A Quantitative Study of Banking Employees in Pakistan. *Public Organ Rev*, 15(4), 531-49.
- Siregar D, Lubis Z, Rahmadani VG, Aulia MR, Sinulingga MB, Putri M, et al. (2024). Navigating the Green Path: A Bibliometric Analysis of Leadership in Sustainable Development and Corporate Social Responsibility in Agriculture. *Univers J Agric Res*, 12(3), 506-15. Available from: <http://www.hrpub.org>
- Rathnaraj AVSN. (2018). Managerial Competency Mapping and Gap Analysis Among the Middle Level Managers of Insurance Sector. 20(11), 1-6.
- Rahmadani VG, Schaufeli WB. (2022). Engaging leadership and work engagement as moderated by “diuwongke”: an Indonesian study. *Int J Hum Resour Manag*, 33(7), 1267-95. Available from: <https://doi.org/10.1080/09585192.2020.1799234>
- Rahmadani VG, Schaufeli WB, Ivanova TY, Osin EN. (2019). Basic psychological need satisfaction mediates the relationship between engaging leadership and work engagement: A cross-national study. *Hum Resour Dev Q*, 30(4), 453-71.
- Decuyper A, Schaufeli W. (2020). Leadership and work engagement: Exploring explanatory mechanisms. *Ger J Hum Resour Manag*, 34(1), 69-95.
- Bolden RI, Witzel M, Linacre N. (2016). Leadership paradoxes. Available from: <https://api.taylorfrancis.com/content/books/mono/download?identifierName=doi&identifierValue=10.4324/9781315751283&type=googlepdf>
- Madanchian M, Hussein N, Noordin F. (2017). Leadership effectiveness measurement and its effect on organization outcomes. *Procedia Eng*. Available from: <https://www.sciencedirect.com/science/article/pii/S1877705817310950>
- Hunter ST, Cushenbery L, Thoroughgood C. (2011). First and ten leadership: A historiometric investigation of the CIP leadership model. *Leadersh*. Available from: <https://www.sciencedirect.com/science/article/pii/S1048984310001888>
- Lubis Z. (2020). *Memimpin Dengan Hati*. Andi.
- Lubis Z. (2021). *Statistik Terapan untuk Ilmu Ekonomi-Ilmu Sosial dan Ekonomi*. Yogyakarta: Andi.
- Siregar D, Lubis Z, Rahmadani VG, Aulia MR, Sinulingga MB. (2024). Determine the appropriate leadership style for supporting sustainable agriculture in PT. Perkebunan Nusantara III. *IOP Conf Ser Earth Environ Sci*, 1297(1).
- Siddique M, Nawaz A. (2019). Effects Of Participative Decision Making On Leadership Styles: A Student Survey At Gomal University, Pakistan. *Int Trans J Eng, Manag, Appl Sci Technol*, 10(11).



Empowering Manager Performance: The Role of Heart Leadership in Boosting Job Satisfaction and Shaping Organizational Culture at PT Perkebunan Nusantara III (Persero)

Darmansyah Siregar^{1*}, Zulkarnain Lubis¹, Vivi Gusrini Rahmadani², Muhammad Reza Aulia³, Mehaga Bastanta Sinulingga⁴

¹Department of Agriculture Science, Universitas Medan Area, Indonesia

²Department of Industrial and Organizational Psychology, Universitas Sumatera Utara, Indonesia.

³Department of Agribusiness, Universitas Teuku Umar, Indonesia.

⁴PT Perkebunan Nusantara III Operasional, Indonesia.

*Corresponding author Email: darmansyah_siregar@students.uma.ac.id

The manuscript was received on 12 March 2024, revised on 12 April 2024, and accepted on 14 September 2024, date of publication 28 September 2024

Abstract

As the highest leader in the plantation and factory, the manager controls both the positive and bad aspects of the plantation and factory. Understanding how leaders act and behave regarding their Heart, emotional intelligence, and spiritual intelligence, as well as how this relates to Performance, remains a rare phenomenon. Emotional and spiritual intelligence are directly associated with leading from the Heart. To address the gap in our understanding, this study examines the effect of a heart-centered leadership style on the productivity of oil palm plantation company managers. Previously, there has been little research on how this style relates to Performance. Indonesia's palm oil companies are pretty advanced and have cornered the global market. Applying heartfelt leadership is one technique to boost manager performance. This calls for research into how a compassionate leadership style affects the productivity of oil palm workers. This research makes use of the partial least squares technique. This study found that managers' Performance was unaffected by heartfelt leadership but that it did affect team members' happiness and company culture. When managers are happy, they perform better, but company culture has little effect. Leadership with the Heart indirectly affects manager performance through job satisfaction.

Keywords: Manager, Leadership with Heart, Manager Performance, Job Satisfaction, Organizational Culture.

1. Introduction

The definition of organizational culture given by Robbins and Coulter is "the set of shared assumptions, norms, and practices that characterize an organization or its constituent parts" [19]. The way people act, communicate, and handle themselves on the job is influenced by this culture, which is an unspoken set of rules. The definition of organizational culture given by Robbins and Coulter is "the set of shared assumptions, norms, and practices that characterize an organization or its constituent parts" [19]. The way people act, communicate, and handle themselves on the job is influenced by this culture, which is an unspoken set of rules. The history, structure, and implemented strategies shape each organization's unique culture, giving it a unique identity. The core values adopted in organizational culture provide direction for organization members in making decisions and influence how they respond to change and challenges [1]. These collectively formed beliefs and behavioral norms can create a sense of togetherness and loyalty among staff, ultimately affecting individual and team Performance. Understanding organizational culture makes management more effective in managing human resources and achieving the company's strategic goals [3]. A thorough understanding of organizational culture has the main benefit of preventing internal conflict. All members can minimize the risk of misunderstanding or inconsistency in actions and expectations when they know and understand the organization's core values. Therefore, research on these cultural issues is essential to

ensure alignment between organizational values and team member behavior, creating a harmonious and productive work environment [23].

There has been a preponderance of functionalist research on management's impact on organizational culture. According to this view, an essential part of organizational culture is bringing employees' actions in line with the company's values, which in turn boosts Performance [22]. Findings from this study lend credence to the idea that an organization's culture significantly impacts management's capacity to foster efficiency, effectiveness, and positive connections among workers. Core values, behavioral norms, and shared beliefs are three essential aspects of an organization's culture that management must acknowledge to disseminate the culture effectively. Job happiness, organizational dedication, and individual and team Performance are all directly influenced by company culture. Thus, it's crucial to have a good grasp of that culture. Management can make better strategic judgments on human resource management when they understand these cultural aspects. Workplace happiness as it relates to company culture is still in its infancy. Despite the topic of organizational culture gaining much interest, studies that thoroughly investigate its impact on work satisfaction have not garnered much attention [17]. We can conduct additional studies to fill this knowledge gap and learn how company culture affects workers' happiness and productivity.

A manager is vital as the highest leader in the plantation and factory, where the two units' good or unsuccessful Performance lies in his hands. The manager's position is critical because his strategic and operational decisions will impact all management aspects, from human resources to the production process. Thus, the manager's leadership quality is the main factor determining the success or failure of plantation and factory operations. Managers must have an effective leadership style and be able to motivate their teams to achieve company goals [2]. Good leadership includes the ability to plan, direct, and control existing resources, both human, financial, and material, optimally. Utilizing all the company's potential optimally leads to superior Performance and increased market competitiveness. A manager must be able to manage resources well to produce excellent Performance. This means that results-oriented leadership and efficient management are the keys to ensuring that plantations and factories can operate optimally, achieve predetermined targets, and positively contribute to the company as a whole [3].

