

Research Article

Leadership Strategies in Managing Employees at PT Putri Arta Prima

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Abstract: This research aims to examine the leadership strategies in managing employees at PT Putri Arta Prima, a company operating in the shipbuilding industry. In facing the challenges of low discipline and lack of collaboration among employees, leadership becomes a key factor that influences the overall performance of the organization. This study uses a descriptive qualitative approach with data collection techniques through in-depth interviews, direct observation, and documentation. The research results show that the leadership strategies implemented include open communication, a humanistic approach, as well as fair incentives or bonuses and sanctions. Leaders at PT Putri Arta Prima play a role not only as directors. The implementation of that strategy has a positive impact on improving work discipline, productivity, and individual sense of responsibility in completing tasks. This research concludes that the success of an organization is greatly influenced by the effectiveness of leadership strategies that can address human resource challenges in the field.

Keywords: Employee; Leadership; Management; Strategy.

1. Introduction

A company is an economic entity that carries out production, distribution, and service activities with the aim of obtaining profits while meeting the needs of the community (Atmanegara et al., 2019). In carrying out its functions, the company relies heavily on human resources (HR) as the most vital internal factor (Siagian, 2023). The quality of employee performance is one of the main indicators in determining the extent to which a company is able to achieve its vision, mission, and operational targets (Rohmah & Listyawati, 2023). However, the reality on the ground shows that the problem of employee performance is still a fairly complex challenge and continues to develop over time. Common problems that often arise are low productivity, lack of responsibility in completing tasks, weak loyalty to the company, and lack of employee initiative in actively contributing to the company's development.

As the industry develops and business competition increases, the quality of human resources is increasingly becoming a major differentiating factor between one company and another. Not only in large-scale companies, but also in medium-sized companies such as PT Putri Arta Prima which are engaged in the service and production sectors. In this context, the role of leadership becomes very crucial. Leaders are not only responsible for the managerial aspect, but must also be able to be an inspirational figure who drives positive change in the organization (Nurhaedah & Kadir, 2024).

Employee performance as a result of employee work. According to Afshan et al. (2012), performance as a special job is done. It is measured based on specified or specific criteria of accuracy, completeness, cost, or rate. Employee performance as a result or contribution of employees to achieve goals (Herbert & Lee, 2000). Kenny et al. (1992) stated that the results of employee work are measured based on performance criteria set by a group of people who

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have the same goals. Guest (1987) argues that policies are necessary to ensure that employee performance is evaluated, properly trained and developed. Kinicki and Kreitner (2007) state that employees perform better when they are happy and satisfied.

The research gap arises from the lack of studies that examine in-depth leadership strategies in the context of medium-sized organizations such as PT Putri Arta Prima, especially those operating in the service and production sectors. There have not been many studies that have specifically explored how leadership strategies are applied in real working conditions and how they are able to respond to the challenges faced in the field. In addition, to produce targeted strategic recommendations, a deep contextual understanding of organizational conditions, employee characteristics, and challenges faced in daily operations is needed.

By looking at this reality, this research becomes important and relevant to be carried out. This research not only aims to provide a theoretical understanding of leadership strategies, but also offers practical solutions that can be implemented by the management of PT Putri Arta Prima in improving the quality of employee performance. Thus, the results of the research are expected to be able to make a real contribution both to the development of human resource management science and to improving organizational performance in general.

This research aims to find out and discuss leadership methods from the perspective of employees at PT. Putri Arta Prima. Through a better understanding of how employees respond and interact with different leadership styles, companies can determine the leadership methods that have the greatest influence on improving employee performance. Therefore, the results of this study are expected to have practical and theoretical significance for improving more effective leadership in the corporate environment.

2. Literature Review

2.1. Leadership Strategy

Etymologically, the term "strategy" comes from the Greek, namely "strategos", which is a combination of the words "stratus" which means military and "ego" which means leader (Anastasiia, 2021). In this context, strategy is defined as military leadership, which is a series of steps or plans prepared by generals to achieve victory in war.

Leadership strategy refers to a leader's strategic method or plan that aims to drive change in a company or organization. This strategy includes implementing plans with effective leadership qualities, as well as ensuring employees clearly understand the company's goals and the challenges they may face (Alzoraiki et al., 2024).

