

The Effect of Leadership Style and Organizational Culture on Employee Performance with Satisfaction Work as Intervening Variable (Case Study PTPN IV Laras)

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ABSTRACT

This study focuses on examining the influence of leadership style and organizational culture on job satisfaction, the influence of leadership style, organizational culture and job satisfaction on employee performance. The influence of leadership style and organizational culture on employee performance with job satisfaction as an intervening variable. Primary data collection techniques using questionnaires and interviews, secondary data obtained from the HR department of PTPN IV Laras. The population in the study in the form of all permanent employees of PTPN IV Laras amounted to 349 people. The technique of determining the number of samples using Slovin formula with a total sample of 185 people. The data analysis technique uses structural equation modeling. The results of the study indicate that the variables of leadership style and organizational culture have a significant effect on employee job satisfaction. From the results of the study, it was also found that the variables of leadership style, organizational culture and job satisfaction had a significant effect on employee performance. However, the job satisfaction variable does not mediate the influence of organizational culture on employee performance. The results show that the variable job satisfaction mediates the influence of leadership style on employee performance.

Keywords: Leadership Style, Organizational Culture, Job Satisfaction, Employee Performance

INTRODUCTION

Human resources are the most important assets of the company because they act as the subject of implementing company policies and operations. In order for a company to continue to perform well, it must have the courage to face challenges and their consequences, namely to face change and win the competition. The availability of professional human resources in every organization is non-negotiable. The basic considerations are as follows: our participation in regional autonomy also increases the challenges and demands of the regions in the era of globalization that are qualitatively and quantitatively superior. Employee performance which is the result of the thought and energy of an employee on the work he does, can be tangible, seen, counted in number, but in many cases the results of thought and energy cannot be counted and seen, such as ideas for solving problems, innovation a new product or service, can also be an invention of more efficient work procedures. According to Siagian and Khair, (2018) performance is the result achieved by employees in terms of

quality and quantity which is their responsibility to carry out.

Employee performance in the organization is influenced by several factors including leadership style, organizational culture, and job satisfaction. This is in line with the opinion of (Kasmir, 2016: 189-193) who argues that performance is influenced by several factors including leadership style factors, organizational culture, and job satisfaction can affect employee performance both results and work behavior. Research conducted by (Purnomo et al., 2020) shows the results that leadership style, organizational culture, and job satisfaction have a positive effect on employee performance.

Organizational culture is a factor that affects employee performance and a factor that can determine whether or not the goals of the organization are achieved. Organizational culture can be described as values, norms and artifacts accepted by members of the organization, it can influence or be influenced by organizational strategies, structures, and organizational systems (Fitrianis & Apriliani, 2019). The research of Mukmin et al., (2019) stated that organizational culture has a positive and significant effect on employee performance. Another important factor that determines employee performance and abilities is leadership style. As Harahap and Khair, (2019) stated that leadership is one of the driving forces for organizations to influence and move employees. An organization needs an effective leader, who has the ability to influence the behavior of its members or subordinates. So a leader or head of the organization will be recognized as a leader if he has influence or is able to direct his subordinates towards achieving organizational goals. This will bring consistency that every leader is obliged to give serious attention to fostering, mobilizing, directing all the potential of their employees in order to realize the volume and workload that is directed at the goal. Research (Purnomo et al., 2020) states

that leadership style has a positive and significant effect on employee performance. Bass and Avolio in (Lowe et al., 1996) and (Schein, 2005) state that a leader shapes culture and in turn is shaped by the resulting culture. (Schein, 2005) observes that organizational culture and leadership are interrelated. He illustrates this interconnection by looking at the relationship between leadership and culture in the context of an organization's life cycle. Many experts say that organizational culture can be the basis of adaptation and the key to organizational success so that a lot of research has been carried out to identify the values or behavioral norms that can make a major contribution to organizational success (Rashid et al., 2003).