Leadership styles and behaviors have been the subject of much research. However, there has been a dearth of research on the Heart's role in leadership, emotional intelligence, and spiritual intelligence and how these aspects connect to Performance. Although these factors, which relate to leadership's spiritual and emotional sides, may provide a more nuanced understanding of the connection between leadership and Performance, they are frequently disregarded in research [4]. Leadership is impacted by more than technical abilities; it is also shaped by a leader's cultural milieu, affecting their conduct, principles, and beliefs. Our knowledge of leadership has grown substantially thanks to empirical results, but very little is known about leadership's spiritual and emotional aspects. A leader's actions and interactions with their team can be significantly affected by these factors, including emotional and spiritual intelligence [5]. To better comprehend a leader's decision-making, conflict-management, and employee-motivational processes, it could be helpful to consider the impact of emotional and spiritual intelligence. Spiritual intelligence enables leaders to behave with honesty, give significant direction, and think about the consequences of their choices in the long run, while emotional intelligence aids in recognizing and managing one's own emotions as well as understanding the feelings of others. This can be important in creating a positive work environment and facilitating better performance [6].

A leader's ability to confront and resolve complex social issues significantly influences effective leadership behavior. Challenges that arise in the workplace often involve interpersonal dynamics, which require a leadership approach that is not only based on technical skills but also the ability to handle social issues wisely and sensitively [7]. Influential leaders must navigate various situations involving interpersonal conflict, differences of opinion, and communication challenges to maintain harmony and productivity within the organization. In addition to the ability to solve social problems, a deep understanding of emotions plays a vital role in effective leadership. Influential leaders must have high emotional intelligence, which includes the ability to understand their own emotions as well as the emotions of others. This allows leaders to respond to situations more wisely, maintain emotional stability when faced with pressure, and manage interpersonal interactions with empathy [8]. Thus, emotional intelligence is critical to creating positive and productive working relationships. The ability to regulate emotions when interacting with others is also essential for leaders. A leader who can keep their cool under pressure will inspire their team and contribute to a more peaceful and organized workplace. Effective management of emotions enables leaders to make more rational and objective decisions, enhancing organizational performance [9].

Emotional intelligence has become a critical element in how modern leaders deal with the complex challenges of the business environment. Leaders need to handle not just their organizations' strategic and technical components but also the social and emotional dynamics in today's unpredictable and ever-changing environment [10]. Emotional intelligence gives leaders an edge in managing themselves and others, allowing them to understand and respond wisely to emotions, creating a more harmonious and productive work environment. High emotional intelligence leaders have a significant competitive advantage in carrying out leadership tasks. They can read and respond to the emotional needs of their team, increase motivation and loyalty, and prevent conflicts that can disrupt productivity [11]. Leadership with this ability helps organizations maintain internal stability and adapt to external pressures and changes. In addition, emotional intelligence allows leaders to maintain strong interpersonal relationships, which are vital to building effective teamwork and driving innovation. Leaders who can demonstrate empathy, manage conflict constructively, and remain calm during a crisis are more likely to succeed in creating resilient and highly competitive organizations in an ever-changing business environment [12].

In addition to emotional intelligence, spiritual intelligence also plays an essential role in influencing a leader's Performance. Spiritual intelligence is often linked to religious values, reflecting the depth of morals, ethics, and meaning a leader brings to their role. Sanders categorizes this type of spiritual intelligence-based leadership as separate because it emphasizes integrity, morality, and a higher purpose, often derived from the leader's religious beliefs [13]. Spirituality in leadership extends beyond religion, encompassing a more comprehensive comprehension of life's meaning and purpose and its application in a managerial setting. Leaders with high spiritual intelligence are more likely to lead with honesty, instill a feeling of personal accountability in their followers, and look out for their employees' best interests in every aspect of their work [14]. This ultimately affects managers' Performance, where decisions reflect solid values and a sustainable long-term vision. Therefore, considering its positive impact on Performance, the leadership style should incorporate the concept of spirituality. Leadership based on spiritual intelligence can help create a more ethical and meaningful work environment where employees feel valued as workers and individuals with a purpose in life. This, in turn, can increase loyalty, motivation, and overall Performance within the organization [15].

The concept of leading with the Heart, where leaders rely on logic and technical skills and present empathy, integrity, and meaning in every decision they make, closely aligns with emotional and spiritual intelligence. There have been a lot of studies on leadership in general but very little on how heart-centered leadership styles affect Performance specifically. Leaders who lead from the Heart are sensitive to their team members' psychological and spiritual needs and make choices that put everyone's best interests first [16]. This study seeks to fill a gap in knowledge by investigating the relationship between performance and heart-based leadership approaches. This research sheds light on how heart-based leadership affects Performance, focusing on the palm oil plantation sector. Leaders expect this approach to foster a more harmonious, productive, and sustainable work environment. This study will examine how heart-based leadership styles affect managers' Performance in palm oil plantation companies. By considering emotional and spiritual intelligence elements, this study will evaluate whether heart-based leadership can improve manager performance, create better working relationships, and produce more optimal operational results [17].

A good heart influences emotional intelligence, spiritual intelligence, and other components supporting leadership style. A noble heart reflects integrity, empathy, and deep self-awareness, shaping how a leader interacts with the team and manages complex situations. The concept of "leadership with heart" arose from this reality; it delineates a style of management and decision-making that prioritizes spiritual and emotional sensitivity. Somewhat of focusing just on attaining corporate objectives, leaders who practice leadership with Heart also prioritize the happiness of their workers and the communities in which they work [18]. According to this leadership style, an organization's success is determined by the quality of its human interactions and material results. Thus, in today's workplace, which calls for a more compassionate leadership style, leading with Heart is gaining more and more importance. The effect of heart-centered leadership on the efficiency and effectiveness of palm oil plantation managers is the primary focus of this study. We hope our research will show how leaders with a heart may create a more sustainable, productive, and peaceful workplace [19].

The background explanation above reveals that Indonesian palm oil companies are highly developed and dominate the international market. However, managers and leaders in palm oil plantation companies do not all have a positive influence on their members. Manager performance varies greatly, as does their leadership; some are very influential, and some have no influence. One way to improve manager performance is to apply leadership with Heart. Therefore, there needs to be a study on the impact of leadership style with the Heart on the Performance of palm oil company managers and related variables.

2. Research Method

This study examines all firms that are part of PT Perkebunan Nusantara 3 Holding. The method of sampling that we have settled on is proportional stratified random sampling. The partial least squares analysis method can be used with route analysis to evaluate hypotheses about the direct or indirect links between somewhat complicated variables. One application that can be used for P.L.S. analysis is the SMART PLS 4. By describing all theoretically-based relationships in the model, the software may assess how a leader's heart-centered approach affects their team's productivity. The P.L.S. Leadership with Heart model consists of 7 latent variables, namely Leadership with Heart (Heart Leadership), Job Satisfaction (S.E.), Organizational Culture (O.C.), and Manager Performance (M.P.). Each latent variable has an indicator. A path diagram describes latent variables: the relationships between variables, the structural model, and its measurement model. We cannot measure latent variables, but we can measure indicator variables, which serve as measures of latent variables. In addition, there are 10 Second Order Construct Variables, namely Conscience (C.S.C.), Love (LV), Intention (INT), Integrity (I.T.G.), Self-Control (S.C.), Teamwork (T.W.), Emotional Quotient (E.Q.), Spiritual Quotient (S.Q.), Servant Orientation (S.V.), and Friendly (F.N.). Second-order variables are those that have indicators.

3. Result And Discussions

Partial least squares (P.L.S.) testing will accept the null hypothesis if the dependent variable statistically affects the independent variables. We decide if the hypothesis is true or false. A hypothesis can only be accepted if the path coefficient, which links the independent and dependent variables, is statistically significant. Statistical testing must have a p-value lower than the predetermined 0.05 significance level. The hypothesis can be accepted, or a significant effect can be found if the p-value is less than the predetermined significance level.

