

Analysis of Employee Performance Influenced by Managerial Leadership and Education Level at PT Telkomsel Lampung Area

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Abstract

PT Telkomsel has become one of the leading cellular operators in Indonesia and a strategic partner for various companies and organizations. To achieve these organizational goals, employee performance is essential, taking into account managerial leadership and employee education levels. The research question in this paper is "Do managerial leadership and education levels partially and simultaneously influence employee performance at PT Telkomsel Lampung Area?" The purpose of this study is to determine and analyze the influence of managerial leadership and education levels partially and simultaneously on employee performance at PT Telkomsel Lampung Area. This research is descriptive and inferential, using multiple linear regression analysis, the Coefficient of Determination test, the t-test, and the F-test as analytical tools. Based on the results of the discussion, it can be concluded that managerial leadership and education level have a partial and significant effect on employee performance at PT Telkomsel Lampung Area. Simultaneous testing indicates that managerial leadership and education level have a positive and significant effect on employee performance at PT Telkomsel Lampung Area. The implication of this study is that employees should take full responsibility for their assigned tasks by completing work without procrastination to avoid neglect.

Keywords: Managerial Leadership, Education Level, Employee Performance.



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INTRODUCTION

Employees play a key role in driving the life of an organization and are a valuable resource. With today's fierce competition in the business world, many companies struggle to survive in the market. In the Indonesian context, increasing competition undoubtedly impacts the management and development of Indonesian Human Resources (HR). The availability of qualified HR within a company is crucial and necessary for managing, developing, and utilizing employees to compete productively and achieve established goals. However, to produce qualified HR, companies must make efforts to encourage employees to perform optimally and face all challenges. This is expected to ensure that the work produced is commensurate with the responsibilities assigned. PT Telkomsel is the largest cellular operator in Indonesia, established in 1995. Partially owned by Telkom Indonesia (formerly PT Telekomunikasi Indonesia Tbk), the largest telecommunications and internet network company in Indonesia, which provides various cellular services such as calls, SMS, internet, roaming, and others. Telkomsel also offers a variety of products and services through cellular and internet networks, and various packages for customers including roaming, internet, and data. In addition, the company also offers various applications such as streaming, music, and others. Telkomsel has several subsidiaries, such as PT Telkomsel Network & Solution, PT Telkomsel Enterprise, and Telkomsel International, and has become one of the leading cellular operators in Indonesia and a strategic partner for various companies and organizations. To achieve the goals of the organization, employee performance is needed.

Performance is a person's accomplishments or achievements in relation to the tasks assigned to them. Performance is the work displayed by each individual, as evidenced by the

work achievements produced by employees according to their role within the company. One way to assess a company's progress is by reviewing the results of employee performance assessments (Marwansyah, 2012). High performance can be achieved because of high levels of mutual trust among its members, meaning that members trust the integrity, characteristics, and abilities of each other. Achieving high performance takes time to build, requires trust, and requires careful attention from management/leadership. PT. Telkomsel assesses its employees' performance in two ways: through work behavior assessments and work target assessments. It is expected that employee quality will exceed established standards. This quality can be measured through work assessments that encompass several elements, namely: attendance, honesty, cooperation, and responsibility. Performance assessments in this group are classified based on predicates such as: very good (501-600), good (401-500), sufficient (301-400), less (201-300), and very less (101-200).

Table 1. Employee Performance Assessment Data

Month	Performance Value	Information
January	285	Not enough
February	355	Enough
March	349	Enough
April	295	Not enough
May	317	Enough
June	397	Enough
July	395	Enough
August	385	Enough
September	295	Not enough
October	298	Not enough
November	305	Enough
Average	334.18	Enough

Source: PT Telkomsel Area Lampung, 2026

Based on the table above, it can be concluded that employee performance assessments in January, April, September, and October decreased. For February, March, May, June, July, August, and November, they were in the sufficient category. Overall, employee performance fell short of the company's target, with an average of 334.18, falling within the sufficient category with a score of 301-400. Therefore, their performance assessments did not meet the established standards. Fundamentally, every company desires success. A company's success depends heavily on the ability of its human resources (workforce) to carry out assigned tasks. Therefore, companies must be able to develop their human resources to drive progress, both in terms of leadership and employee education. Leadership is the backbone of organizational development. Without good leadership, it will be difficult to achieve organizational goals, even to adapt to changes occurring both internally and externally. This is because every leader can influence their subordinates, for example, on performance and so on.

