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The Influence of Transformational Leadership and Training on Employee Performance at PT. Nippon Indosari Corpindo, Tbk (Sari Roti) Semarang

Desi Nur Halisa[1], Ani Jaenani[2], Ratih Pratiwi[3]
[1,2,3]Wahid Hasyim University, Semarang, Indonesia
Corresponding email: 22101011165@student.unwahas.ac.id

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Abstract. The research investigates the worker performance at PT. Nippon Indosari Corpindo, Tbk (Sari Roti) based in Semarang City while measuring how transformational leadership and training affect their work output. A quantitative research method along with associative approach serves as the foundation for this study. The research sample includes 228 workers from PT.Nippon Indosari Corpindo, Tbk (Sari Roti) working in Semarang City. The study used multiple linear regression to analyze its data. The researchers gathered their primary data by distributing questionnaires and used secondary information from literature review sources. Research findings indicate that transformational leadership together with training each have a partial positive effect on employee performance. The research demonstrates that both transformational leadership and training methods simultaneously produce substantial positive effects on employee performance at PT. Nippon Indosari Corpindo, Tbk (Sari Roti) located in Semarang City.

Keywords: Transformational Leadership; Training; Employee Performance

INTRODUCTION

Currently, Indonesia experiences a demographic bonus because the working-age population between 15 and 64 years is larger than the non-working-age population of children and elderly people which should drive economic growth until 2030. The Director General of Dukcapil at the Ministry of Home Affairs, Teguh Setyabudi, stated that the demographic bonus will help Indonesia achieve top three or four country status by 2045. The country can achieve substantial economic growth through this favorable population structure as long as the available human resources receive appropriate utilization. The main challenge emerges from managing this workforce to reach its maximum productive potential. Indonesia faces two main challenges during its demographic bonus period because new graduates encounter job market difficulties and layoffs occur. The success of the company to utilize demographic bonus depends mainly on employee performance as its main determining factor. The performance of employees depends on various factors which include transformational leadership that motivates workers to achieve shared organizational goals.

Good leadership sets goals in all policies however, always results in benefits that can serve as motivation, specifically through recognizing individual work achievements, encouraging extensive career development opportunities for employees, and ensuring that employees' diligent efforts are consistently noticed (Adinata, 2020). Meanwhile, (Randy, 2019) suggests that a carefully implemented transformational leadership approach can be observed through employees showing enthusiasm in their work, involving employees in the decision-making process during team meetings, and offering support and care to all employees. Not only that, training also provides new knowledge and skills that make employees more effective and efficient in carrying out their duties. To achieve these goals, efforts to improve employee performance require a workforce that has skills in accordance

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with field requirements. Thus, the implementation of training programs for employees emerges as an important strategy for performance improvement (Kosdianti & Sunardi, 2021). In this context, it is important for leaders to not only focus on individual development, but also create systems that support continuous learning and adaptation to change. By doing so, organizations can ensure that employees not only have the necessary skills, but are also motivated to contribute maximally in achieving common goals.

Research by (Hartono Tommy & Siagian Mauli, 2020) and (Yanti & Mursidi, 2021), demonstrates that transformational leadership and job training are essential factors for employee performance but detailed knowledge about their interaction remains scarce. The existing research fails to establish strong theoretical frameworks and specific empirical evidence because most studies emphasize short-term outcomes instead of examining the long-term effects of transformational leadership and training methods on employee performance. The path for future research requires moving past basic leadership and training recognition to deliver valuable insights which will help practitioners and policy makers build better strategies for enhancing employee performance through transformational leadership and appropriate training programs.

Therefore, this study was conducted to determine and analyze the effect of transformational leadership and training in improving employee performance at PT. Nippon Indosari Corpindo, Tbk (Sari Roti) Semarang.

METHOD

The research qualifies as quantitative research according to its classification. According to (Sugiyono 2023) quantitative research methods exist because of the positivist philosophy framework. These methods are applied to investigate particular populations or samples through research instruments and then analyze data through quantitative statistical methods to evaluate predetermined hypotheses. The quantitative research method applied in this study uses surveys according to (Sugiyono 2023) definition of survey research which defines survey research as a quantitative research method that collects data from natural environments to describe explain or test variable relationships. The research gathered its data through a field survey which involved distributing questionnaires directly to the sample participants. The main objective of this method focuses on gathering data from responses provided by respondents. The research includes PT Nippon Indosari Corpindo Tbk employees from Semarang and uses purposive sampling to select 145 respondents randomly as the research sample.

