



Research Paper

# Leadership, Knowledge Sharing, Soft Skill Competence and Hard Skill Competence on Employee Performance at Pt. Semen Tonasa

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## Abstract

*This research aims to examine the influence of leadership, knowledge sharing, soft skill competence and hard skill competence on employee performance at PT. Semen Tonasa as many as 322 people using the structural equation modeling analysis method. This research found that leadership has no significant effect on employee performance and soft skill competence, leadership has a significant effect on knowledge sharing and hard skill competence, knowledge sharing has a significant effect on employee performance and soft skill competence, soft skill competence has a significant effect on employee performance, and hard skill competence has a significant effect on employee performance.*

**Keywords:** Leadership, Knowledge Sharing, Soft Skill Competence, Hard Skill Competence Performance

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## I. INTRODUCTION

PT. Semen Tonasa, Tbk. is the largest cement producer in Eastern Indonesia, organizationally and administratively under PT Semen Indonesia (Persero) Tbk, which has a working area of +715 hectares with a total of 1,642 employees, located in Bungoro District, Pangkajene and Islands Regency, Province South Sulawesi. PT. Semen Tonasa, Tbk has a large scale of employees which of course requires a professional management system specifically for human resource management. In facing the dynamics of competition in the national cement industry where new cement companies are currently emerging so that issues regarding energy and the environment become a challenge for the company, in maintaining its position as a cement producer and market leader amidst very competitive market conditions, PT. Semen Tonasa, Tbk continues to innovate in improving cement quality both in cement formulations and cement packaging methods. To strengthen its ability to maintain production and market leadership, the company's direction and policies are realized by developing company management that is more efficient and environmentally friendly while maintaining the quality and quality of cement products.

Management researcher Nurhaedah et al., (2018) examined the influence of Work Ability and Work Motivation on Employee Performance PT.Semen Tonasa, stated that employee performance requires strategic steps in the product system to increase product volume and distribution efficiently with efforts to develop packing plans in the Eastern Indonesia region.

PT. Semen Tonasa, Tbk in developing its business flow is carried out using sustainable business methods for the future, by prioritizing its comparative advantages, being able to provide efficient benefits with a product distribution system that is close to markets in the Eastern Region of Indonesia. Apart from that, the supply of cement raw materials and the main fuel to drive industrial machines must be met by paying attention to the source of cement raw materials and the location of origin of the fuel which is close to the industrial location. PT. Semen Tonasa, Tbk also has a distribution network that is able to reach marketing areas to remote corners of the country, supported by distribution facilities such as cement packaging and bagging units, buffer warehouses, docks and distributors spread across the Eastern Region of Indonesia so that the company is able to guarantee continuity of product supply. according to the needs. This proves that during the pandemic PT. Semen

Tonasa, Tbk was able to maintain its position as a market leader in the face of the emergence of new factories owned by competitors

In the midst of very tight competition, during the pandemic, especially in 2020, the overall sales volume of Semen Tonasa experienced a significant decline, even being the lowest in the last four years, in 2017 sales were 7,073,081 tons, in 2018 sales were 7,133,610 tons, in 2019 sales were 7,616,928 tons, while in 2020 sales were 6,964,325 tons (2020 Annual Report PT Semen Tonasa, 2020).

PT. Semen Tonasa, Tbk, which has grown and developed over time, has contributed both in fulfilling the community's need for cement and in other aspects, especially for the community around the factory location, in this case the Pangkep community, even the community in South Sulawesi in general. by providing quite large opportunities or job opportunities. The benefits of the presence of the Tonasa Semen factory have also been felt by the community around the factory area through guidance through the CSR program. Of course, this is what is hoped for in the future for CSR to further empower the community, whether it is related to small businesses in the form of providing capital or direct guidance to the community. which exists. The recent challenges in the cement business with the emergence of new entrants, expansion and additional factory capacity by cement business players in the country, are being addressed by leadership elements within PT. Semen Tonasa, Tbk. Leaders prepare Human Resources (HR) who are competent, professional and have a high level of productivity. This is an effort to survive amidst intense competition. The company also increases its excellence by focusing on increasing the competency and performance of its employees through the Human Capital Master Plan (HCMP) program and implementing Talent Management as a basis for employee coaching and development to obtain competent employee candidates/successions and potential leaders in the future. To manage all resources within the company, company management implements a knowledge management system and carries out professional certification so that employees can work more professionally according to each employee's field of work.