Table 1. Hypothesis Testing

Path	Std Beta	Std Error	T values	P values	Result	Effect
Heart Leadership -> WS	0.673	0.076	8.862	0.000	Significant	Direct
Heart Leadership -> OC	0.681	0.071	9.553	0.000	Significant	Direct
W.S. -> M. Performance	0.311	0.118	2.639	0.008	Significant	Direct
O.C. -> M. Performance	-0.039	0.134	0.288	0.774	Not Sign.	Direct
Heart Leadership -> WS -> MP	0.209	0.085	2.454	0.014	Significant	Indirect
Heart Leadership -> OC -> MP	-0.026	0.092	0.284	0.776	Not Sign.	Indirect

It would appear from the data that heart leadership significantly affects both team member happiness and company culture. There is no correlation between manager performance and organizational culture. Happiness on the job impacts how healthy managers do their jobs. Heart Leadership affects manager performance through job satisfaction but not organizational culture. The t-value and p-value serve as the basis for making the decision. A p-value below 0.05 reinforces the acceptance of the hypothesis if the t-value is above 1.645.

3.1. The Influence of Leadership with Heart on Job Satisfaction

According to this study, team member happiness at PT. Perkebunan Nusantara III (PTPN III) is significantly impacted by heartfelt leadership. A key component in enhancing job happiness, according to Boyatzis and McKee, is leadership, defined by an empathic attitude, attention to employees' needs, and commitment to their well-being. According to the results, executives who often lead from the Heart are more effective at fostering an encouraging and motivating workplace. Achieving goals is essential, as is investing in staff growth and happiness. In addition to offering helpful criticism, these leaders pay close attention to their employees' hopes, fears, and needs. As a result, workers feel valued, making plantation managers and unit leaders happier [20]. Workers are more invested in their jobs, loyal to the organization, and driven when they know their leaders have their backs. They are also more satisfied with interpersonal relationships in the workplace, which creates a more harmonious and collaborative work atmosphere. Leadership with Heart encourages closer relationships between employees and management, increasing a sense of belonging and loyalty to the organization.

Furthermore, this study found that leadership with Heart also reduces stress levels and work burnout. When leaders show genuine concern for employees' work-life balance and provide emotional support when needed, employees feel calmer and more confident in carrying out their tasks. This significantly increases job satisfaction, as employees feel a sense of harmony between their work and personal lives. In sum, this study's findings corroborate the importance of compassionate leadership in boosting morale at PTPN III. In addition to enhancing workers' health, this method also makes the workplace happier, more productive, and longer-lasting. Leadership that cares about employees has a multiplicative effect, improving their personal lives and the company's bottom line [21].

3.2. The Influence of Leadership with Heart on Organizational Culture

This study's findings show that PT Perkebunan Nusantara III's (PTPN III) organizational culture is greatly affected by heartfelt leadership. Leadership with Heart in this business encompasses more than just good decision-making; it also includes caring about employees, fostering great connections, and making the workplace welcoming to all. According to this research, leaders who practice leadership with Heart are more likely to have a genuine interest in their colleagues' well-being, superior listening skills, and a high level of empathy. Worker happiness, loyalty, and dedication to the organization are all positively affected by this. Workers are more inclined to give their all and act following company principles when they believe their leaders have their backs [14]. Leadership with Heart substantially impacts organizational culture at PTPN III, as seen by increased collaboration between departments, more robust innovation, and higher adaptability to change. When management puts the needs of its employees first, the result is a welcoming work environment where everyone feels like they contribute significantly to the business's success. According to this study, Employees who have a personal investment in the firm's success are more likely to follow corporate policy and have fewer conflicts within the company. This impact overall creates a more harmonious and productive work environment, ultimately contributing to the achievement of PTPN III's strategic goals. These findings strengthen the argument that the leadership approach with the Heart is beneficial for improving employee well-being and has a significant positive impact on enhancing organizational culture, ultimately driving overall company performance [22].

3.3. The Influence of Job Satisfaction on Manager Performance

The results showed that PT Perkebunan Nusantara III (PTPN III) managers' job satisfaction levels significantly impact their job productivity. The degree to which managers are content with their jobs in terms of their duties, the quality of their work environment, their relationships with coworkers, and the compensation they receive is a good indicator of how well they can carry out their leadership responsibilities. According to the study, managers who report high levels of work satisfaction are also likely to perform better. Satisfied with their work, managers are more motivated to achieve set targets, enthusiastic in their duties, and proactive in overcoming challenges. High job satisfaction also makes managers more likely to pay more attention to the quality of their work and continuously strive to improve their skills and competencies [23].

3.4. The Influence of Organizational Culture on Manager Performance

The research concluded that management effectiveness is unaffected by company culture. Management at plantation firms and PT. Perkebunan Nusantara III, in particular, may easily adjust to different company cultures without negatively impacting productivity. This could be due to managerial flexibility or other factors that are more significant in that specific context. Despite the influence of organizational culture, managers at PT. Perkebunan Nusantara III can shape its Performance more effectively. There may be considerable variation in how individuals interpret and respond to organizational culture. Over time, organizational culture can change, and the study's results may mirror specific conditions during its execution. After the survey, a change in organizational culture could affect manager performance. Other factors significantly influence manager performance, so organizational culture does not appear to have an effect. When studying the connection between company culture and productivity, Tan says it's essential to include non-cultural variables that impact Performance as control variables [16].

3.5. The Influence of Leadership with Heart on Manager Performance Through Job Satisfaction

Managers' job happiness is greatly affected by heartfelt leadership. When people enjoy and value their work, they are said to be experiencing job satisfaction. When leaders show genuine concern for the welfare and development of their employees, it encourages high job satisfaction in managers. Manager job satisfaction will also impact manager performance. Through increased job satisfaction, Leadership with Heart has a very significant influence on manager performance. By creating a positive, supportive, and developing work environment, leaders can help managers reach their full potential. High job satisfaction will encourage managers to make more significant contributions to the organization [12].

3.6. The Influence of Leadership with Heart on Manager Performance Through Organizational Culture

Leadership with Heart is a powerful tool for creating a supportive work environment. We anticipate that managers' Performance will be improved by fostering a positive organizational culture. The results showed no substantial effect of leadership with Heart on manager performance; nevertheless, organizational culture has an indirect impact. Change in organizational culture is a complex process and takes time. It requires consistency and patience to change the values, norms, and behaviors ingrained in an organization, unlike simply flipping a light switch. Various factors, both internal and external, influence organizational culture. Factors such as organizational

structure, company size, industry, and economic conditions also shape culture. The success of cultural change depends heavily on the involvement of all organization members. If only top leaders are committed to change while other members feel pressured, then cultural change is difficult. Leadership with Heart has outstanding potential to shape a positive organizational culture. The intricate connection between company culture and managerial effectiveness is affected by numerous factors. To see a noticeable difference, you must be patient and consistent and use a holistic strategy [16].

4. Conclusion

According to this study's findings, leadership from the Heart has a major impact on PT Perkebunan Nusantara III's (PTPN III) organizational culture and employee happiness. Leaders who genuinely care about their employees and make the workplace supportive boost morale and foster teamwork. This helps boost staff dedication and loyalty, which increases management efficiency and productivity. While the study did find that a positive company culture can be formed by heartfelt leadership, it did not see that company culture significantly affected managers' Performance. This suggests that managers at PTPN III can adapt to different types of cultures without sacrificing their Performance. Therefore, it is essential to consider other factors that may play a more significant role in improving manager performance, as well as understanding that changing organizational culture is a complex process and requires time, consistency, and the involvement of all organization members to achieve the desired results.