In addition to leadership style and organizational culture, job satisfaction is also a factor that can affect employee performance. Job satisfaction is a common attitude that employees feel towards their work (Fitrianis & Apriliani, 2019). According to (Terry, 2012) job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. According to (Hasibuan, 2010) there are 2 factors that influence job satisfaction, namely employee factors and job factors. With an understanding of the tasks carried out, and understanding the characteristics of his subordinates, a leader will be able to provide guidance, encouragement and motivation to all members to achieve goals. If the interaction process works well, then he will be able to provide satisfaction which at the same time can improve his performance.

PTPN IV has several commodities, one of which is palm oil. To plant and process oil palm, PTPN IV has thirty business units divided into four districts. The PTPN IV Laras unit is included in district II. PT Perkebunan Nusantara IV is a subsidiary of PTPN III which is engaged in oil palm and tea plantations. PTPN IV also manages an oil palm seed center in Adolina, Perbaungan, Serdang Bedagai, North

Sumatra. The company is headquartered in Medan, North Sumatra. The company was founded in 1996 as a result of a merger between PTP VI, PTP VII, and PTP VIII. In 2014, the Government of Indonesia officially handed over the majority of the company's shares to PTPN III, as part of efforts to establish a BUMN holding in the plantation sector.

PTPN IV Laras' vision is to become a leading company in integrated agro-industry. Meanwhile, PTPN IV Laras' mission is to run a business with the best, innovative, and highly competitive business principles. Organizing agro-industry based on oil palm, tea, and rubber. Integrating upstream, downstream and new product agro-industry businesses, supporting agro-industry and asset utilization with a preference for the latest proven and environmentally sound technology.

In order to realize the company's vision and mission, a professional human resource qualification development program has been implemented consistently through an integrated HR management system. PTPN IV's culture is to give, guide and encourage the behavior of all company employees so that in carrying out their duties always think positively to be able to seize every opportunity. Proactive in generating innovation and achievement. Teamwork to build strength. Placing the interests of the company as the main consideration for every decision taken by each level of the company. Placing the improvement of employee welfare as an integral part of achieving company goals.

From the corporate culture owned by PTPN IV, it can be asked whether corporate culture can affect employee performance? There are aspects in the values of corporate culture that are able to meet employee expectations, so that employees and members of the organization get job satisfaction in their work, these aspects can

be in the form of innovations that are highly valued in the company culture, appreciation of equality among all employees who are firmly held by the company. all members of the company, or also the values of the relationship between leaders and subordinates that are not discriminatory.

The discussion of employee job satisfaction cannot be separated from the fact that employee job satisfaction can be achieved if all expectations can be met in carrying out tasks. Job satisfaction is a reflection of people's feelings and attitudes towards their work, namely the interaction between people is influenced by their work environment. Satisfied people are expected to devote their energy and ability to complete the work, thus creating an ideal performance for the company. This shows that job satisfaction as an independent variable can also be a dependent variable (influenced).

Individuals with job satisfaction are expected to expend all their abilities and energy to complete the work, so that they can produce optimal performance for the company. This shows that job satisfaction as an independent variable can also be a dependent variable (influenced). (Luthans, 2011) states that there are five factors that influence job satisfaction, namely: income, colleagues, development opportunities, the work itself and supervision. Meanwhile, the results of studies on job satisfaction can be conveyed by variables that influence such as organizational culture (Gattiker & Larwood, 1986). Meanwhile, another study found that job satisfaction is influenced by leadership style (Chen et al., 2004). From the theoretical description and background above, therefore I conducted a survey on employee performance at PTPN 4 Laras. Employee performance reports are obtained from the Human Resources Department with the following details:

Table 1.1 PTPN IV Laras Employee Performance Report 2021

Number	Part	Discipline	Occupational Knowledge and Skills	Speed, Quality and Productivity	Teamwork	Honesty, Sincerity and Sincerity
1	Section I	4.87	4.71	4.79	4.82	4.89
2	Section II	4.39	4.07	4.06	4.72	4.02
3	Section III	4.65	4.53	4.54	4.64	4.41
4	Section IV	3.60	3.65	3.44	3.71	3.73
5	Personnel Office	4.89	4.67	4.76	4.74	4.80
6	Plant Office	4.75	4.75	4.88	4.63	5.00
7	Administration Office	5.00	4.83	4.67	5.00	5.00
8	Garden Engineering Office	5.00	4.93	4.93	5.00	5.00
Average		4.64	4.52	4.51	4.66	4.61