The employee competency improvement program at PT. Semen Tonasa, Tbk, is based on Training Need Analysis (TNA) with employee coaching and development programs which are implemented in several types, namely competency enhancement (skill enhancer) with special assignment methods (targeted assignments), activities independent (self-directed), workshops and training programs, Leader as Teacher (LAT) and Retired Faculty. Leadership Development Program (LDP) training throughout 2016 includes the Global Leadership Development Program (GLDP for echelon 1), Transformation Leadership Development Program (TLDP for echelon 2), Operational Leadership Development Program (OLDP for echelon 3) and Emerging Leadership Development Program (ELDP for echelon 4). The company also implements a Managed Care system to create a healthy living culture. The Company formed an organizational structure for Occupational Safety and Health (K3) and held coordination meetings to collect and process all data related to K3 issues. Then the structure formulates solutions in order to provide suggestions and considerations to management related to K3 issues. Apart from that, to create a safe work environment, the K3 Team carries out supervision to minimize potential dangers in the workplace such as noise, dust, lighting, ventilation, heat stress and others. The physical and spiritual health of each employee is no less important as part of the Tonasa K3 Program, in this case the company routinely holds medical check-ups for employees once a year. Other activities include outreach, promotion and health campaigns for all employees, especially those related to serious illnesses and diseases caused by work.

PT. Semen Tonasa, Tbk, it appears that in an activity to maintain company productivity and maintain the quality of Semen Tonasa products, leadership elements carry out innovation and development specifically in the development of Human Resources (HR), including carrying out courses and training for employees and building partnership networks with the community. around the company area, all of this is done by the company to maintain competition in the cement industry business where currently cement factories are increasing rapidly. This can be seen by the growth of cement companies as new competitors in the world of cement industry, including the Fajar cement factory, the Cons cement factory and the existence of Bosowa cement factory which is close to the Semen Tonasa factory industry. This challenge requires increasing Human Resources (HR), expertise, employee competence, knowledge sharing and technical soft-skill and hard-skill competence intensively, according to company needs and periodically, by updating each employee's area of expertise as an effort to improve quality, productivity and professional employee performance, which cannot be separated from the leadership or leadership elements within the company

PT Semen Tonasa phenomenon. is very serious about developing and improving the quality of its Human Resources (Employees) in order to face competition in the cement industry and sees research gaps or contradictions in the results of previous research where several studies state that leadership influences employee performance, while other research Another stated that leadership has no effect on employee performance, so the researchers were interested in examining the influence of leadership on employee performance and the researchers included three variables, namely Knowledge Sharing, Soft-Skill Competence, Hard-Skill Competence.

## II. LITERATURE REVIEW

### Leadership

The concept of leadership is very broad, starting from definitions to other things that are closely related to leadership. According to Kreitner & Kinicki (2005), leadership is defined as "a process of social influence in which the role of the leader is to seek voluntary participation from his subordinates in a target in order to achieve organizational goals." Meanwhile, the meaning of leadership according to A Robert Baron (2003), is "Leadership is the process whereby one individual influences or her group members toward the attainment of defined group or organizational goals. "Leadership is a process where individuals influence other group members regarding achieving goals that have been decided by the group or organization. Another definition according to Mc Shane (2005:436) is that 'leadership is the ability to impact, encourage and enable other people to contribute to the effectiveness and success of the organization of which they are members. Great Person Leadership Theory (The Great Person Theory). The Great Person Theory based on A. Robert Baron (2003) is "The View that leader pro- 5 Mc Shane, Stephen L and Von Glinow, Mary Ann. Organizational Behavior: Emerging Realities for the Workplace Revolution, second Ed, Mc Graw Hill, Irwin. 2005. p.436 sess special traits that set them a part from other and that these traits are responsible for their assuming positions of power and authority". From the definition above, the theory of great people is a perspective where leaders have special characteristics that are different from others. Several studies are in line with this research, such as research conducted by Yasin, N. A., et.al (2023) and Masmarulan, R., (2021) who say that the role of leaders is very important in advancing organizations.