References

- [1] Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational Performance: A review of literature. *International Journal of Advances in Engineering and Management*, 3(1), 361-372.
- [2] Al Rahbi, D., Khalid, K., & Khan, M. (2017). The effects of leadership styles on team motivation. *Academy of Strategic Management Journal*, 16(2), 1-14.
- [3] Bamidele, R. (2022). Organizational culture. *Industrial Sociology, Industrial Relations and Human Resource Management*, 284-292.
- [4] Berger, R., Czakert, J. P., Leuteritz, J. P., & Leiva, D (2019), How and When Do Leaders Influence Employees' Well-Being? Moderated Mediation Models for Job Demands and Resources. *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.02788>
- [5] Boies, K., Fiset, J., & Gill, H (2015), Communication and trust are key: Unlocking the relationship between leadership and team Performance and creativity. *The leadership quarterly*, 26(6), 1080-1094.
- [6] Siregar, D., Lubis, Z., Rahmadani, V. G., Aulia, M. R., Sinulingga, M. B., & Siregar, M.P.A., (2024), Navigating the Green Path: A Bibliometric Analysis of Leadership in Sustainable Development and Corporate Social Responsibility in Agriculture (2024a). *Universal Journal of Agricultural Research*, 12(3), 506 - 515, 2024. DOI: 10.13189/ujar.2024.120306
- [7] Siregar, D., Lubis, Z., Rahmadani, V. G., Aulia, M. R., & Sinulingga, M. B (2024b), Determine the appropriate leadership style for supporting sustainable agriculture in P.T. Perkebunan Nusantara III. *I.O.P. Conference Series: Earth and Environmental Science*, 1297(1), 012028. I.O.P. Publishing.
- [8] Dias, M. A. M. J., & Guimaraes E Borges, R. S (2017), Performance and leadership style: When do leaders and followers disagree? *Revista de Administracao Mackenzie*, 18(2), 104-129. <https://doi.org/10.1590/1678-69712016/administracao.v18n2p104-129>
- [9] Geoffroy, Z., & Evans, M. M (2017), Are emotionally intelligent employees less likely to hide their knowledge? *Knowledge and Process Management*, 24(2), 81-95.
- [10] Guillén, L (2021), When (and why) job self-efficacy does not promote career success: The roles of resilience and organizational prototypicality. *Human Relations*, 74(8), 1267-1295.
- [11] Franc, M., Bahbouh, R., & Kubík, R (2019), The effect of manager's frequency and quality of communication on team's Performance. *January*, 44-52. <https://doi.org/10.5817/cz.muni.p210-9488-2019-4>
- [12] Goleman, D (2021), Leadership: The power of emotional intelligence. *More Than Sound L.L.C.*
- [13] Gotsis, G., & Grimani, K. (2016). Diversity as an aspect of effective leadership: Integrating and moving forward. *Leadership & Organization Development Journal*, 37(2), 241-264.
- [14] Jimlan, J. T (2017), Heart-centered management training program for public secondary school principals in the island of Panay, Philippines. *International Journal of Arts & Sciences*, 10(2), 351-402.
- [15] Kurniawan, A., & Syakur, A (2017), The correlation of emotional intelligence and spiritual of intelligence to effectiveness principals of leadership. *International Journal of Psychological and Brain Sciences*, 2(1), 1-9.
- [16] Liu, W., & Gumah, B (2020), Leadership style and self-efficacy: The influences of feedback. *Journal of Psychology in Africa*, 30(4), 289-294. <https://doi.org/10.1080/14330237.2020.1777033>
- [17] Lund, D. B. (2003), Organisational culture and job satisfaction. *Journal of Business and industrial Marketing*, Vol. 18 (3), 219-236.
- [18] Nasomboon, B (2014), The relationship among leadership commitment, organizational Performance, and employee engagement. *International Business Research*, 7(9), 77.
- [19] Robbins Stephen P, Coulter M. 2005. *Management*. 8. Pearson Prentice Hall.
- [20] Sanders, J. O. (2017). *Spiritual leadership: Principles of excellence for every believer*. books.google.com. <https://books.google.com/books?hl=en&lr=&id=30QkDgAAQBAJ&oi=fnd&pg=PP10&dq=leadership&ots=Y2mC3TPlKt&sig=smo0mH--eQN0ap8XG94MtDXb8nY>
- [21] Udod, S. A., Hammond-Collins, K., & Jenkins, M (2020), Dynamics of emotional intelligence and empowerment: the perspectives of middle managers. *Sage Open*, 10(2), 2158244020919508.
- [22] Yousif Ali, M. S., & Hasaballah, A. H. A. (2020). Assessing the effect of organizational cultural values and employees engagement on performance excellence. *International Journal of Management*, 11(4).
- [23] Zacharias, T., Rahawarin, M. A., & Yusriadi, Y. (2021). Cultural reconstruction and organization environment for employee performance. *Journal of Ethnic and Cultural Studies*, 8(2), 296-315.



Membangun Kepemimpinan dengan Hati untuk Meningkatkan Kinerja Manajerial Melalui Efikasi Diri dan Efektivitas Komunikasi di PT Perkebunan Nusantara III (Persero)

Darmansyah Siregar¹, Zulkarnain Lubis², Vivi Gusrini Rahmadani³, Muhammad Reza Aulia⁴, Mehaga Bastanta Sinulingga⁵

¹Universitas Medan Area, Indonesia.

²Universitas Medan Area, Indonesia.

³Universitas Sumatera Utara, Indonesia.

⁴Universitas Teuku Umar, Indonesia,

⁵PT Perkebunan Nusantara III Operasional, Indonesia.

*Corresponding author: muhammadrezaaulia@utu.ac.id

ARTICLE INFO

Received: 17-09-2024

Revision: 08-10-2024

Accepted: 01-11-2024

Keywords:

Manager

Leadership with heart

Manager Performance

ABSTRACT

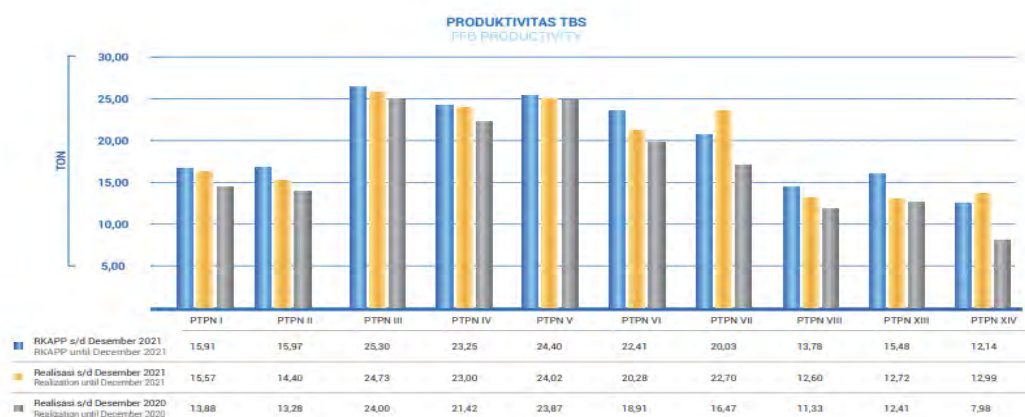
Managerial performance varies greatly, as does leadership, with some having a significant influence and others having little to no impact. One way to improve managerial performance is by implementing heart-centered leadership. Therefore, it is necessary to study the influence of heart-centered leadership on managerial performance and related variables in palm oil companies. This research aims to analyze the influence of Heart-Centered Leadership on Self-Efficacy, Communication Effectiveness, and Managerial Performance at PT Perkebunan Nusantara III (Persero). The method used in this study is Partial Least Square (PLS) analysis, with steps including data preparation, building the model (path diagram, measurement model, and structural model), running the analysis using PLS algorithms and bootstrapping to test the significance of the paths, evaluating the measurement model by assessing reliability and validity, and evaluating the structural model to assess the strength of relationships between variables using R-square values and path coefficients, followed by result interpretation. The findings show that Heart-Centered Leadership influences Self-Efficacy and Communication Effectiveness but does not directly affect Managerial Performance. Self-Efficacy has an influence on Managerial Performance, but Communication Effectiveness does not. Heart-Centered Leadership has an indirect influence on Managerial Performance through Self-Efficacy.