Source: PTPN IV Laras HRD Dept

From table 1.1 it can be seen that there are still parts whose performance level is still below the expected average. Especially in the Afdiling III and Afdiling II sections which have the lowest scores among all sections. In addition to performance data, the authors also collect data on job satisfaction at PTPN IV Laras with a total of 186 respondents. This survey has 7 items

examined in terms of employee job satisfaction, namely income, welfare, career development, recruitment, education and training, employee performance appraisal and HR information systems. From the results of data analysis on employee satisfaction PTPN IV obtained the following data:

Table 1.2 Job Satisfaction Results of PTPN IV Employees

Number	Level Satisfaction			
	Items	Not satisfied	Currently	Satisfied
1	Income	30,1%	36,1%	33,8%
2	Welfare system	27,4%	36,5%	36,1%
3	Sis. Career development	33,8%	33,3%	32,7%
4	Recruitment System	33,3%	33,8%	32,7%
5	Education and training	26,8%	36,1%	37,1%
6	Performance assessment	32,8%	36,5%	30,6%
7	Sis. HR Information	33,3%	37,1%	29,6%

Source: PTPN IV Laras

From table 1.2 the results of employee job satisfaction include several factors, namely career development systems, recruitment systems, performance appraisals and HR information systems which show employee dissatisfaction, employees have a higher percentage than employee job satisfaction. Based on the problems above, it is necessary to examine whether organizational culture and leadership style factors can also affect employee job satisfaction which in turn can affect employee performance. This study will analyze the influence of leadership style and organizational culture on job satisfaction in improving employee performance. This research will be conducted at PTPN IV Laras. Based on the description and background above, the authors are interested in conducting research with the title "The Influence of Leadership Style and Organizational Culture on

Employee Performance Through Job Satisfaction as an Intervening Variable (Case Study of PTPN IV Laras)".

MATERIALS & METHODS

SEM Analysis or Structural Equation Modeling

The model used in this study is a model of causality or influence relationship. To test the hypothesis that will be proposed in this study, the analytical technique that will be used is SEM or Structural Equation Modeling which is operated through the AMOS program. Research modeling through SEM allows a researcher to answer research questions that are dimensional (ie measuring what indicators are from a concept) and regression (measuring the influence or degree of relationship between factors that have identified dimensions).

Various goodness of fit criteria to meet the SEM assumptions can be summarized in the form of a model feasibility test index table, as follows.

Table 1.3 Model Feasibility Test Index

Goodness of Fit Index	Cut of Value
χ^2 Chi Square	χ^2 Expected Small
Probability	$\geq 0,05$
CMIN/DF	$\leq 2,00$
RMSEA	$\leq 0,08$
AGFI	$\geq 0,90$
GFI	$\geq 0,90$
CFI	$\geq 0,95$
TLI	$\geq 0,95$

RESULT

Model Feasibility Test Index Results

Table 1.4 Results of the Full Structural Model SEM. Feasibility Test Index

Goodness of Fit Index	Cut of Value	Results	Information
χ^2 Chi Square, <i>df</i> =71	$\leq 91,67$	80,713	Good
Probability	$\geq 0,05$	0,202	Good
CMIN/DF	$\leq 2,00$	1,137	Good
RMSEA	$\leq 0,08$	0,032	Good
AGFI	$\geq 0,90$	0,921	Good
GFI	$\geq 0,90$	0,925	Good
CFI	$\geq 0,95$	0,983	Good
TLI	$\geq 0,95$	0,978	Good

Source: AMOS results (2022)

Table 1.4 describes the value of the results of all goodness of fit indices that are good. Therefore, the feasibility test of the full structural SEM model in this study is feasible and can be accepted as a measurement model. So that the results of data processing based on this model can be used to determine the effect of latent variables with their indicators.