Leadership strategy is the steps or patterns applied by a leader in carrying out his leadership to achieve the expected goals. This step or plan includes certain tactics or ways that aim to help the organization achieve the goals that have been set (Musaigwa, 2023).

Work quality is the level of reliability of a person in completing his or her tasks with high-quality, timely, accurate, and easy-to-understand procedures. This quality is reflected in employees who have a great sense of responsibility for their duties and obligations, both in personal, social, intellectual, as well as moral and spiritual aspects (Ikbali et al., 2019).

According to Robbins (2016:260) in (Lukitasari & Nugraha, 2023), performance indicators are tools used to measure the extent of an employee's achievement in carrying out their duties. Robbins identifies five key indicators for assessing employee performance::

- **Quality of Work:** Measures the level of accuracy and accuracy of employees' work results. The quality of work reflects how well the work is completed according to the standards set by the company.
- **Quantity of Work:** Relating to the number of jobs completed in a given time. The higher the quantity, the greater the employee's contribution to the company's productivity.
- **Punctuality:** Assess employees' ability to complete tasks according to deadlines. This reflects discipline as well as efficiency in time management.
- **Effectiveness:** Measure the extent to which the work results achieve the goals by utilizing resources optimally. Effective employees are able to work efficiently and on target.
- **Independence:** Demonstrates the ability of employees to complete tasks without relying on supervision. Independence reflects initiative, responsibility, and confidence in work.

These five indicators are important for assessing overall work performance, as well as being the basis for employee evaluation and development in the organizational environment

2.2 Performance

In general, performance or often also referred to as performance, refers to the end result of the work process carried out by individuals in an organization. Both in terms of quantity and quality, performance reflects how well a person performs the tasks for which he or she is responsible (Alinudin et al., 2023). From the perspective of behavior management, performance can be interpreted as how much of a contribution or real output is provided by a person through the work he or she does.

A person's performance is often used as the main indicator in assessing the effectiveness of task implementation. Performance is defined as the success of individuals in completing work according to targets or expectations. This opinion is corroborated by Prawirosentono, who stated that performance is the result of work achieved by both individuals and groups within the scope of the organization, which is carried out legally, does not violate legal norms, and still pays attention to ethical values (Zulkarnain, 2025).

In tracing the origin of the word, the term "performance" comes from the English language, namely performance, which is basically rooted from the word to perform which means to carry or run something (Sitompul et al., 2023). This concept refers to a series of activities that are carried out responsibly and thoroughly, with the aim that the work achieved can meet the expectations of related parties, both organizations and customers.

Performance is also seen as an integral part of the execution of tasks in the organization. This means that the extent to which a person understands his or her role and responsibilities, as well as how he or she is able to implement them in daily work activities, greatly determines the achievement of the organization's overall goals. In other words, performance is a reflection of the seriousness, integrity, and professionalism of employees in carrying out their respective roles.

Performance is the fruit of the implementation of tasks that are carried out in a structured manner and based on the formal role inherent in the individual. This means that performance is not just an activity, but a series of processes that are measured from the end result and its impact on organizational progress (Asmawati, 2022). Performance is also closely related to moral values and responsibility, so in its implementation it must be carried out by upholding work ethics.

In the modern work environment, performance measures are not only aimed at evaluating individual performance, but also to improve the organization's service system as a whole. Good performance measurement will have an impact on increasing customer satisfaction, strengthening relationships between teams within the organization, and spurring increased operational efficiency by minimizing waste such as delays, errors, or breakdowns. With measurable and targeted performance, organizations will be more adaptive to change, learn from mistakes faster, and be able to create a productive and results-oriented work culture (Rafnasya et al., 2025).

3. Method

This research uses a descriptive qualitative approach with the aim of understanding in depth the leader's strategy in improving the quality of employee performance at PT Putri Arta Prima. Data collection was carried out through an in-depth interview method with purposively selected informants, namely company leaders, section heads, and several employees who have at least one year of work experience. Interviews are conducted in a semi-structured manner so that researchers can dig into information openly and flexibly, while still focusing on the main topic of the research. In addition, direct observation of the work environment is also carried out to strengthen the findings of the interviews, and documentation is used as complementary data through analysis of organizational structures, HR policies, and performance reports. The collected data was analyzed thematically through the stages of data reduction, coding, categorization, and drawing conclusions. To ensure the validity of the data, the researcher used the source triangulation technique and reconfirmed it to the informant (member check) (Sugiyono, 2019). The entire research process is carried out by maintaining research ethics, including maintaining the confidentiality of the identity of the informant and

obtaining consent for conscious participation. This approach is expected to result in a comprehensive and contextual understanding of leadership practices in the company.

