

Analysis of The Relationship Between Attitude and Leadership in Improving The Performance of Harvest Foremen: A Case Study of Oil Palm Plantations

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ABSTRACT

This study analyzes the relationship between attitude and leadership in improving the performance of harvest supervisors in oil palm plantations. Harvest supervisors play a strategic role as a link between management and field workers, where their personal attitude and leadership quality directly affect productivity and the quality of fresh fruit bunches (FFB). A quantitative descriptive approach was employed through case studies in several estates in South Sumatra, involving 118 respondents. The attitude variable was measured through indicators such as integrity, commitment, loyalty, innovation, and self-confidence, while the leadership variable included work instructions, task distribution, work evaluation, motivation, and occupational health and safety (OHS). Results show that the average score for attitude was 3.26 and for leadership 3.29 (on a 1–4 scale). Performance distribution indicated 15% of supervisors in category A (>76), 65% in category B (56–75), and 20% in category C (<55). A positive correlation was found between positive work attitudes and effective leadership, which contributed to higher performance outcomes. Estate E achieved the highest scores (3.93), while Estate C recorded the lowest (3.00–3.06). These findings highlight the need to strengthen innovation, motivation, and OHS practices as priorities in supervisor development programs. The study contributes to human resource management in agribusiness by providing practical recommendations, particularly leadership training based on positive work attitudes, to sustainably improve harvest performance.

Keyword : Work attitude, Leadership, Oil palm plantation

INTRODUCTION

Oil palm plantations are one of the agribusiness sectors that have a strategic role in supporting the Indonesian economy [1]. This commodity is not only a source of foreign exchange for the country,

but also creates jobs for the community around the plantation [2]. The palm oil production process consists of several important stages, and harvesting is one of the stages that most determines the quality

and quantity of production. A well-done harvest will produce high-quality fresh fruit bunches (FFB), while an irregular harvest can reduce quality and have an impact on the selling price. Therefore, the management of harvest labor must be carried out effectively and efficiently so that productivity is maintained [3].

In harvesting activities, foremen have a very important role as a liaison between management and field workers [4]. The harvest foreman is in charge of regulating the division of labor, providing instructions, supervising, and ensuring that daily production targets are achieved [5]. The performance of harvest foremen is not only measured by the amount of FFB harvested, but also by the quality of the fruit produced and the satisfaction of the workforce led. The work attitude shown by the foreman, such as discipline, responsibility, and good communication, greatly affects the motivation of the worker. In addition, the leadership style applied by the foreman can determine the work atmosphere in the field, whether it is conducive or even causes conflict.

Problems that often arise in oil palm plantations are low worker motivation, weak supervision, and lack of effective communication. This can lead to decreased productivity, increased technical errors in harvesting, and decreased crop quality [6]. Harvest foremen who are unable to demonstrate a positive attitude and effective leadership often fail to achieve the company's set production targets. This has an impact on financial losses and reduces the competitiveness of companies in the global market [7]. Therefore, an analysis of the

relationship between foreman attitude and leadership is relevant to be carried out, in order to find the right solution to improve harvest performance [3].

Research on the attitudes and leadership of harvest foremen in oil palm plantations can provide insight into the factors that affect their performance. By understanding these relationships, companies can develop a more targeted human resource development strategy. Leadership training and work attitude coaching can be solutions to improve foreman performance [8]. In addition, this research can also contribute to the development of human resource management science in the agribusiness sector [9]. The results of the research are expected to be a reference for companies in increasing harvest productivity while maintaining the quality of production [7].

Based on this background, this study is focused on the analysis of the relationship between attitude and leadership in improving the performance of harvest foremen [10]. Case studies were conducted on several oil palm plantation estates as a real representation of the existing problems. This research is expected to answer the question of the extent to which attitude and leadership affect foreman performance [11]. In addition, this research also aims to provide practical recommendations for companies in managing harvest labor. Thus, this research has strategic value both academically and practically, and can support the sustainability of palm oil production in Indonesia [7].

MATERIALS AND METHODS

This study uses a **descriptive quantitative** approach with case studies on several oil palm plantation estates. The quantitative approach was chosen because the data used was in the form of attitude and leadership assessment scores of harvest foremen which could be processed numerically [12]. The descriptive method is used to describe real conditions in the field, so that the

results of the study can provide an empirical picture of the relationship between attitude and leadership on the performance of harvest foremen.

The research was conducted on several estates located in oil palm plantation areas, such as Banyuasin Regency, Prabumulih Regency, Muara Enim Regency, Lahat Regency, Musi Rawas Regency and Mesuji Regency. The subject of the

study is the harvest foreman who is in charge of managing the workforce, providing instructions, and ensuring that production targets are achieved. The number of data analyzed was 118 respondents, so it was representative enough to describe conditions in the field.