Table 1.5 Test the Validity and Reliability

Variable /Indicator	Total Correlation	Validity Test Results	Cronbach Alpha if item deleted	Reliability Test Results
1. Organizational Culture (X1)				
X12.2	.507	Valid	0.873	Reliabel
X17.1	.490	Valid	0.873	Reliabel
X17.2	.487	Valid	0.873	Reliabel
2. Leadership Style (X2)				
X21	.531	Valid	0.873	Reliabel
X22	.437	Valid	0.875	Reliabel
X25	.517	Valid	0.873	Reliabel
X26	.479	Valid	0.874	Reliabel
3. Job Satisfaction (Z)				
Z21	.422	Valid	0.875	Reliabel
Z31	.421	Valid	0.875	Reliabel
Z32	.479	Valid	0.874	Reliabel
Z41	.388	Valid	0.875	Reliabel
4. Employee Performance (Y)				
Y1	.349	Valid	0.877	Reliabel
Y2	.405	Valid	0.876	Reliabel
Y4	.413	Valid	0.875	Reliabel

Source: Processed data (2021)

Table 1.6 Normality Test Results

Variable	Min	Max	Skew	C.R.	Kurtosis	C.R.
Y4	2.000	5.000	-.045	-.211	-1.046	-2.463
Y2	2.000	5.000	-.339	-1.595	-.289	-.681
Y1	2.000	5.000	-.030	-.141	-.921	-2.169
Z21	2.000	5.000	-.401	-1.886	-.851	-2.004
Z31	2.000	5.000	-.226	-1.062	-.938	-2.207
Z32	2.000	5.000	-.707	-3.330	-.385	-.906
Z41	2.000	5.000	-.369	-1.737	-.943	-2.219
X21	2.000	5.000	-.089	-.421	-1.053	-2.478
X22	2.000	5.000	-.204	-.962	-.727	-1.712
X25	2.000	5.000	-.095	-.448	-1.127	-2.653
X26	2.000	5.000	-.152	-.714	-1.021	-2.403
X17.2	2.000	5.000	-.278	-1.310	-.710	-1.671
X17.1	2.000	5.000	-.287	-1.349	-.105	-.248
X12.2	1.000	5.000	-.756	-3.562	1.138	2.678
Multivariate					-2.347	-.639

Source: AMOS results (2022)

Table 1.6 illustrates the multivariate value of the Critical Ratio (C.R.) of 0.639 or still in the range of ± 2.58 . The test shows that the results of the research data of PTPN IV Laras employees are normally distributed. Therefore, the research data meet the requirements of the data normality test.

Outlier Test Results

Outlier test results can be seen in the results of the full structural model SEM table Observations farthest from the centroid (Mahalanobis distance). The value of the

mahalanobis distance in the table must be less than the chi-square value, the chi-square value is determined based on the number of indicators with a significant level which can be seen in the chi-square distribution table (Schermelleh-engel & Moosbrugger, 2003). This study has 14 indicators with a significant level of 1% or $X^2(14; 0.01) = 36.12$, so the data is said to be not outlier if the mahalanobis distance < 36.12 .

Table 1.7 Outlier Test Results

No	Observation Number	Mahalanobis d-squared	P1	P2
1	79	31.430	.005	.474
2	95	28.385	.013	.502
3	111	25.751	.028	.719
-	-	-	-	-
-	-	-	-	-
125	79	31.430	.005	.474
126	95	28.385	.013	.502

Source: AMOS results (2022)

Based on Table 1.7 shows the highest value of mahalanobis distance is 31,430. This shows that the mahalanobis distance is smaller than the chi-square value ($31.430 <$

36.12). So it can be stated that there is no outlier or extreme data in the research data of PTPN IV Laras employees.

Table 1.8 Standardized Residual Covariances

	Y4	Y2	Y1	Z21	Z31	Z32	Z41	X21	X22	X25	X26	X17.2	X17.1	X12.2
Y4	.000													
Y2	-.007	.000												
Y1	.027	-.031	.000											
Z21	.002	.111	-.014	.000										
Z31	.025	-.070	-.008	.008	.000									
Z32	-.025	.053	-.027	-.021	.008	.000								
Z41	-.003	.049	-.035	-.014	.002	.016	.000							
X21	-.113	.014	.093	.001	-.077	-.016	-.048	.000						
X22	-.038	-.048	.018	.074	.030	.015	.006	-.006	.000					
X25	-.052	.015	.026	.044	-.051	-.018	-.041	-.020	.048	.000				
X26	.036	.023	.024	-.012	.031	.002	.064	.052	-.048	-.031	.000			
X17.2	.024	.033	-.022	-.022	-.028	-.054	-.044	-.063	.011	-.036	-.060	.000		
X17.1	-.013	-.017	-.007	.008	-.018	-.041	-.013	.036	-.031	-.078	.042	.023	.000	
X12.2	.020	-.027	.019	.096	.022	.042	.091	-.006	.106	.058	.034	-.018	-.013	.000