RESULTS AND DISCUSSION

1. Results

PT. Nippon Indosari Corpindo, Tbk better known as (Sari Roti) is one of the leading bread manufacturers in Indonesia. Its factory located in Semarang plays a strategic role in distributing products to Central Java and surrounding areas. The production process uses modern technology and applies high quality standards, so that each product has superior quality. Through continuous innovation efforts, the Sari Roti Semarang factory is committed to meeting the changing preferences and needs of consumers.

a. Validity Test

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Table 1: Validity's Test Result

Correlations					
Variable	**Indicator**	**Item Code**	**r Count**	**r Table**	**Description**
Transformational Leadership	1.	X1.1.	0,808	0,165	Valid.
	2.	X1.2.	0,86	0,165	Valid.
	3.	X1.3.	0,813	0,165	Valid.
	4.	X1.4.	0,811	0,165	Valid.
	5.	X1.5.	0,816	0,165	Valid.
	6.	X1.6.	0,869	0,165	Valid.
	7.	X1.7.	0,842	0,165	Valid.
	8.	X1.8.	0,865	0,165	Valid.
Training	1.	X2.1.	0,838	0,165	Valid.
	2.	X2.2.	0,882	0,165	Valid.
	3.	X2.3.	0,842	0,165	Valid.
	4.	X2.4.	0,882	0,165	Valid.
	5.	X2.5.	0,886	0,165	Valid.
	6.	X2.6.	0,854	0,165	Valid.
	7.	X2.7.	0,815	0,165	Valid.
	8.	X2.8.	0,852	0,165	Valid.
	9.	X2.9.	0,865	0,165	Valid.
	10.	X2.10.	0,87	0,165	Valid.
Employee Performance	1.	Y.1.	0,813	0,165	Valid.
	2.	Y.2.	0,822	0,165	Valid.
	3.	Y.3.	0,807	0,165	Valid.
	4.	Y.4.	0,817	0,165	Valid.
	5.	Y.5.	0,823	0,165	Valid.
	6.	Y.6.	0,853	0,165	Valid.
	7.	Y.7.	0,835	0,165	Valid.
	8.	Y.8.	0,836	0,165	Valid.
Correlations is.significant at the 0,01 level (2-tailed)					

Based-on the validity test above, it shows that all statement items on the transformational-leadership, training, and employee performance variables are declared valid because from the test results obtained r count greater than r table (r count> r table) and also the sig. value is smaller than 0.05 (sig. <0.05).

b. Reliability Test

Reliability test is a tool that measures the same object repeatedly (Sugiyono, 2023). To measure reliability, the decision criteria state that the instrument is declared reliable if the r (Cronbach's alpha) value is greater than 0.60, and if the value is less than 0.60, then the instruments is considered unreliable.

Table 2: Reliability's Test Result

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Reliability Statistics		
Variable	**Cronbach's Alpha**	**Description**
Transformational Leadership	0,938	Reliable.
Training	0,96	Reliable.
Employee Performance	0,933	Reliable.

Based-on the reliability test results above, it can be concluded-that all statement items in each variable show a very good level of internal consistency, as indicated by the Cronbach's Alpha value above 0.90.

c. Classical Assumption Test

The classic test is one of the requirements for multiple linear regression analysis which seeks to produce reliable findings. This classic assumption test consist of:

1. Normality Test

The normality test aims to determine wether-in a regression, the dependent variable and the independent variable have a normal or near normal distribution. The normality test carried out by the author is as follows:

- **Kolmogrov Smirnov**

Table 3:"One-Sample Kolmogorov-Smirnov's Test"Result

"Unstandardized Residual"		
Ni		145
Normal Parameters[a,b]	Meani	.0000000
	Std. Deviationi	3.60529132
Most"Extreme" Differences	Absolutei	.047
	Positivei	.028
	Negativei	-.047
Test Statistici		.047
Asymp. Sig. (2-tailed)i		.200[c,d]
a."Test distribution is Normal"		
b."Calculated from data"		
c."Lilliefors Significance Correction"		
d."This is a lower bound of the true significance"		

The Asymp. Sig (2-tailed) value obtained is 0.200 which is greater than 0.05. So it can be concluded that the data is normally distributed, because the significant value obtained is greater than 0.05.