1. PENDAHULUAN

PT Perkebunan Nusantara III (Persero) atau PTPN III adalah perusahaan BUMN yang bergerak di industri perkebunan, didirikan pada 11 Maret 1996 berdasarkan Peraturan Pemerintah No. 8 tahun 1996. PTPN III memiliki tujuan untuk menjadi perusahaan agribisnis nasional yang unggul dan berdaya saing global, serta berkontribusi berkelanjutan bagi kemajuan bangsa.

Untuk mencapai tujuan tersebut, PTPN III fokus pada kualitas produk, inovasi proses kerja, pengembangan SDM, optimalisasi aset, dan peningkatan kesejahteraan masyarakat serta pelestarian lingkungan. Berdasarkan visi, misi dan tata nilai yang dimiliki PTPN III (Persero) menuangkannya strategi aktivitas bisnisnya ke dalam operational excellence yang dapat diukur dengan pencapaian kinerjanya. Kinerja PTPN III (Persero) yang paling cemerlang saat ini ada pada komoditi Kelapa Sawit, mengingat sampai dengan saat ini kelapa sawit masih menjadi penyumbang laba terbesar bagi

PTPN III (Persero). Hal ini dapat dilihat pada tahun 2021 pencapaian kinerja PTPN III (Persero) pada komoditi Kelapa Sawit berdasarkan data dari Annual Report PTPN III (Persero) Tahun 2021 digambarkan dalam grafik sebagai berikut:



Gambar 1. Produktivitas TBS Kelapa Sawit PT Perkebunan Nusantara III (Persero)

Pencapaian produktivitas TBS kelapa sawit realisasi s.d. Desember 2021 sebesar 21,06 ton/ha atau 97,27% dari RKAPP yang dianggarkan sebesar 21,65 ton/ha dan 107,26% dari periode yang sama tahun 2020 sebesar 19,63 ton/ha.

Pencapaian kinerja tersebut di atas diperoleh dari hasil kinerja di masing-masing Kebun dan Pabrik komoditi Kelapa Sawit yang ada di Holding PTPN III (Persero) yang terkonsolidasi ke dalam satu laporan. Dalam mengelola masing-masing Kebun dan Unit tersebut dipimpin oleh seorang Manajer yang dipercaya untuk bertanggung jawab dalam menjalankan pengelolaan fungsi-fungsi manajemen serta menginisiasi terobosan-terobosan dengan memberdayakan sumber daya perusahaan yang ada di kebun Kelapa Sawit/ Karet untuk mencapai kinerja optimal dengan tata kelola yang baik [1].

Seorang Manajer merupakan pemimpin tertinggi di Kebun dan Pabrik sehingga dapat dikatakan bahwa baik dan buruknya Kebun maupun Pabrik berada dalam kendali Manajer tersebut. Seorang manajer dituntut memiliki gaya kepemimpinan yang sangat baik dalam mengelola sumberdaya yang ada sehingga memberikan kinerja yang excellence bagi perusahaan [2].

Banyak penelitian tentang gaya dan perilaku kepemimpinan telah dilakukan [3], [4], tapi memahami bagaimana para pemimpin bertindak dan berperilaku ditinjau dari hati, kecerdasan emosi dan kecerdasan spiritual serta bagaimana hal ini berkaitan dengan kinerja, masih jarang. Terlepas dari fakta bahwa perilaku, nilai, dan keyakinan orang dibentuk oleh konteks budaya di mana mereka tinggal, pemahaman kita tentang kepemimpinan telah dibentuk secara signifikan dan substansial oleh temuan empiris. Sementara beberapa pengaruh kecerdasan emosi dan kecerdasan spiritual bermanfaat dalam memahami bagaimana para pemimpin berperilaku [5].

Perilaku kepemimpinan yang efektif sangat bergantung pada kemampuan pemimpin untuk memecahkan masalah sosial yang kompleks yang muncul dalam organisasi [6]. Pemimpin yang baik harus memiliki pemahaman yang baik tentang emosi mereka sendiri dan orang lain, serta mampu mengatur emosi mereka ketika berinteraksi dengan orang lain [7].

Kecerdasan emosional telah menjadi elemen penting dari cara para pemimpin saat ini mengatasi kompleksitas tantangan yang mereka hadapi dalam lingkungan bisnis. Para pemimpin yang memiliki kecerdasan emosional memiliki keunggulan kompetitif yang nyata dalam menjalankan tugas kepemimpinan [8], [9].

Selain kecerdasan emosi, kecerdasan spiritual juga memiliki pengaruh terhadap kinerja. biasanya jenis kepemimpinan ini selalu dikaitkan dengan agama dan menjadi satu jenis kepemimpinan sendiri [10]. Mengingat pentingnya spiritualitas terhadap kinerja manajer, konsep spiritual harusnya ada di dalam gaya kepemimpinan.

Kecerdasan emosi dan spiritual erat kaitannya dengan memimpin dengan hati. Mengingat tidak adanya pengetahuan dan penelitian tentang hubungan antara gaya kepemimpinan dengan hati terhadap kinerja, penelitian ini berusaha untuk mengisi kekosongan itu dengan menyelidiki dampak dari gaya kepemimpinan dengan hati terhadap kinerja manajer perusahaan perkebunan kelapa sawit.

Kecerdasan emosi, kecerdasan spiritual dan beberapa komponen lainnya dipengaruhi oleh hati yang baik [11], dari sinilah istilah kepemimpinan dengan hati itu muncul dan menjadi dasar kajian dalam penelitian ini.

Berdasarkan penjelasan latar belakang di atas dapat diketahui bahwa perusahaan kelapa sawit di Indonesia sangat berkembang dan sudah menguasai pasar internasional. Namun, para manajer dan pemimpin di perusahaan perkebunan kelapa sawit tidak semuanya memiliki pengaruh positif terhadap anggotanya. Kinerja manajer sangat bervariasi, begitu pula dengan kepemimpinannya ada yang sangat berpengaruh ada pula yang tidak memiliki pengaruh. Salah satu cara untuk meningkatkan kinerja manajer adalah menerapkan kepemimpinan dengan hati. Maka dari itu perlu ada kajian tentang pengaruh gaya kepemimpinan dengan hati terhadap kinerja manajer perusahaan kelapa sawit dan variabel terkait.

Penelitian ini bertujuan untuk menganalisis pengaruh Kepemimpinan dengan Hati yang terdiri dari 10 variabel, yaitu Hati Nurani (Conscience), Kecintaan (Love), Niat (Intention), Integritas (Integrity), Pengendalian Diri (Self Control), Kerja Sama (Team Work), Kecerdasan Emosi (Emotional Quotient), Kecerdasan Spiritual (Spiritual Quotient), Keinginan Melayani (Servant Orientation), dan Ramah (Friendly) terhadap Efikasi Diri, Efektivitas Komunikasi, dan Kinerja Manajer di PT Perkebunan Nusantara III (Persero).

2. METODE PENELITIAN

Teknik sampling yang dipilih adalah *proportional stratified random sampling*. Teknik ini mengambil sampel dari tiap sub populasi yang jumlahnya disesuaikan dengan jumlah sub populasi sehingga setiap strata memiliki keterwakilan [12]. Pertimbangan memilih *proportional stratified random sampling* karena PT Pekebunan Nusantara 3 Holding membawahi banyak perusahaan. Total sampel adalah 137 responden dari 230 manajer kebun, PKS, dan PKO yang ada di seluruh PT. Perkebunan Nusantara III (Persero)

Menggabungkan regresi dengan *path analysis* untuk menguji hipotesis mengenai hubungan langsung maupun tidak langsung antara variabel yang cukup kompleks dapat menggunakan metode analisis *Partial Least Square* dengan tahapan sebagai berikut: Persiapan Data → Membangun Model (Diagram Jalur, Model Pengukuran, Model Struktural) → Menjalankan Analisis PLS (Algoritma, Bootstrapping) → Evaluasi Model Pengukuran (Reliabilitas, Validitas) → Evaluasi Model Struktural (R-Square, *Path Coefficients*) → Interpretasi Hasil.