Source: AMOS results (2022)

Residual value test was conducted to see whether or not modification of the research model was necessary. Data is said to be feasible if it shows standardized residual results in the range of ± 2.58 . This can be seen in the full structural output of the SEM model Table 4.16 Standardized Residual Covariances. In this study, there is no residual value in the range of ± 2.58 .

Therefore the model is acceptable and does not need to be modified. The data is said to have passed the residual test so that the data is said to be feasible so that it can be interpreted.

Based on the results of the research data test conducted, all data passed the data test. Thus, the data deserves to be used as the basis for testing the research hypothesis.

DISCUSSION

The Influence of Organizational Culture on Employee Performance

The influence of organizational culture on employee performance has an estimate value of 0.385 or positive value, meaning that organizational culture has a positive effect on employee performance. While the value of Critical Ratio (CR) = 2.191 1.96 and Probability (P) = 0.028 0.05, it means that organizational culture has a significant effect on employee performance. So it can be concluded that organizational culture has a positive and significant effect on the performance of PTPN IV Laras employees, so Hypothesis One (H1) is accepted.

The Influence of Leadership Style on Employee Performance

Table 1.8 shows the influence of leadership style on employee performance has an estimate value of 0.338 or a positive value, meaning that leadership style has a positive effect on employee performance. While the value of Critical Ratio (CR) = 2.036 1.96 and Probability (P) = 0.046 0.05, it means that leadership style has a significant effect on employee performance. From the results of the analysis, it was found that leadership style had a positive and significant effect on the performance of PTPN IV Laras employees, Hypothesis Two (H2) was accepted.

The Effect of Job Satisfaction on Employee Performance

Table 1.8 shows the effect of job satisfaction on employee performance having an estimate value of 0.305 or a positive value, meaning job satisfaction has a positive effect on employee performance. While the value of Critical Ratio (CR) = 2.822 1.96 and Probability (P) = 0.005 0.05, it means that job satisfaction has a significant effect on employee performance. So it can be concluded that job satisfaction has a positive and significant effect on the performance of PTPN IV Laras employees, so Hypothesis Three (H3) is accepted.

From the research results, the majority of PTPN IV employees have a positive perception of job satisfaction. This is shown, the majority of employees agree with the compensation/salary received which is the main indicator in the rewards. Employees of PTPN IV also assessed that all employees have the same opportunity for promotion, which depends on the performance and skills of the employees. A payroll system that is in accordance with the workload will immediately increase employee job satisfaction. Likewise, fairness in the promotion system, where employees feel they have the same opportunities as others will increase job satisfaction for employees. If management is able to facilitate the wishes of employees both in terms of rewards and equity, employees will feel satisfied with the work environment they have, and have a direct impact on the performance shown by employees.

The Influence of Organizational Culture on Job Satisfaction

Table 1.8 shows the influence of organizational culture on job satisfaction has an estimate value of 0.691 or a positive value, meaning that organizational culture has a positive effect on job satisfaction. While the value of Critical Ratio (CR) = 3.564 1.96 and Probability (P) = 0.00 0.05, it means that organizational culture has a significant effect on job satisfaction. So it can be concluded that organizational culture has a positive and significant effect on job satisfaction of PTPN IV Laras employees, so Hypothesis Four (H4) is accepted.