2. Multicollinearity Test

The multicollinearity test is conducted to.determine wether there is a strong relationship between the independent variables in the regression model. A model is said to experience multicollinearity problems if the tolerance value < 0.1 or the Variance Inflation Factor (VIF) value > 10. Conversely, if the tolerance value > 0.1 or VIF < 10, then the model does not show any symptoms of multicollinearity.

Table 4: Multicollinearity Test Result

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Coefficients								
		Unstandardized Coefficients.		Standardized Coefficients.			Collinearity Statistics.	
Model		B.	Std. Error.	Beta.	T.	Sig.	Tolerance	VIF.
1.	(Constant).	-6.214	2.740		-2.268	.025		
	Transformational Leadership	.570	.073	.440	7.853	.000	.910	1.099
	Training	.502	.055	.514	9.173	.000	.910	1.099

a."Dependent Variable: Employee Performance"

Based-on the output obtained, variable X1 (Transformational Leadership) has a Tolerance value of 0.910 and a VIF value of 1.099. Meanwhile, variable X2 (Training) also shows a Tolerance value of 0.910 and a VIF of 1.099. Because both variables have a Tolerance value> 0.10 and a VIF value < 10, it can be concluded that there is no indication of multicollinearity in this regression-model, so the independent variables are suitable for use in multiple regression analysis.

- **T Test (Partial Test)**

The t-test in this study was employed to-assess the capacity of each independent variable to affect the dependent variable. The reason for doing the t test is to test whether the independent variables individually have a significant relationship to the dependent variable (Y).

Table 5: T Test Result (Partial)

Coefficients[a]								
Model.		**Unstandardized Coefficients.**		**Standardized Coefficients.**	**t.**	**Sig.**	**Collinearity Statistics.**	
		B.	Std. Error	Beta.			Tolerance	VIF.
1	(Constant)	-6,214	2,740		-2,268	0,025		
	Transformational Leadership	0,570	0,073	0,440	7,853	0,000	0,910	1,099
	Training	0,502	0,055	0,514	9,173	0,000	0,910	1,099
a."Dependent Variable: Employee Performance"								

The t test results from the data processing table demonstrate the following conclusions:

-The Transformational Leadership variable (X1) achieves a-significance value of 0.000 which is less than 0.05 thus Employee Performance variable (Y) receives partial significant effects from Transformational Leadership variable (X1).

-The Training variable (X2) shows a-significance value of 0.000 which is less than 0.05 thus Employee Performance variable (Y) receives partial significant effects from Training variable (X2).

- **F Test (Simultaneously Test)**

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The F test assesses whether transformational leadership and training together can predict employee performance variance in this study. The results from SPSS version 26.00 data processing yielded the following outcomes:

Table 6: F Test Result (Simultaneous)

ANOVA[a]						
Model.		**Sum of-Squares**	**df.**	**Mean-Square**	**F.**	**Sig.**
1	Regression	1970,034	2	985,017	103,907	.000[b]
	Residual	1346,131	142	9,480		
	Total	3316,166	144			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Training, Transformational Leadership						

The F test results show that the sig. value of 0.000 is less than the alpha value of 5% (0.05). The research demonstrates that the transformational leadership variable (X1) together with training (X2)"significantly affect employee performance variable"(Y) at the same time.

- **Multiple Linear Regression Test**

The analysis of multiple linear regression enables researchers to determine how each dependent variable influences the independent variable. The analysis of data through SPSS version 26.00 produced the following outcomes:

Table 7: Multiple Linear Regression Test Result

Coefficients[a]								
Model.	**Unstandardized Coefficients.**		**Standardized Coefficients.**	**t.**	**Sig.**	**Collinearity Statistics.**	
		B.	Std. Error	Beta.			Tolerance.	VIF.
1	(Constant).	-6,214	2,740		-2,268	0,025		
	Transformational Leadership	0,570	0,073	0,440	7,853	0,000	0,910	1,099
	Training	0,502	0,055	0,514	9,173	0,000	0,910	1,099

a. DependentiVariable:iEmployeeiPerformancei

These results-can be entered into the multiple linear regression equation formula so that the following equation is obtained:
Constant Value (Constant): -6.214
Regression Coefficient for Transformational Leadership (X1): 0.570
Regression Coefficient for Training (X2): 0.502
Thus, the multiple linear regressions equation formed from the results of data processing is:
Y = a + b1 X1 + b2 X2 + e
Y = -6.214 + 0.570 X1 + 0.502 X2
Therefore, it can be-concluded that:

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-The regression coefficient value-for transformational leadership (X1) of 0.570 (positive) indicates that each one unit increase in transformational leadership will increase employee performance (Y) by 0.570 units, assuming the training variable (X2) remains constant. This indicates a positive relationship between transformational leadership and employee performance.
-The regression coefficient value for training (X2) of 0.502 (positive) indicates that each increase of one unit of training will increase employee performance (Y) by 0.502 units, assuming the transformational leadership variable (X1) remains constant. This also indicates a positive relationship between training and employee performance.

- **R Square Test / Coefficient of Determination (R2)**

Table 8: R Square Test Result

Model Summary[b]				
Model.	**R.**	**R Square.**	**Adjusted R Square.**	**Std. Error of the Estimate.**
1.	.771[a]	0,594	0,588	3,079
a. Predictors: (Constant), Training, Transformational Leadership				
b. Dependent Variable: Employee Performance				

It is known that the Adjusted R Square value of 0.594 means that the transformational leadership and training variables contribute a joint influence of 59% to the employee performance variable.

2. Discussion

a. The Effect of Transformational Leadership on Employee Performance

Based-on the results of testing the transformational leadership variable (X1), it can be-concluded that the transformational leadership variable shows a positive and significant relationship to employee-performance. According to (Silaban & Siregar, 2023) this is because leaders who apply this style are able to inspire and motivate their subordinates through a clear vision and mission, as well as provide individualized attention and intellectual stimulation to them. The results showed that an increase in the application of-transformational leadership is directly proportional to an increase in employee performance. Conversely, if transformational leadership is not applied optimally, then employee performance tends to decrease.

According to (Ludi Priyatmo, 2018) research transformational leadership has a direct influence on employee performance when leaders maintain openness and enable their team members to contribute ideas. The results demonstrate that transformational leadership implementation stands as a crucial factor to enhance employee performance inside organizational settings. The evidence demonstrates that transformational leadership functions as an effective strategy for boosting employee performance throughout the organization.

b. The Effect of Training on Employee Performance

Training has a-significant influence on-employee performance. According to (Yhonanda Harsono, 2023), and (Turere, 2013) training serves as a forum for employees to acquire certain attitudes, abilities, expertise, skills, knowledge, and behavior related to

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their work. This shows that training not only improves technical ability, but also forms a positive attitude needed in the work environment.

The test results on the training variable (X2) show that training has a positive and significant effect on employee performance. In other words, improvements in the implementation of training programs can significantly improve employee performance. Therefore, organizations that invest in good training programs can expect improved performance from their employees, which in turn can support the achievement of overall organizational goals.

c. The Effect of Transformational Leadership and Training on Employee Performance

The simultaneous method of research demonstrates transformational leadership (X1) and training (X2) variables create a positive and significant impact on employee performance. According to (Silaban & Siregar, 2023) transformational leadership directly has a-significant positive effect on employee performance. Job training is also proven to have a-significant positive effect on-employee performance. The research demonstrates that frequent training sessions lead to better employee performance while effective training develops employee abilities which results in superior performance. The analysis indicates that improved transformational leadership implementation results in substantial growth in employee performance. The joint effect of these two variables explains the majority of employee performance changes which demonstrates a very strong connection.

CONCLUSION

Transformational leadership is proven to have a positive and significant impact on-employee performance. In other words, the-more effective the application of this leadership style in an organization, the performance displayed by employees also tends to increase. Training also has a positive and significant effect on-employee performance. An effective training program can improve competence, productivity, and work results. These two variables simultaneously contributed 59.4% to the improvement of employee performance, which indicates the important role of leadership and training in-improving employee performance.

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