Salah satu program yang dapat digunakan untuk analisis PLS adalah program SMART PLS 4. Program tersebut mampu menggambarkan seluruh hubungan yang dibangun dalam model berdasarkan teori sehingga mampu menganalisis pengaruh Gaya Kepemimpinan dengan Hati terhadap Kinerja Manajer.

Model PLS Kepmimpinan dengan Hati terdiri dari 7 variabel laten yakni Kepemimpinan dengan Hati (*Heart Leadership*), Efikasi Diri (*Self Efficacy*, SE), Efektivitas Komunikasi (*Communication Effectiveness*, CE), Kinerja Manajer (*Manager Performance*, MP). Masing-masing variabel laten memiliki indikator. Variabel laten yaitu hubungan antar variabel serta model struktural dan model pengukurannya digambarkan dalam bentuk diagram lintas (*path diagram*). Variabel laten tidak dapat diukur sedangkan variabel indikator adalah variabel yang dapat diukur sebagai ukuran variabel laten. Selain itu ada 10 Variabel Second Order Construct yakni Hati Nurani (*Conscience*, CSC), Kecintaan (*Love*, LV), Niat (*Intention*, INT), Integritas (*Integrity*, ITG), Pengendalian Diri (*Self Control*, SC), Kerja sama (*Team Work*, TW) Kecerdasan Emosi (*Emotional Quotient*, EQ), Kecerdasan Spiritual (*Spiritual Quotient*, SQ), Keinginan Melayani (*Servant Orientation*, SV), Ramah (*Friendly*, FN) [13]. Variabel *Second Order* adalah variabel indikator yang memiliki indikator.

3. HASIL DAN PEMBAHASAN

Kepemimpinan dengan Hati dinilai berdasarkan 10 variabel indikator dan masing-masing indikator memiliki item pertanyaan pada kuesioner sehingga jika ditotal pertanyaan untuk Kepemimpinan dengan Hati adalah 47 pertanyaan. Dari 47 pertanyaan tersebut total skor jawaban manajer berada di rentang antara 121 sampai 235 yang dijawab oleh 137 responden. Jika dibagi dengan jumlah pertanyaan maka rentang skor per individu berada pada 2.57 sampai 5.

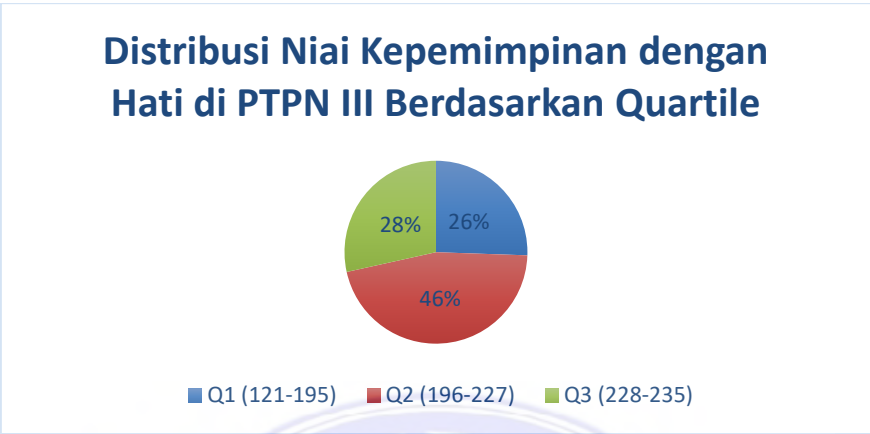
Setiap pertanyaan didominasi dengan jawaban setuju dan sangat setuju yang dibuktikan dari nilai mean yang mendekati nilai maximum daripada nilai minimum (Tabel 1). Nilai standar deviasi pada Kepemimpinan dengan Hati di atas 0 yang berarti data memiliki nilai variasi. Semakin besar nilai standar deviasi, semakin besar variabilitas atau sebaran data tersebut dari nilai rata-rata. Dalam kasus kita dapat menginterpretasikan bahwa data tersebut memiliki tingkat variabilitas yang relatif tinggi. Artinya, titik data cenderung tersebar lebih jauh dari rata-rata. Jika kita mengambil contoh satu data yang memiliki standar deviasi yang cukup tinggi, misalnya 8.416, ini menunjukkan bahwa data tersebut berjarak cukup jauh dari rata-rata, menunjukkan tingkat variabilitas yang signifikan.

Tabel 1 menunjukkan bahwa seluruh indikator dari Kepemimpinan dengan Hati memiliki nilai skewness negatif, artinya distribusi cenderung memiliki ekor yang lebih panjang di sebelah kiri grafik. Jika skewness positif, distribusi cenderung memiliki ekor yang lebih panjang di sebelah kanan grafik. Dalam, nilai rata-rata umumnya lebih kecil dari median.

Tabel 1. Data Kuesioner Kepemimpinan dengan Hati

No	Variable	Mean	Median	Min	Max	Standard deviation	Excess kurtosis	Skewness
1	CSC	16.912	17	8	20	2.363	1.005	-0.898
2	LV	17.701	19	10	20	2.612	0.833	-1.258
3	INT	18.482	20	8	20	2.763	2.383	-1.823
4	ITG	27.095	29	14	30	3.834	1.206	-1.368
5	SC	18.044	19	9	20	2.585	1.225	-1.376
6	TW	27.095	29	14	30	4.034	1.140	-1.423
7	EQ	21.54	22	11	25	3.018	0.445	-0.812
8	SQ	43.971	46	25	50	6.046	0.944	-1.189
9	SV	61.467	65	35	70	8.416	1.108	-1.235
10	FN	21.526	22	12	25	2.994	0.281	-0.785

Berdasarkan analisa data, manajer PTPN III banyak yang sudah menerapkan pola Kepemimpinan dengan Hati hal ini didukung oleh gambar 4.1 yang menunjukkan ada 74% responden mendapat nilai quartile 2 dan 3 dengan rentang nilai 196 hingga 235 yang jika dibagi dengan total pertanyaan berada di rentang 4.17 hingga 5. Lebih lengkap dapat dilihat pada Gambar 2.



Gambar 2. Distribusi Niai Kepemimpinan dengan Hati di PTPN III Berdasarkan Quartile

Manajer PT Perkebunan Nusantara III memiliki aspek manajerial dan psikologi yang baik, hal ini dapat dibuktikan bahwa dari segi manajerial, para manajer telah menjalankan Komunikasi yang Efektif, dari segi psikologi memiliki Efikasi Diri. Hal ini dibuktikan dari nilai mean yang mendekati nilai maximum daripada nilai minimum (Tabel 2). Selain itu Tabel 2 menunjukkan bahwa seluruh variabel memiliki nilai skewness negatif, artinya distribusi cenderung memiliki ekor yang lebih panjang di sebelah kiri grafik. Artinya variabel-variabel tersebut telah berjalan atau dimiliki oleh para manajer. Dalam, nilai rata-rata umumnya lebih kecil dari median. Nilai standar deviasi pada variabel-variabel ini di atas 0 yang berarti data memiliki nilai variasi.

Tabel 2. Data Kuesioner Variabel Mediasi dan Kinerja Manajer

No	Variable	Mean	Median	Min	Max	Std deviation	Excess kurtosis	Skewness
1	SE	21.482	23	8	25	3.773	1.5	-1.354
2	CE	17.124	17	10	20	2.463	0.111	-0.723
3	MP	92.504	94.52	73.95	100	5.77	1.741	-1.498

Dalam konteks analisis Partial Least Squares (PLS), hipotesis dikatakan diterima jika variabel yang diuji mempengaruhi variabel lain secara signifikan. Untuk menentukan apakah hipotesis tersebut diterima atau ditolak. Salah satu syarat utama untuk menerima hipotesis adalah adanya signifikansi statistik dari koefisien jalur yang menghubungkan variabel independen dengan variabel dependen. Nilai p-value yang diperoleh dari pengujian statistik harus lebih kecil dari tingkat signifikansi yang telah ditetapkan yakni 0.05. Jika nilai p-value kurang dari tingkat signifikansi yang ditetapkan, maka hipotesis dapat diterima atau berpengaruh signifikan.