From the results of the study, it was found that there was good interaction between fellow employees, this was indicated by the majority of employees' perceptions of agreeing to the culture of teamwork within the company. An environment that has good interactions will make employees feel comfortable and there are no individuals who feel superior or inferior in a team. Management support shown by providing work support facilities and infrastructure

also increases employee job satisfaction. Where, employees feel cared for and their rights fulfilled by management. However, from the results of the interviews, it was found that some employees were dissatisfied with the facilities and infrastructure provided by the management. Dissatisfaction is explained by employees who feel that the workload they get is greater than other employees. The excessive workload is not accompanied by an increase in facilities, technology or the compensation they get.

The Effect of Leadership Style on Job Satisfaction

Table 1.8 shows the influence of leadership style on job satisfaction has an estimate value of 0.535 or a positive value, meaning that leadership style has a positive effect on job satisfaction. While the value of Critical Ratio (CR) = 3.612 1.96 and Probability (P) = 0.00 0.05, it means that leadership style has a significant effect on job satisfaction. So it can be concluded that leadership style has a positive and significant effect on job satisfaction of PTPN IV Laras employees, so Hypothesis Five (H5) is accepted.

The Influence of Organizational Culture on Employee Performance Through Job Satisfaction

The indirect effect of organizational culture on employee performance has a Standardized Indirect Effect value of 0.177 or positive value. Organizational culture has a positive effect on employee performance through job satisfaction. Measuring the indirect effect of organizational culture on employee performance using the Sobel Test, the value of Critical Ratio (CR) = 1.876 1.96 and Probability (P) = 0.06 0.05, means that organizational culture has no significant effect on employee performance through satisfaction work. So it can be concluded that organizational culture has a positive but not significant effect on the performance of PTPN IV Laras employees through job satisfaction, Hypothesis Six (H6) is rejected.

From the results of the study, it was found that the organizational culture applied at PTPN IV Laras had a direct effect on employee performance without being mediated by job satisfaction as an intervening variable. This can be due to the company's organizational culture which always emphasizes accuracy in work details and to always focus on the targets to be achieved. The culture of the company will improve the performance and consistency of employees without the need for job satisfaction mediation to improve the performance of PTPN IV Laras employees.

The Effect of Leadership on Employee Performance Through Job Satisfaction

The indirect effect of leadership style on employee performance has a Standardized Indirect Effect value of 0.178 or positive value. Leadership style has a positive effect on employee performance through job satisfaction. Measuring the indirect effect of leadership style on employee performance using the Sobel Test, the value of Critical Ratio (CR) = 2.287 1.96 and Probability (P) = 0.02 0.05, means that organizational culture has a significant effect on employee performance through job satisfaction. . So it can be concluded that organizational culture has a positive and significant effect on the performance of PTPN IV Laras employees through job satisfaction, so Hypothesis Seven (H7) is accepted.

Based on the results of the study, the leadership style applied at PTPN IV is able to influence the high and low performance of employees through job satisfaction. This can be caused, a wise leader who is able to provide motivation and encouragement to employees will increase employee confidence and make employees satisfied in their work environment. The increase in job satisfaction caused by a leadership style that is not authoritarian and pays attention to employees certainly directly improves employee performance. The results of monthly meetings in the form of suggestions from employees that are used as the basis for decision making for leaders and

management, prove that the democratic leadership style at PTPN IV Laras is able to improve employee performance. The perception of employees that their suggestions are always appreciated, gives employees to always think creatively and innovatively to improve the resulting performance.

CONCLUSION

PTPN IV Laras employees have a very important role for the sustainability of the company. From the results of the study entitled the influence of work culture and leadership style on employee performance with job satisfaction as an intervening variable, it was concluded that: Organizational culture has a positive value and has a significant effect on the performance of PTPN IV Laras employees. The leadership style has a positive value and has a significant effect on the performance of PTPN IV Laras employees. Job satisfaction has a positive value and has a significant effect on the performance of PTPN IV Laras employees. Organizational culture has a positive value and has a significant effect on job satisfaction of PTPN IV Laras employees. The leadership style has a positive value and has a significant effect on job satisfaction of PTPN IV Laras employees. Job satisfaction variable does not mediate the influence of organizational culture on employee performance of PTPN IV Laras. The job satisfaction variable did not mediate the influence of the leadership style variable on the performance of PTPN IV Laras employees.

Conflict of Interest: None

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