4. Results and Discussion

At PT Putri Arta Prima, this leadership style is characterized by the capacity of leaders to inspire and compel employees through a clear vision and commitment to positive development. Transactional leader at PT. The Primitive Princess. The survey results show that employees who lead in this style have higher levels of job satisfaction and commitment to the organization. This leadership style is more concerned with communication between leaders and followers, the way leaders reward or punish followers based on their achievements. This leadership style emphasizes the importance of leaders in serving employees, prioritizing their needs, and developing their potential. The leaders at PT Putri Arta Prima, which the company adopted, succeeded in creating a supportive and collaborative environment for employees. Employees feel valued and supported in this environment. With this, eating will increase employee loyalty and reduce turnover rates. Employees value leaders who recognize and reward their efforts. The rewards are not limited to material gains alone, but also include verbal encouragement and growth potential. Employees feel more motivated when leaders participate in open and direct communication. They appreciate leaders who take the time to listen to their concerns and provide constructive criticism. Employees value leaders who help them develop their careers through training, mentorship, and promotion.

Based on the interview, the researcher (Didi Supardi (Director)) stated that "the way for leaders to improve employee performance is to have incentives (bonus money) to be enthusiastic about meeting targets and productivity. The first resource person emphasized that "bonus money is considered to improve performance because for employees, the incentive money can add income that is very meaningful for the survival of the family". The interpretation of the findings above states that leadership strategies using incentive factors and the assertiveness of leaders can make employee performance improve. Incentives as a stimulus or attraction provided by the company to employees to generate greater employee enthusiasm in work to contribute to the company in terms of increasing work productivity (Isvandari & Idris, 2018). Leader's firmness is an effort made by the leader to control his subordinates to stay within the corridor of company rules.

Based on the results of the interview with resource person 1 with the foundation of existing theory, incentives (bonus money) improve employee performance. Therefore, it can be concluded from the description above that the incentive factors and the firmness of leaders have an important role in improving employee performance

5. Comparison

Leadership strategies through providing incentives to improve employee performance are consistent with Suprihati's (2014) research showing that incentives have a significant influence on employee performance. Thus, based on interviews with resource persons and supported by theoretical foundations, it can be concluded that incentives, especially in the form of monetary bonuses, are positively correlated with improved employee performance. Furthermore, the second speaker's view of leadership strategy through the leader's assertiveness factor in an effort to improve employee performance is in line with Dubrin's (2006) research which states that a leader needs to influence the employee's mindset or take decisive action.

Then in the research Kartono (2008) defines leadership as a series of traits, habits, temperaments, dispositions, and personalities that distinguish a leader in his interactions with others. Furthermore, Kartono's (2008) research identified personality as one of the indicators of leadership, which refers to the unique characteristics that individuals have. This personality includes the aspect of assertiveness (Isvandari & Idris, 2018). Based on the results of interviews with the sources and supported by existing theoretical foundations, the leader's assertiveness factor becomes a benchmark in determining leadership effectiveness, which in turn affects employee performance. This research aims to explore employees' perspectives on leadership strategies, especially finding out leadership methods that are considered good and effective in improving employee performance at PT Putri Arta Prima. Thus, it can be concluded from the above description that the incentive factor and the decisiveness of leaders play a crucial role in improving employee performance.

6. Conclusion

This research reveals that the supporting factors in leadership strategies that are considered effective for employees to improve employee performance. The results of the study found that incentive factors can be assessed to improve employee performance because incentives provide additional income for employees and provide hope for the sustainability of family life. The leader's assertiveness factor is also considered effective in improving employee performance because employees tend to be afraid of consequences if they violate the rules made by the leader. In addition, the leader's assertiveness is also considered effective in improving employee performance, as employees tend to avoid negative consequences due to violations of established rules. Furthermore, this study indicates that the factor of leader assertiveness in leadership strategies has the potential to be applied to improve employee performance.

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