Tabel 3. Pengujian Hipotesis

Path	Std Beta	Std Error	T values	P values	Result	Effect
Heart Leadership -> Self Efficacy	0.694	0.073	9.482	0.000	Significant	Direct
Heart Leadership -> C. Effectiveness	0.578	0.079	7.329	0.000	Significant	Direct
Self Efficacy -> M. Performance	0.344	0.137	2.508	0.012	Significant	Direct
C. Effectiveness -> M. Performance	0.000	0.116	0.002	0.998	Not Sign.	Direct
Heart Leadership -> Self Efficacy -> M. Performance	0.239	0.103	2.332	0.020	Significant	Indirect
Heart Leadership -> C. Effectiveness -> M. Performance	0.000	0.067	0.002	0.998	Not Sign.	Indirect

Berdasarkan hasil analisis menunjukkan bahwa Kepemimpinan dengan Hati (*Heart Leadership*) berpengaruh signifikan terhadap Efektivitas Komunikasi (*Communication Effectiveness*), dan Efikasi Diri (*Self Efficacy*).

Efektivitas Komunikasi tidak berpengaruh terhadap Kinerja Manager. Efikasi Diri tidak berpengaruh terhadap Kinerja Manager. Kepemimpinan dengan Hati berpengaruh terhadap Kinerja Manajer Melalui Efikasi Diri, tapi tidak berpengaruh melalui Efektivitas Komunikasi. Dasar pengambilan keputusan tersebut berdasarkan nilai t-value dan p-value. Jika t-value di atas 1,645 maka hipotesa diterima, diperkuat dengan nilai p-value di bawah 0,05 yang juga menunjukkan hipotesa diterima.

Pengaruh Kepemimpinan dengan Hati terhadap Efikasi Diri (SE)

Berdasarkan penelitian yang dilakukan, ditemukan bahwa Kepemimpinan dengan Hati memiliki pengaruh yang signifikan dan positif terhadap Efikasi Diri individu. Konsep Kepemimpinan dengan Hati, yang menekankan nilai-nilai seperti kecerdasan emosional, kecerdasan spiritual, serta kerja tim, membawa pengaruh yang kuat dalam memperkuat hubungan antar individu [5].

Pengaruh Kepemimpinan dengan Hati terhadap Efektivitas Komunikasi (CE)

Kepemimpinan dengan Hati memiliki pengaruh signifikan dan positif terhadap Efektivitas Komunikasi. Dengan menunjukkan empati, belas kasihan, dan perhatian tulus terhadap kesejahteraan anggota tim mereka, Pemimpin dengan Hati memupuk kepercayaan dan rasa aman psikologis, yang penting untuk komunikasi efektif terjadi. Lingkungan komunikasi yang positif ini mendorong anggota tim untuk mengungkapkan gagasan mereka, berbagi umpan balik secara terbuka, dan bekerja sama lebih efektif, yang pada akhirnya meningkatkan Efektivitas Komunikasi (CE) dalam organisasi [14].

Pengaruh Efikasi Diri terhadap Kinerja Manajer

Efikasi diri memiliki pengaruh yang signifikan terhadap kinerja manajer, sebagaimana ditunjukkan dalam berbagai penelitian. Efikasi diri, yang merujuk pada keyakinan individu terhadap kemampuan mereka untuk menyelesaikan tugas atau mencapai tujuan, sangat menentukan bagaimana manajer menghadapi tantangan dalam pekerjaan mereka. Manajer dengan tingkat efikasi diri yang tinggi cenderung lebih proaktif, optimis, dan gigih dalam menghadapi berbagai situasi yang kompleks dan menuntut di tempat kerja [15].

Pengaruh signifikan dari efikasi diri terhadap kinerja manajer juga terlihat dalam kemampuan manajer untuk memotivasi serta memimpin tim mereka. Manajer yang percaya pada kemampuan diri sendiri lebih mungkin untuk memberikan hasil yang maksimal karena mereka lebih yakin dalam mengambil risiko yang diperlukan untuk inovasi, mampu menangani tekanan kerja, dan secara efektif mendelegasikan tugas kepada tim. Keyakinan diri ini memperkuat kinerja manajer, baik secara individual maupun dalam konteks kepemimpinan tim, yang pada akhirnya berdampak positif pada keseluruhan kinerja organisasi [16].

Pengaruh Efektivitas Komunikasi terhadap Kinerja Manajer

Berdasarkan hasil penelitian bahwa Efektivitas Komunikasi tidak memiliki pengaruh terhadap Kinerja Manajer. Hal ini menunjukkan bahwa, meskipun efektivitas komunikasi dapat dianggap sebagai faktor penting dalam interaksi antar individu di lingkungan manajerial, terdapat faktor-faktor lain yang lebih dominan dalam menentukan kinerja seorang manajer di perusahaan perkebunan khususnya PT. Perkebunan Nusantara III. Kemungkinan adanya variabel-variabel lain seperti keahlian manajerial, kompetensi, loyalitas, kejujuran, atau faktor lain yang lebih signifikan dalam memengaruhi Kinerja Manajer.

Pengaruh Kepemimpinan dengan Hati terhadap Kinerja Manajer Melalui Efikasi Diri

Pengaruh kepemimpinan dengan hati terhadap kinerja manajer melalui efikasi diri menunjukkan hasil yang signifikan dalam penelitian ini. Kepemimpinan dengan hati, yang mengutamakan empati, kepercayaan, dan nilai-nilai kemanusiaan, terbukti mampu meningkatkan rasa percaya diri atau efikasi diri para manajer. Pemimpin yang mempraktikkan kepemimpinan dengan hati cenderung mendukung, memotivasi, dan memberi kepercayaan kepada bawahannya, sehingga manajer merasa lebih mampu dalam menjalankan tugas-tugas mereka. Efikasi diri yang tinggi ini mendorong manajer untuk mengambil keputusan lebih efektif dan bertindak lebih percaya diri dalam menghadapi tantangan, yang pada akhirnya meningkatkan kinerja mereka [17].

Efikasi diri memainkan peran penting sebagai mediator antara gaya kepemimpinan dengan hati dan kinerja manajer. Ketika seorang pemimpin memberikan dorongan positif dan perhatian personal kepada manajer, rasa kompetensi dan keyakinan diri manajer pun meningkat. Hal ini berdampak langsung pada peningkatan produktivitas, kemampuan menyelesaikan masalah, serta keterampilan kepemimpinan mereka. Dengan demikian, kepemimpinan dengan hati tidak hanya memperkuat hubungan interpersonal, tetapi juga memberikan dampak signifikan terhadap performa manajer melalui peningkatan efikasi diri mereka [18].

Pengaruh Kepemimpinan dengan Hati terhadap Kinerja Manajer Melalui Efektivitas Komunikasi

Pengaruh Kepemimpinan dengan Hati terhadap Kinerja Manajer melalui efektivitas komunikasi menunjukkan hasil yang kurang signifikan. Berdasarkan hasil penelitian, kepemimpinan dengan hati tidak memiliki pengaruh tidak langsung terhadap kinerja manajer melalui efektivitas komunikasi. Salah satu faktor utama yang menyebabkan hal ini adalah

karena pola komunikasi di dalam perusahaan sudah terbentuk secara seragam dan terstruktur. Manajer cenderung menerapkan pola komunikasi yang sama terhadap semua bawahan mereka, tanpa mempertimbangkan pendekatan personal yang lebih emosional atau berlandaskan kepemimpinan dengan hati.