Leadership is believed to be a crucial factor influencing subordinate performance. One crucial factor influencing the success of the leadership process is the leader's behavior, or leadership style (Nawawi and Hadari, 2014). Leadership style is defined as the behavior or method chosen and used by a leader to influence the thoughts, feelings, attitudes, and behavior of his or her organization. Based on the results of pre-research at PT Telkomsel Area Lampung, it appears that there is a gap or less harmonious relationship between leaders and subordinates. Leaders are less attentive to the activities of their employees, through free interviews with employees, it appears that employees seem closed, some feel uncomfortable and stiff in communicating upwards with leaders, because leaders pay less attention to

subordinates, rarely give instructions to employees when completing office tasks. The leadership pattern applied at PT Telkomsel Area Lampung is a managerial pattern, where leaders do not show much attention, both to production and people.

In addition to leadership aspects, this study also considers educational level in relation to performance. Educational level is a person's activity in developing their abilities, attitudes, and behaviors, both for current life and in preparation for future life, whether through specific or unorganized organizations (Mangkunegara, 2014). The level of education at PT Telekomunikasi Selular (Telkomsel) Lampung Area plays a crucial role in the company's success and sustainability as a market leader in the Indonesian telecommunications industry. Telkomsel considers human resources a key asset that influences every aspect of the company's operations, from product innovation and service development to customer service. Therefore, Telkomsel has developed various policies and strategies to manage and develop its human resources to ensure they possess the competencies and skills necessary to face the challenges of this highly dynamic industry. The education level of employees at PT Telkomsel Lampung Area can be seen as shown in Table 2 below.

Table 2. Employee Education Level

No.	Level of education	Amount	Percentage (%)
1.	High School/Equivalent	3	9.09
2.	Diploma III/Equivalent	6	18.18
3.	Bachelor degree	21	63.64
4.	Strata 2	3	9.09
Total		33	100%

Source: PT Telkomsel Area Lampung, 2026

Based on Table 1.2 above, it can be seen that PT Telkomsel Area Lampung employees with a high school/equivalent education level are 3 people or 9.09%, a D3/equivalent education level is 6 people or 18.18%, and a bachelor's degree level is 21 people or 63.64% and a master's degree level is 3 people or 9.09%. This shows that the education level of PT Telkomsel employees is good or high. Based on the description above, it is clear that leadership is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. So the most appropriate leadership style is a style that can maximize employee performance, growth, and easily adapt to all situations. Referring to this opinion, it is clear that the right style or type of leadership applied by a leader is basically able to boost the performance of subordinates, this shows that with a good leadership style, the performance of subordinates will increase, and vice versa, with a less good leadership style it will be able to have an impact on decreasing performance. Skilled and educated employees are key to increasing output and efficiency. Their ability to handle tasks efficiently and effectively often contributes to improved overall performance. Furthermore, quality human capital paves the way for innovation. With their skills, knowledge, and experience, employees are able to develop new ideas that can transform the way a business or even an entire industry operates. This is why researchers are interested in conducting research, presented in a thesis entitled Analysis of Human Capital. Employee Performance Influenced by Managerial Leadership and Education Level in PT Telkomsel Lampung Area.

RESEARCH METHODS

This study employs a descriptive qualitative approach to explore in-depth how managerial leadership and educational levels influence employee performance at PT Telkomsel Area Lampung. This method was selected to understand the organizational dynamics and

subjective perceptions of employees that cannot be fully captured through numerical data. Primary data were gathered through in-depth interviews with managerial ranks and operational staff, as well as through direct observation of the workplace environment. Informants were selected using a purposive sampling technique, targeting individuals who possess relevant insights regarding leadership styles and educational backgrounds within the company. To ensure data validity, the researcher utilized technical and source triangulation, cross-referencing interview results with internal company documents, such as Key Performance Indicator (KPI) reports and HR profiles. Data analysis was conducted interactively consisting of data collection, data reduction, data display, and conclusion drawing to produce credible findings regarding leadership effectiveness and the relevance of education to work productivity at the research site.

