

THE INFLUENCE OF LEADERSHIP STYLE, WORK ETHIC, ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON THE PERFORMANCE OF EMPLOYEES PT. LAMAN MINING

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Abstract

The purpose of this research is to find out the influence of Leadership Style, Work Ethic, Organizational Culture and Job Satisfaction on Employee Performance of PT. Laman Mining. The subject of this study was an employee of PT. Laman mining of the sample to be taken is determined by the Slovin formula. The number of Employees of Laman Mining is 50 people. By using slovin formula with a margin of error of 5% obtained results with a presentation rate of 95%. The data was obtained by questionnaire system using likert scale. The results of this study show that leadership style, work ethic, organizational culture and job satisfaction have a positive effect on the performance of employees PT. Laman Mining. (4) The direct influence of Leadership Style (X1) on Employee Performance (Y) has a parameter coefficient of -0.165 (negative), so there is a negative influence where the more Authoritarian The Leadership Style (X1) the lower the Employee Performance (Y) and the Value P Award (X1)) on Employee Performance (Y) is $-0.196 > 0.05$ so that it can be said that the influence of Awards on Employee Performance is insignificant. (4) The magnitude of the influence of Leadership Style (X1), Work Ethic (X2), Organizational Culture (X3) and Job Satisfaction (X4) on Employee Performance (Y) is determined by r^2 value, r^2 value on job satisfaction (Y) is 0.984 which means the influence of Leadership Style (X1)), Work Ethic (X2), Organizational Culture (X3) and Job Satisfaction (X4) on Employee Performance (Y) is 98.4%. then there is a negative influence where the more Authoritarian Leadership Style (X1) the lower the Employee Performance (Y) and P value Reward (X1) on Employee Performance (Y) is $-0.196 > 0.05$ so that it can be stated that the influence of Awards on Employee Performance is insignificant (4) The magnitude of the influence of Leadership Style (X1), Work Ethic (X2), Organizational Culture (X3) and Job Satisfaction (X4) on Employee Performance (Y) is determined by r^2 value, r^2 value to job satisfaction (Y) is 0.984 which means the influence of Work Motivation (X1)), Work Ethic (X2), Organizational Culture (X3) and Job Satisfaction (X4) on Employee Performance (Y) is 98.4%.

Keywords: *Leadership Style, Work Ethic, Organizational Culture, Job Satisfaction, Employee Performance*

1. INTRODUCTION

Any company without good management and organization will not succeed in achieving the goal and cannot maintain the survival of the company. Because the management in an organization aims to utilize resources and personnel in the organization or complete all work activities in a fast, precise and neat way to get the most possible results. Pt. Laman minin is a company engaged in mining located in west Kalimantan. In achieving the target of mining production is very determined by the ability of human resources owned.

3 aspects of Human Resources that are of concern to PT. Mining page is the first aspect of leadership and integrity. The two main competencies in working in mining Third aspect of creativity. Human resources are the main need to be able to carry out all activities in various areas of organization in the company. One of the factors that have a role to influence the company in

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achieving the target in competing is that the company is expected to have competent human resources, therefore human resource management plays an important role to help the company obtain the right human resources. The resources in question are leaders and employees. The Company is expected to be able to manage human resources well in order to be reliable in achieving the company's vision, mission and targets, because poor management of human resources can negatively impact the company's goals. The company is expected to acquire employees who have high knowledge of abilities and skills. However, the company's success in achieving its goals is not only determined by the quality of employees owned by the company. The company is also expected to have leaders who are able to encourage the performance of its employees to be able to work well and optimally.

Leadership style, work ethic, Organizational Culture and job satisfaction applied within a company hold the key to achieving employee performance and a good work environment. In order to improve employee performance conducted by leaders will have an impact on improving productivity and employee performance, so that the main goals that the company wants to achieve can be realized. Effective leadership is a leader who can adjust his leadership style according to the level of maturity of employees. Gordon in Nawawi (2006 : 63) revealed that "performance is a function of workers' ability to accept job objectives, level of achievement of goals and interaction between goals and capabilities of employees". From this opinion, it can be concluded that employees play an important role in carrying out the company's activities, in order to grow and maintain the continuity of work processes in a company.

2. LITERATURE REVIEW

2.1 Leadership Style

Thoah's leadership style (2013:49) that Leadership Style is the norm of behavior used by a person at a time when the person is trying to influence the behavior of others as he or she sees it. While Rivai (2014:42) states leadership style is a set of characteristics used by leaders to influence subordinates in order for organizational goals to be achieved or it can also be said that leadership style is a pattern of behavior and strategy that is preferred and often applied by a leader. A leadership style that shows, directly or indirectly, the belief of a leader in the abilities of his subordinates. It means leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates. Leadership Style According to Tannenbau and Warrant H. Schmitdt, According to both experts, leadership style can be explained through two extreme points, namely leadership focusing on superiors and leadership focusing on subordinates.

The style is influenced by manager factors, employee factors and situation factors. If the leader considers that the interests of the organization should take precedence over personal interests then the leader will be more authoritarian, but if subordinates have better experience and want participation, then the leader can apply his style of participation. Leadership Style According to Likert Likert grouped leadership styles into four systems: (1)The Authoritarian-Exploitative System This type of leader is very authoritarian, has low trust in his subordinates, motivates subordinates through threats or punishments. Communication conducted one way down (top-down). (2)The Benevolent-Authoritative Leader system trusts subordinates to some degree, motivating subordinates with threats or punishments but not always and allowing upward communication. Leaders pay attention to the idea of subordinates and delegate authority,

although in decision-making still conduct strict supervision. (3)The Leader's Consultative System has considerable power over subordinates. Leaders use replies (incentives) to motivate subordinates and sometimes use threats or punishments. Two- way communication and accepting specific decisions made by subordinates.(4) The Leader's Participatory System has complete trust in subordinates, using economic incentives to motivate subordinates. Two-way communication and making subordinates a working group.