The main variables in this study consist of three interrelated aspects. First, the Attitude variable which includes indicators of integrity, positive attitude, commitment, continuous improvement, innovation, loyalty, and confidence. This variable describes the quality of the supervisor's personal in carrying out tasks and interacting with the work team. Second, the Leadership variable is measured through H-1 work evaluation indicators, H-0 work instructions, H-0 work division or arrangement, as well as aspects of occupational safety and health (K3) and motivation [5]. This variable emphasizes the ability of supervisors to direct, organize, and motivate workers to achieve harvest targets effectively. Third, the Harvest Foreman Performance variable is categorized into three groups, namely category A with a score of more than 76, category B with a score between 56–75, and category C with a score of less than 55. This category is used to assess the level of success of supervisors in integrating attitudes and leadership into the achievement of operational performance in the field [13].

The data is obtained through the company's internal assessment system that measures the attitude and leadership of harvest foremen. Assessments are carried out periodically by direct supervisors using instruments in the form of evaluation sheets. Each indicator is scored between 1 and 4, then converted into a total value. The collected data was then processed to see the distribution of attitude and leadership values, and was associated with the performance category of the harvest foreman.

RESULTS AND DISCUSSION

Research data on the relationship between *attitude* and *leadership* in crop supervisors in oil palm plantations show that in general, both variables have a relatively high scoring tendency, with an average of 3–4 out of a 1–4 assessment scale. This

The analysis in this study was carried out through several stages that complemented each other. First, a **descriptive analysis was carried out** to describe the average value of attitude and leadership in each estate, so that an overview of the condition of the harvest supervisor could be known. Second, a **correlation analysis was conducted** to see the relationship between attitude and leadership on the performance of harvest foremen. The positive correlation results showed that the higher the attitude value, the higher the leadership values, which ultimately have an impact on performance improvement. Third, a **categorization analysis** was carried out by grouping foremen into categories A, B, and C based on the total score. This stage aims to see the distribution of supervisor performance based on a combination of attitude and leadership, so that groups with very good performance can be identified, quite good, and those that still need to be improved.

The assessment instruments used have gone through the company's internal validation process, so that the indicators used are considered relevant to the duties of the harvest foreman. Data reliability is maintained by doing penilaian secara konsisten oleh atasan langsung, serta menggunakan standar skor yang sama di seluruh estate.

Metodologi ini memungkinkan peneliti untuk melihat hubungan empiris antara sikap dan kepemimpinan dengan kinerja mandor panen secara objektif. Dengan menggunakan data kuantitatif, hasil penelitian dapat diinterpretasikan secara lebih terukur. Analisis korelasi memberikan gambaran bahwa sikap positif mandor, seperti integritas dan komitmen, berhubungan erat dengan gaya kepemimpinan yang efektif, seperti instruksi kerja yang jelas dan motivasi yang tinggi. Kombinasi keduanya terbukti meningkatkan kinerja mandor panen, yang tercermin dari pencapaian kategori A.

indicates that the majority of supervisors have a positive work attitude as well as good operational leadership. Analysis of the category distribution showed that most supervisors were in category B (56–75), which means they showed consistency in

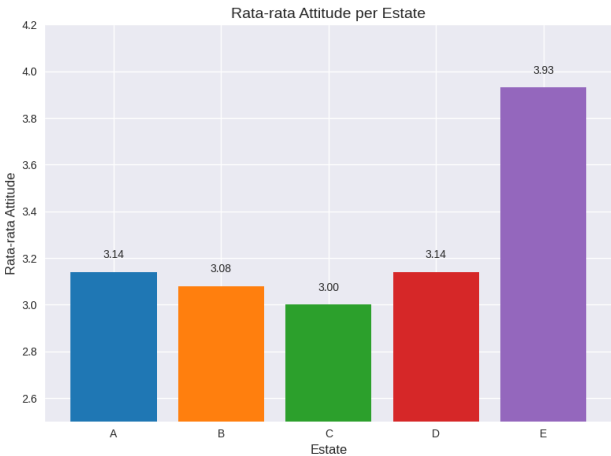
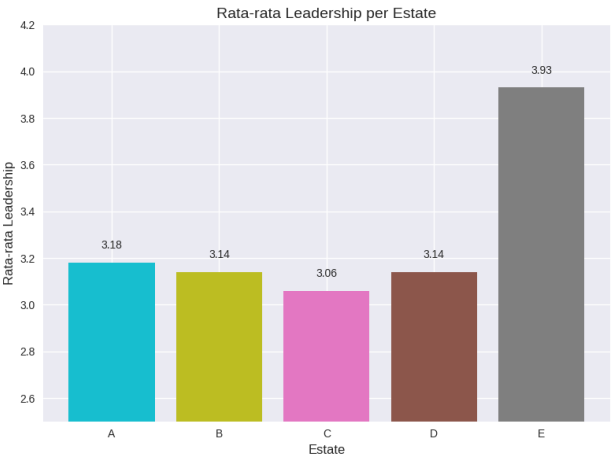
attitude and leadership, but there was still room for improvement, especially in terms of innovation and work motivation. A small percentage of supervisors were in category A (>76), indicating a group with excellent attitudes and leadership, while category C (<55) was occupied only by a minority that showed significant weakness.