RESEARCH RESULTS AND DISCUSSION

The results obtained from the data processing provided valuable insights that require further explanation. These findings are summarized and organized in the table below for clarity and ease of understanding. Therefore, Table 4.19 presents a detailed description of the processed data, highlighting key aspects and important metrics.

Table 3. Summary of t-Test Calculations for Managerial Leadership Variables (x_1)

Variables	t_{count}	$t_{table} (nk-2; \alpha 0.05)$	Condition	Conclusion
Managerial leadership	6,001 (sig. 0.000)	2,056	$t_{count} > t_{table}$ (0.000 < 0.05)	Ho is rejected and Ha is accepted

Source: Processed Data (2026)

Regarding the managerial leadership variable, the calculated t value of 6.001 is greater than the t table value of 2.056, this indicates that the t value is greater than the t table value. Furthermore, the significance result obtained is 0.000 which is smaller than the alpha level set at 0.05, so it is statistically significant. Thus, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, which means that managerial leadership has a positive and significant effect on the performance of PT Telkom Area Lampung employees. This means that the better the managerial leadership implemented by the leadership, the better the performance of PT Telkom Area Lampung employees will be. Partial hypothesis testing between education level and employee performance is presented in detail below. Table 4.2 provides a comprehensive analysis of the relationship between these two variables. This information will help clarify the research findings.

Table 4. Recapitulation of t-Test Calculations for the Education Level Variable (X_2)

Variables	t_{count}	$t_{table} (nk-2; \alpha 0.05)$	Condition	Conclusion
Level of education	5,442 (sig. 0.000)	2,056	$t_{count} > t_{table}$ (0.000 < 0.05)	Ho is rejected and Ha is accepted

Source: Processed Data (2026)

For the education level variable, the calculated t value is 5.442 which exceeds the critical t table value of 2.056, which means the t value > t table. In addition, the significance level obtained is 0.000 which is smaller than the α level of 0.05, so it can be concluded that the results of this study are statistically significant. Thus, the null hypothesis (H_0) is rejected, while the alternative hypothesis (H_a) is accepted, which means that the level of education affects the performance of PT Telkom Area Lampung employees. This means that increasing the level of education will have an impact on improving employee performance in this environment.

The overall (simultaneous) results of the influence test are presented below. This section provides a comprehensive overview of the findings. Please see the following information for detailed insights.

Table 5. Anova

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	410,838	2	205,419	45,216	.000 ^a
	Residual	122,662	27	4,543		
	Total	533,500	29			

Source: Processed Data (2026)

In the simultaneous test, the calculated F value was 45.216, which was greater than the F table value of 3.354, and the significance value (sig.) was 0.000, which was smaller than the alpha level of 0.05. Thus, the null hypothesis (Ho) was rejected and the alternative hypothesis (Ha) was accepted. This shows that managerial leadership and education level are believed to have a positive and significant effect on employee performance at PT Telkomsel Area Lampung, meaning that if managerial leadership and education level increase, it can be ascertained that employee performance at PT Telkomsel Area Lampung will also increase.

Discussion

The Influence of Managerial Leadership on Employee Performance at PT Telkomsel Lampung Area

Regarding the managerial leadership variable, the calculated t value of 6.001 is greater than the t table value of 2.056, this indicates that the t value is greater than the t table value. Furthermore, the significance result obtained is 0.000 which is smaller than the alpha level set at 0.05, so it is statistically significant. Thus, the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, which means that managerial leadership has a positive and significant effect on the performance of PT Telkomsel Area Lampung employees. This means that the better the managerial leadership implemented by the leadership, the better the performance of PT Telkomsel Area Lampung employees will be. Nawawi defines leadership style as the behavioral norms a person exhibits or uses when attempting to influence the behavior of others as they perceive them (Nawawi, 2021). Employee performance is defined as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities (Mangkunegara, 2014). The results of this study align with research conducted by Nurfadillah, Serang, and Imaduddin (2024), which showed that leadership style, work ability, and work motivation have a significant positive influence on employee performance. These findings emphasize the importance of inclusive leadership, placement of employees according to ability, and strong motivation from within and within the work environment to improve performance.