### Knowledge Sharing

Knowledge is a person's confidence in interpreting and managing a collection of information by combining that information with other information, translating it, and then taking action (Paquette, 1997). De Vries et al., (2006) Knowledge Sharing is a reciprocal process where individuals exchange knowledge (tacit and explicit knowledge) and jointly create new knowledge (solutions). One of the objectives of this definition consists of providing and collecting knowledge, where providing knowledge by communicating knowledge to others what one has from one's personal intellectual capital, and collecting knowledge refers to consulting with colleagues by sharing the information or intellectual capital they have. Marjaya and Pasaribu (2019) knowledge sharing can be defined as cultural, social interaction, including the exchange of knowledge between employees, experience and skills throughout the entire department or organization, this creates a common basis for the need for cooperation. Connelly & Kelloway (2001) define knowledge sharing as behavior that involves exchanging information or helping other colleagues. Hoegl et al. (2003) Knowledge sharing consists of shared understanding related to providing workers with access to relevant information and building and using knowledge networks throughout the organization. A number of studies have demonstrated that knowledge sharing is essential because it allows employees to improve innovation performance and reduce excessive learning efforts. The impact of knowledge sharing is that through knowledge sharing activities, individuals who do it will gain individual benefits. For those who are employees, learning abilities will increase in various ways such as externalization, internalization, socialization, and community of practice (CoP) (Becerra-fernandez et al., 2015)

### Soft-Skill Competence

Sarjiyati (2011), soft skills are defined as follows: Soft skills are skills and life skills, either for oneself, in a group or in society, as well as with the Creator. By having soft skills, a person's presence will be increasingly felt in society. Communication skills, emotional skills, language skills, group skills, ethics and morals, manners and spiritual skills. Widyaningsih (2016) states soft skills as follows: Soft skills are a person's skills in relating to other people. Soft skills include: adhered to values, motivation, behavior, habits, character and attitude. Each person has these soft skills attributes to varying degrees, influenced by habits of thinking, saying, acting and behaving. However, this attribute can change if the person concerned wants to change it by practicing getting used to new things. A person's participation in various activities carried out together with other people and the habit of living together and developing close relationships will make a person's interpersonal competence develop. The list of soft skills is as follows: Honesty, Responsibility, Acting fairly, Ability to work together, Ability to adapt, Ability to communicate, Tolerance, Respect for others, Ability to make decisions, Ability to solve problems.

### Hard-Skill Competence

Suharsimi Arikunto (2014) states that Hard-Skill Competence is something related to technical ability which can be translated into two things as follows:

1. Pure technical knowledge or functional skills which means pure technical knowledge or functional skills and;

2. Skill to improve the efficiency of technology, which is improvement or problem solving skill which means a skill used to improve the efficiency of technology, which consists of improving skills or skills in solving a problem

The definition above explains that hard skill competency is the ability to master knowledge and technical skills according to the field and knowledge that one has studied. In this way, Competence hard skills can be seen and measured so that these abilities can be improved if they are still less than expected.

### Performance

Mangkuprawira (2009) states that performance is the result of work or level employee success in carrying out their work as measured over a certain period of time, such as work output standards and work targets that are determined before work begins and mutually agreed upon. According to Rivai (2011), performance is influenced by motivation and ability with the aim of doing a job with a certain degree of willingness and level of ability. According to Robins (2007), indicators related to performance are as follows: Quality: is the result of employee work expressed in terms of results without defects. Quantity: is the result of employee work expressed in terms of the amount of work that has been completed. Timeliness: is the result of employee work completed in accordance with the specified time period. Effectiveness: is maximizing all organizational resources (energy, money, technology, raw materials) so that the results of each division will increase. Independence: is an employee's way of carrying out their work, where the employee does not rely on other people to work

### III. RESEARCH METHODS

The research is located at PT. Semen Tonasa Pangkep, Prov. South Sulawesi. The population in this study is the entire number of employees at PT Semen Tonasa, Tbk, with a total number of employees of 1,642 employees. By drawing samples using the Solvin formula, the sample totaled 322. The analytical method in this research used the Structural Equation Modeling (SEM) method with the AMOS 20.0 application. The variables in this research are Leadership, Knowledge, Soft-Skills, Hard-Skills and Employee performance.

### Conceptual framework

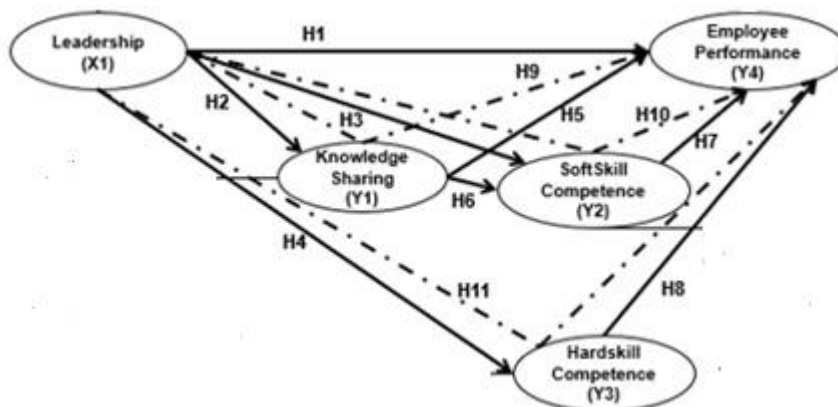


Figure 1. Conceptual Framework

### ANALYSIS AND DISCUSSION.

The coefficient estimation results in the structural model are presented in Figure 2 below