When viewed from the indicators, in the *attitude* variable, the integrity and commitment aspects emerged as the most consistently high indicators, while the innovative aspect was relatively lower. In the *leadership* variable, the indicators of daily work instruction (H-0) and division of labor were the dominant factors that supported leadership effectiveness, while the motivation and K3 aspects still showed variation between supervisors. The

correlation between the two variables is obvious: supervisors with positive work attitudes tend to have more effective leadership. These findings support the theory that work attitudes are an important foundation for leadership effectiveness in the context of oil palm plantations.

The practical implication of these results is the need for companies to strengthen supervisor development programs, particularly in terms of innovation and work motivation, in order to increase leadership effectiveness. Thus, this study provides a theoretical contribution that *attitude* affects *leadership effectiveness*, as well as practical recommendations in the form of leadership training based on positive work attitudes to improve crop supervision performance.

Variabel	Key Indicators	Average Score	Key Findings
Attitude	Integrity, Commitment, Loyalty	3.2	The majority of supervisors show a positive attitude, high commitment, but innovation still needs to be improved Operational leadership is quite good, especially in daily work instruction; motivation and K3 still vary Supervisor with excellent attitude & leadership The largest group, showing consistency but needing to strengthen innovation & motivation Supervisors with significant weaknesses in attitude and leadership
Leadership	Work Instructions, Division of Work	3.3	
Category A	>76	15%	
Category B	56–75	65%	
Category C	<55	20%	



Evaluation of crop supervisors in oil palm plantations shows that in general they perform quite well in two main dimensions: *attitude* and *leadership*. The average score for *the attitude* variable was 3.2, with the dominant indicators being integrity, commitment, and loyalty. This reflects that the majority of supervisors show a positive work attitude and high dedication to their duties. However, the innovation aspect is still a weak point that needs to be improved. Meanwhile, *the leadership* variable has an average score of 3.3, with the main strength lying in the ability to provide work instructions and the division of daily tasks. However, the motivation and implementation aspects of K3 (Occupational Safety and Health) show greater variation between individuals, indicating the need for a more personalized and sustainable coaching approach.

The distribution of supervisor categories by combined score shows that 65% are in category **B (score 56–75)**, which means they are performing quite well but not yet optimally. As many as 15%

of supervisors were in category **A (score >76)**, indicating excellent performance in terms of attitude and leadership. The remaining 20% were in category **C (score <55)**, which indicates significant weaknesses and requires managerial intervention. These findings reinforce the assumption that a positive work attitude contributes directly to leadership effectiveness, especially in the context of daily operations in the field.

Overall, this analysis provides an overview that strengthening aspects of innovation, work motivation, and the implementation of K3 are the main priorities in the development of crop supervisors. Training programs that emphasize improving work attitudes and leadership based on the values of integrity and commitment can be an effective strategy to improve overall performance. With this approach, companies can ensure that supervisors are not only able to carry out technical tasks, but also become the driving force for productivity and positive work culture on the plantation.