Dalam konteks ini, efektivitas komunikasi menjadi lebih bersifat formal dan prosedural, sehingga kurang memberikan ruang bagi fleksibilitas yang diharapkan dari gaya kepemimpinan yang lebih manusiawi. Ketika komunikasi hanya menjadi alat untuk menyampaikan informasi secara efisien, dimensi emosional dan spiritual dari kepemimpinan dengan hati tidak mendapatkan tempat yang cukup untuk mempengaruhi hasil [19]. Akibatnya, meskipun kepemimpinan dengan hati mampu meningkatkan efikasi diri, pengaruhnya terhadap kinerja manajer melalui efektivitas komunikasi menjadi tidak terlihat.

4. KESIMPULAN

Kepemimpinan dengan Hati yang terdiri dari 10 variabel, yaitu Hati Nurani (*Conscience*), Kecintaan (*Love*), Niat (*Intention*), Integritas (*Integrity*), Pengendalian Diri (*Self Control*), Kerja Sama (*Team Work*), Kecerdasan Emosi (*Emotional Quotient*), Kecerdasan Spiritual (*Spiritual Quotient*), Keinginan Melayani (*Servant Orientation*), dan Ramah (*Friendly*).

Penelitian ini menyimpulkan bahwa Kepemimpinan dengan Hati berpengaruh positif terhadap Efikasi Diri dan Efektivitas Komunikasi. Efikasi Diri juga ditemukan berpengaruh positif terhadap Kinerja Manajer, sedangkan Efektivitas Komunikasi tidak memiliki pengaruh signifikan terhadap Kinerja Manajer. Selain itu, Kepemimpinan dengan Hati terbukti memiliki pengaruh tidak langsung terhadap Kinerja Manajer melalui Efikasi Diri, namun tidak memiliki pengaruh terhadap Kinerja Manajer melalui Efektivitas Komunikasi. Penelitian ini mengungkapkan pentingnya penguatan variabel Kepemimpinan dengan Hati dalam meningkatkan Efikasi Diri untuk mendukung kinerja manajerial yang lebih optimal.

REFERENCES

- [1] C. Luttrell et al., *Implementing sustainability commitments for palm oil in Indonesia: Governance arrangements of sustainability initiatives involving public and private actors*. Bogor: Center for International Forestry Research (CIFOR), 2018. doi: 10.17528/cifor/006884.
- [2] R. N. Amanchukwu, G. J. Stanley, and N. P. Ololube, "A review of leadership theories, principles and styles and their relevance to educational management," *Management*. academia.edu, pp. 6–14, 2015. [Online]. Available: https://www.academia.edu/download/47404958/A_Review_of_Leadership_Theories_Principles20160721-3914-1puxuww.pdf
- [3] D. Siregar et al., "Navigating the Green Path: A Bibliometric Analysis of Leadership in Sustainable Development and Corporate Social Responsibility in Agriculture," *Univers. J. Agric. Res.*, vol. 12, no. 3, pp. 506–515, 2024, doi: 10.13189/ujar.2024.120306.
- [4] R. Bolden, "Leadership, management and organisational development," *Gower Handb. Leadersh. Manag.*, 2016, doi: 10.4324/9781315585703-18.
- [5] A. Kurniawan and A. Syakur, "The Correlation of Emotional Intelligence and Spiritual of Intelligence to Effectiveness Principals of Leadership," *Int. J. Psychol. Brain Sci.*, vol. 2, no. 1, p. 1, 2017, doi: 10.11648/j.ijpbs.20170201.11.
- [6] M. A. M. J. Dias and R. S. Guimaraes E Borges, "Performance and leadership style: When do leaders and followers disagree?," *Rev. Adm. Mackenzie*, vol. 18, no. 2, pp. 104–129, 2017, doi: 10.1590/1678-69712016/administracao.v18n2p104-129.
- [7] D. Goleman, *Leadership: The power of emotional intelligence*. dspace.vnbrims.org, 2021. [Online]. Available: [http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4733/1/Leadership The Power of Emotional Intelligence.pdf](http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4733/1/Leadership%20The%20Power%20of%20Emotional%20Intelligence.pdf)
- [8] Z. de Geofroy and M. M. Evans, "Are Emotionally Intelligent Employees Less Likely to Hide Their Knowledge?," *Knowl. Process Manag.*, vol. 24, no. 2, pp. 81–95, 2017, doi: 10.1002/kpm.1532.
- [9] S. A. Udod, K. Hammond-Collins, and M. Jenkins, "Dynamics of Emotional Intelligence and Empowerment: The Perspectives of Middle Managers," *SAGE Open*, vol. 10, no. 2, pp. 1–9, 2020, doi: 10.1177/2158244020919508.
- [10] J. O. Sanders, *Spiritual leadership: Principles of excellence for every believer*. books.google.com, 2017. [Online]. Available: <https://books.google.com/books?hl=en&lr=&id=30QkDgAAQBAJ&oi=fnd&pg=PP10&dq=leadership&ots=Y2mC3TpIKt&sig=smo0mH--eQN0ap8XG94MtDXb8nY>
- [11] Z. Lubis, *Memimpin Dengan Hati*. Andi, 2020.
- [12] Z. Lubis, *Statistik Terapan untuk Ilmu Ekonomi-Ilmu Sosial dan Ekonomi*. Yogyakarta: Andi, 2021.
- [13] D. Siregar, Z. Lubis, V. G. Rahmadani, M. R. Aulia, and M. B. Sinulingga, "Determine the appropriate leadership style for supporting sustainable agriculture in PT. Perkebunan Nusantara III," *IOP Conf. Ser. Earth Environ. Sci.*, vol. 1297, no. 1, 2024, doi: 10.1088/1755-1315/1297/1/012028.

- [14] K. Boies, J. Fiset, and H. Gill, "Communication and trust are key: Unlocking the relationship between leadership and team performance and creativity," *Leadersh. Q.*, 2015, [Online]. Available: <https://www.sciencedirect.com/science/article/pii/S1048984315000934>
- [15] L. Guillén, "When (and why) job self-efficacy does not promote career success: The roles of resilience and organizational prototypicality," *Hum. Relations*, vol. 74, no. 8, pp. 1267–1295, 2021, doi: 10.1177/0018726720912309.
- [16] R. H. Axelrod, "Leadership and Self-Confidence," in *Leadership Today, Springer Text in Business and Economics*, Springer International, 2017, pp. 297–313. doi: 10.1007/978-3-319-31036-7.
- [17] W. Liu and B. Gumah, "Leadership style and self-efficacy: The influences of feedback," *J. Psychol. Africa*, vol. 30, no. 4, pp. 289–294, 2020, doi: 10.1080/14330237.2020.1777033.
- [18] F. O. Walumbwa and C. A. Hartnell, "Understanding transformational leadership – employee performance links : The role of relational identification and self-efficacy," *J. Occup. Organ. Psychol.*, vol. 84, pp. 153–172, 2011, doi: 10.1348/096317910X485818.
- [19] A. Sanders, "UMass Global ScholarWorks Phenomenological Study on Leaders With Heart : Examining the Effects of Heart-Led Leadership With Remote Employees," University of Massachusetts Global, 2022.







CERTIFICATE of Appreciation

presented to

Darmansyah Siregar

in recognition of outstanding contribution as
PRESENTER

during the 5th International Conference on Agriculture and Bioindustry (ICAGRI) 2023
with the theme “The Challenges of the Agricultural Sector in Preserving Natural Resources and Environment for Future Generations”
Banda Aceh, Indonesia on 11-12 October 2023

Dean Agriculture Faculty
Universitas Syiah Kuala



Prof. Dr. Ir. Samadi, M.Sc.

Chair of the 5th ICAGRI 2023



Dr. Zaitun, S.P., M.Si

UNIVERSITAS MEDAN AREA

© Hak Cipta Di Lindungi Undang-Undang

1. Dilarang Mengutip sebagian atau seluruh dokumen ini tanpa mencantumkan sumber
2. Pengutipan hanya untuk keperluan pendidikan, penelitian dan penulisan karya ilmiah
3. Dilarang memperbanyak sebagian atau seluruh karya ini dalam bentuk apapun tanpa izin Universitas Medan Area