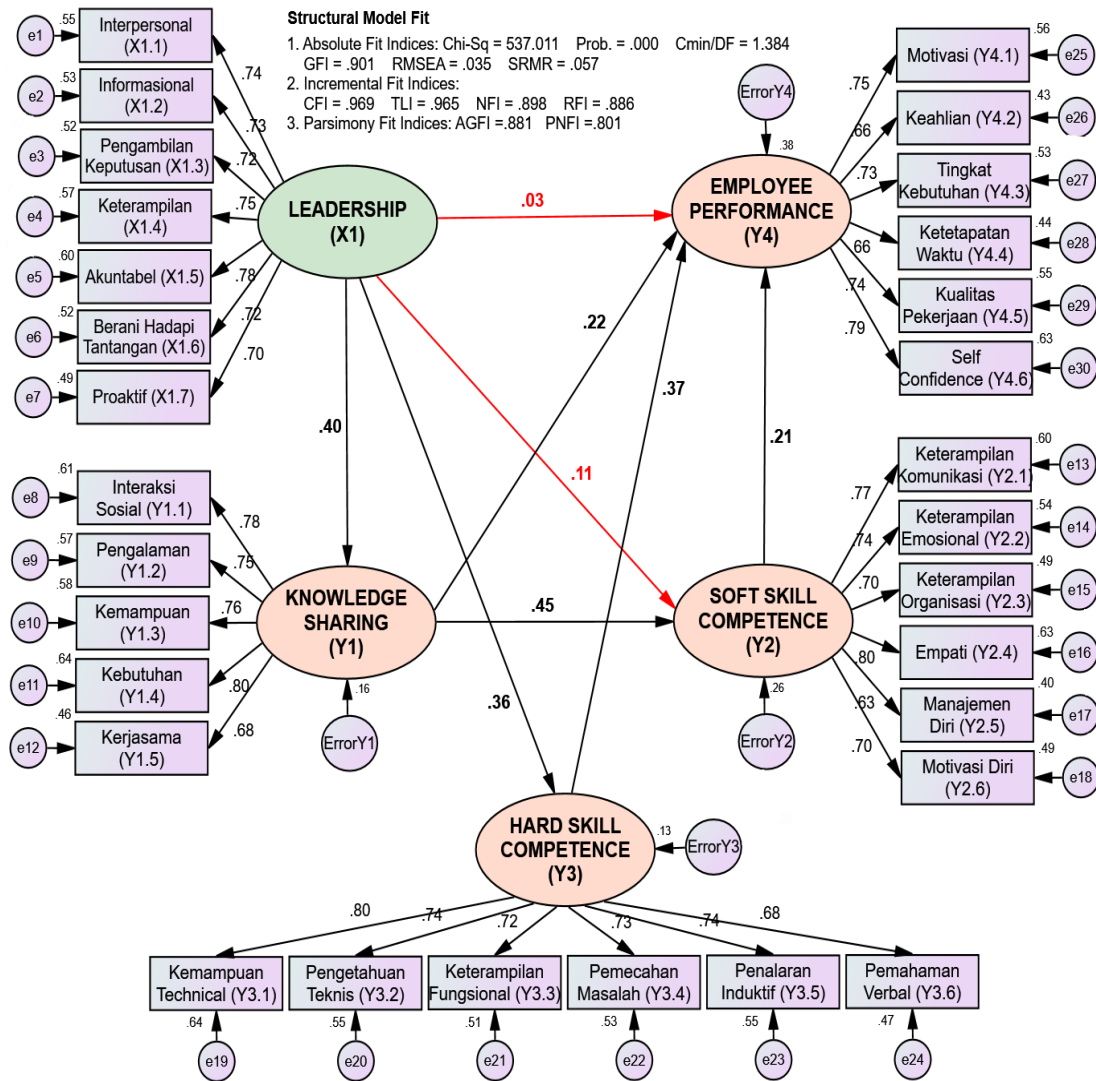


Figure 2  
Structural Model Estimation Results

**Fit Measure in Structural Models**

The results of the structural model suitability test show that all absolute fit indices and incremental fit indices criteria have met the requirements (good fit and marginal fit), while parsimony fit indices are not used because they are useful for comparing the suitability of two or more models (not a single model). Thus, the structural model is acceptable, which provides a good level of model fit (good fit) and model fit within acceptable limits (marginal fit). The results of calculating the values of the goodness of fit indices produced by the structural model are as follows:

**Table 1. Fit Measure pada Model Struktural**

Fit Measure		Critical Value	Model Suitability	
			Index value	Decision
Absolute Fit Indices	Prob. $\chi^2$ (a)	> 0,05	0,000	Even good fit
	Cmin/DF	≤ 3,00	1,384	Good fit
	GFI	≥ 0,90	0,901	Good fit
	RMSEA	≤ 0,08	0,035	Good fit
	SRMR	≤ 0,08	0,057	Marginal fit
Incremental Fit Indices	CFI	≥ 0,95	0,969	Good fit
	TLI	≥ 0,95	0,965	Good fit
	NFI	≥ 0,90	0,898	Marginal fit
	RFI	≥ 0,90	0,886	Marginal fit





significance value (p-value) of 0.016 (smaller than the 5% significance level). . The resulting influence coefficient is 0.453 (positive), meaning that the higher the knowledge sharing between employees, the better the employee's soft skill competency will be. Thus, the sixth hypothesis states that knowledge sharing has a significant effect on soft skill competence at PT. Semen Tonasa, also acceptable (H6 accepted).

G. Soft-Skill Competence has a significant effect on employee performance at PT. Semen Tonasa.

Based on the results of testing structural relationships between variables, the influence of soft skill competence on employee performance also shows a significant influence with a CR value of 2.773 (greater than 1.96) and a significance value (p-value) of 0.027 (smaller than the 5% significance level ). The resulting influence coefficient is 0.207 (positive), meaning that the higher the employee's soft skill competency, the better the performance will be. Thus, the seventh hypothesis states that soft skill competence has a significant effect on employee performance at PT. Semen Tonasa, also acceptable (H7 accepted).

H. Hard-Skill Competence has a significant effect on employee performance at PT Semen Tonasa.

Based on the results of testing structural relationships between variables, the influence of hard skills competence on employee performance also shows a significant influence with a CR value of 4.971 (greater than 1.96) and a significance value (p-value) of 0.006 (smaller than the 5% significance level ). The resulting influence coefficient is 0.373 (positive), meaning that the higher the employee's hard skill competency, the better the performance will be. Thus, the eighth hypothesis states that hard skill competence has a significant effect on employee performance at PT. Semen Tonasa, also acceptable (H8 accepted)

I. Leadership has a significant effect on employee performance through Knowledge Sharing at PT Semen Tonasa.

Based on the results of the Indirect Influence analysis on the results of the indirect path significance test, a path coefficient of 0.009 was obtained with a significance of 0.002. Thus, Knowledge sharing significantly mediates the influence of leadership on employee performance at PT. Semen Tonasa. The nature of the mediator is full mediation, meaning it improves employee performance at PT. Semen Tonasa cannot only rely on good leadership, but must also be accompanied by or focus on strong knowledge sharing so that employee performance can improve. The application of leadership that is able to strengthen knowledge sharing has been proven to encourage better employee performance.

J. Leadership has a significant effect on employee performance through Soft-Skill Competence at PT Semen Tonasa.

Based on the results of the Indirect Influence analysis, a coefficient of 0.022 was obtained with a significance test of 0.152. Thus, soft skill competency cannot mediate the influence of leadership on employee performance at PT. Semen Tonasa. Mediation is not significant because leadership cannot influence soft skill competencies so that it indirectly has no impact on improving performance. In order for soft skill competency to be a significant mediator, leadership must go through knowledge sharing first, then soft skill competency, then performance.K. Leadership has a significant effect on employee performance through Hard-Skill Competence at PT Semen Tonasa.

K. Leadership has a significant effect on Employee Performance through Hard-Skill Competencies at PT Semen Tonasa.

Based on the results of the Indirect Influence analysis, a coefficient of 0.135 was obtained, with a significance test of 0.005. Thus, hard skill competency significantly mediates the influence of leadership on employee performance at PT. Semen Tonasa. The nature of the mediator is full mediation, meaning it improves employee performance at PT. Semen Tonasa cannot only rely on good leadership, but must also be accompanied by or focus on high hard skill competencies so that employee performance can improve. The application of leadership that can improve hard skill competencies has been proven to encourage better employee performance.

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