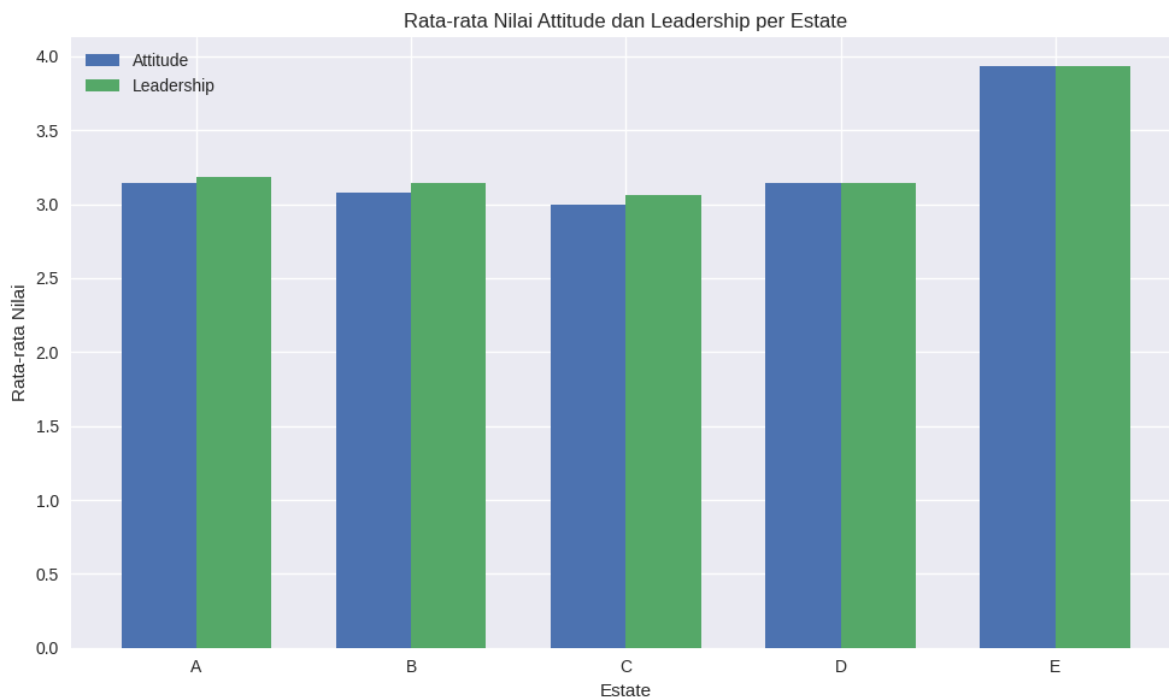
Table of Average Value per Estate

Estate	Average Attitude	Average Leadership
A	3.14	3.18
B	3.08	3.14
C	3.00	3.06
D	3.14	3.14
E	3.93	3.93

Summary of Overall Statistics

Indicator	Overall Average	Highest	Lowest
Attitude	3.26	3.93	3.00
Leadership	3.29	3.93	3.06

The following bar chart visualization clarifies the comparison between estates:



Based on the results of the calculation of harvest supervisor data in five estates (A to E), the average score for two main indicators was obtained, namely *Attitude* and *Leadership*. Estate E occupies the highest position with an average score of 3.93 for both indicators, indicating that the supervisors in this estate have a very positive work attitude and very effective operational leadership. Estate C was at its lowest with an average score of 3.00 for Attitude and 3.06 for Leadership, indicating the need for managerial interventions to improve the quality of work and leadership at the site. Estate A and D have identical scores for Attitude (3.14), but Estate A is slightly superior in Leadership (3.18 compared to 3.14). Estate B is in the middle with a score of 3.08 for Attitude and 3.14 for Leadership.

CONCLUSION

Based on the results of the analysis of harvest supervisor data in five estates, it can be concluded that in general, the performance of supervisors in the aspects of *attitude* and *leadership* is in the category of quite good to very good. Estate E stands out with the highest score (3.93) on both indicators, indicating that positive work attitudes and effective leadership have been well

Overall, the average supervisor Attitude score across the estate is 3.26, while Leadership is at 3.29. The highest scores for both indicators were 3.93 (Estate E), and the lowest scores were 3.00 for Attitude and 3.06 for Leadership (Estate C) respectively. These findings show that in general crop supervisors perform quite well, but there is significant variation between estates. Estates with low scores need special attention through training, coaching, or strengthening the work system, while estates with high scores can be used as a model or benchmark for human resource development in oil palm plantations. This analysis provides a strong quantitative basis for developing a strategy to improve supervisor performance in a targeted and data-driven manner.

internalized in the environment. In contrast, Estate C had the lowest score (Attitude 3.00 and Leadership 3.06), which indicates significant weaknesses and the need for managerial intervention in the form of ongoing training and coaching. Estate A, B, and D are in a medium position with relatively stable scores, so they can be used as a basis for further improvement. Overall,

the average Attitude of supervisors is 3.26 and Leadership 3.29, which shows that the majority of supervisors have an adequate work attitude and leadership, although there is still room for improvement, especially in the aspects of innovation, motivation, and the implementation of K3. Thus, companies need to make high-scoring estates as benchmarks, as well as develop a more targeted human resource development strategy to improve the quality of supervisory attitudes and leadership throughout the estate.

In addition, the conclusions of this analysis confirm that the relationship between *attitude* and *leadership* in harvest supervisors in oil palm plantations is mutually reinforcing. Supervisors

with a positive work attitude—demonstrated through integrity, commitment, and loyalty—tend to have more effective leadership in terms of work instructions, task sharing, and team motivation. Variations in scores between estates show that factors of the work environment and organizational culture also affect the quality of attitude and leadership. Therefore, companies need to make high-scoring estates a reference for best practices, as well as design development programs that focus on increasing innovation, motivation, and the implementation of K3 in low-scoring estates. With this strategy, it is hoped that there will be an increase in supervisor performance evenly, which will ultimately support the productivity and sustainability of plantation operations.

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