The results of this study are also supported by research by Pohan, Barusman, and Oktaviannur (2021), which found that the t-test showed the influence of leadership on employee performance, motivation on employee performance, and work culture on employee performance. The F-test showed that leadership, motivation, and work culture simultaneously had a positive and significant effect on employee performance at PT. Agro Multiguna Sejati. Based on the description above, the hypothesis proposed in this study was proven. This hypothesis states that managerial leadership has a positive and significant influence on employee performance. Specifically, this finding applies to employees at PT Telkomsel Area Lampung.

The Influence of Education Level on Employee Performance at PT Telkomsel Lampung Area

For the education level variable, the calculated t value is 5.442 which exceeds the critical t table value of 2.056, which means the t value > t table. In addition, the significance level obtained is 0.000 which is smaller than the α level of 0.05, so it can be concluded that the results of this study are statistically significant. Thus, the null hypothesis (H_0) is rejected, while the alternative hypothesis (H_a) is accepted, which means that the level of education affects the performance of PT Telkomsel Area Lampung employees. This means that increasing the level of education will have an impact on improving employee performance in this environment. Education is a long-term process that uses systematic and organized procedures, in which managerial workers learn conceptual and theoretical knowledge for general purposes (Mangkunegara, 2014). Hariandja states that an employee's education level can increase a company's competitiveness and improve its performance (Hariandja, 2012).

The definition of employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2014). The results of this study are also supported by research conducted by Lutfhi et al. (2023), which showed that education level significantly influences employee performance, training significantly influences employee performance, and education level and training simultaneously significantly influence employee performance. Similarly, research by Arifin et al. (2021) found that education and work experience have a significant and positive influence on leadership and village head performance. Leadership partially mediates the influence of education and work experience on village head performance. Thus, the hypothesis proposed in this study was proven correct. This hypothesis states that education level has a positive and significant effect on employee performance and is accepted as true. Specifically, this finding applies to employees at PT Telkomsel Area Lampung.

The Influence of Managerial Leadership and Education Level on Employee Performance at PT Telkomsel Lampung Area

In the simultaneous test, the calculated F value was 45.216, which was greater than the F table value of 3.354, and the significance value (sig.) was 0.000, which was smaller than the alpha level of 0.05. Thus, the null hypothesis (H_0) was rejected and the alternative hypothesis (H_a) was accepted. This shows that managerial leadership and education level are believed to have a positive and significant effect on employee performance at PT Telkomsel Area Lampung, meaning that if managerial leadership and education level increase, it can be ascertained that employee performance at PT Telkomsel Area Lampung will also increase. Nawawi defines leadership style as a behavioral norm that a person displays or that a person uses when that person tries to influence the behavior of others as he sees it (Nawawi, 2021). Education is a long-term process that uses systematic and organized procedures, in which managerial workers learn conceptual and theoretical knowledge for general purposes (Mangkunegara, 2014). Hariandja states that an employee's education level can increase a company's competitiveness and improve its performance (Hariandja, 2012).

The definition of employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2014). The results of this study are also supported by research conducted by Arifin et al. (2021), which found that data analysis showed that education and work experience have a significant and positive influence on village head leadership and performance. Leadership partially mediates the influence of education and

work experience on village head performance. Furthermore, research by Sianturi and Indiyati (2025) also shows that leadership has a significant influence on performance, with work motivation emerging as the most influential factor. Furthermore, a positive work environment contributes significantly to increased productivity. Collectively, leadership, motivation, and work environment account for 34% of the variance in employee performance. Thus, the hypothesis that states that managerial leadership and education level together have a positive and significant influence on employee performance at PT Telkomsel Area Lampung can be accepted as true.

CONCLUSION

Based on the results of the discussion and analysis of each research variable, the following conclusions can be formulated:

1. Managerial leadership has a positive and significant influence on employee performance at PT Telkomsel Area Lampung.
2. Education level has a positive and significant effect on employee performance at PT Telkomsel Area Lampung.
3. Managerial leadership and education level simultaneously have a positive and significant effect on employee performance at PT Telkomsel Area Lampung.

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