2.2 Work Ethic

According to Sutrisno (2010:284), that the work ethic considers a person as something that can increase his self-esteem as a human being, then the person in work tends to be enterprising, diligent and willing to use all his potential. According to Priansa (2014:282), stating that work ethic is a set of understandings and beliefs on values that fundamentally affect life, being the principles of movement and a distinctive way of expression in a group of people with the same culture and beliefs. Meanwhile, according to Anoraga (2009:282), states that work ethic is a view and attitude of a nation or people towards work Based on some opinions of experts can be concluded that work ethic is a set of fundamental attitudes or views held by employees. to assess work as a positive for improving the quality of life, thus influencing his work behavior in the organization. According to Sinamo in Sutrisno (2010:283), suggesting 8 professional work ethic, among others: (1)Work is grace, sincere work full of gratitude. (2)Work is trust, work responsibly. (3)Work is a call, complete work of integrity. (4)Work is actualization, hard work vigorously. (5) Work is worship, serious work is full of love. (6)Work is art, smart work full of creativity. (7)Work is honor, diligent work full of excellence. (8)Work is service, complete work is humility.

2.3 Organizational Culture

It is an archetypal assumption pattern –created, discovered, or developed by a group to learn to address the problems of external adaptation and internal integration – that has worked well and is considered valid to be taught to new members as the best way to accept, think, and feel in relation to the problem (Schein, 1999). Characteristics of Organizational Culture According to Robbins(1996:289), there are 7 characteristics of organizational culture. (a)Innovation and risk taking. The level at which employees are encouraged to innovate and take risks. (b)Attention to detail. A level where employees are expected to show precision, analysis and attention to detail. (c)Outcome orientation. The level at which management focuses on results rather than on the techniques and processes used to achieve results. (d)People orientation. A level where management decisions take into account the effect of results on those members of the organization. (e)Team orientation. A level where work activities are organized around teams, not individuals. (f)Aggressiveness. A level where people (members of the organization) are aggressive and competitive rather than relaxed – relaxed. (g)Stability. A level at which the organization's activities emphasize maintaining the status quo rather than growth. By assessing the organization based on these seven characteristics, a compound picture of the culture of the organization will be obtained. This description is the basis for the feeling of mutual understanding that members have about the organization, how affairs are resolved in it, and the way members behave (Robbins, 1996: 289).

2.4 Job Satisfaction

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings for his or her work. This is evident in the employee's positive attitude towards the job and everything encountered in his work environment. The department of personnel or management must constantly monitor job satisfaction, as it affects attendance rates, workforce turnover, morale, complaints, and other vital personnel issues. According to Strauss and Sayles, job satisfaction is also important for self-actualization. Employees who do not get job satisfaction will never reach psychological maturity, and in turn will become frustrated. Employees like this will often daydream, have a low work spirit, get tired and bored quickly, unstable emotions, often absent and do busyness that has nothing to do with the work to be done. While employees who get job satisfaction usually have a better attendance and turnover record, are less active in employee union activities, and sometimes perform better than employees who do not get job satisfaction. Therefore, job satisfaction has an important meaning for both employees and the company, especially because it creates a positive situation in the company's work environment. Everyone of course wants to get satisfaction in doing every type of work. Because satisfaction in work can affect the performance of an employee.

Job satisfaction is the attitude and feeling of pleasure or not of an employee in carrying out a job. Job satisfaction can also be interpreted as the conformity between an employee's expectations and the benefits he or she gets from his/her job. There are several indicators that can affect employee job satisfaction, including: (1) Satisfaction with His Own Work Every type of work carried out by an employee will certainly produce motivation and work performance that is part of employee job satisfaction. An employee will be satisfied with the work he or she is doing if he/she fulfills the following: a. The work is considered important and has the benefit of b. Employees are well aware of their duties and responsibilities for the results of the work that has been done. c. Employees are able to ensure that their work is able to achieve satisfaction value. The characteristics found in a job can be a factor in the satisfaction of work. Employees do their job with pleasure if the job can provide an opportunity for the employee to maximize his or her skills and abilities, provide a wide selection of tasks that he/she likes, and provide a feed back or feedback that meets the employee's expectations. (2). Satisfaction With Salary Satisfaction with the provision of salary not only includes the nominal salary earned but more to the satisfaction of an employee on the policy of payroll administration, the existence of various benefits, as well as satisfaction with the level of salary increase.

2.5 Employee Performance

Every activity carried out to improve the company's business development is a form of performance or performance. Employees play a very important role in the success and development of the company. In this case, the company should be able to monitor the performance of each of its employees whether they have been able to carry out their duties and obligations properly as expected or not. This performance assessment plays an important role in determining cooperation with employees. In general, the definition of performance is a performance of one's work based on quantity and quality that has been mutually agreed upon. As for some understanding according to the following experts to broaden your horizons about performance. (1) Stolovitch and Keeps (1992) Performance is the result achieved by a person on the act of achievement as well as the implementation of a requested work. (2) Paul Hersey and Kenneth Blanchard Whereas according to Hersey and Blanchard, the definition of performance is the motivation and ability of a

person in completing his task. (3)Mangkunagara (2002:22) The definition of performance is the result of good work achieved by a person in completing his responsibilities. (4)Donnelly, Gibson and Ivancevich (1994) The definition of performance refers to the level of success in completing a task, as well as achieving a predetermined goal. (5)Schermerhorn, Hunt and Osborn (1991) Definition of performance means the quality and quantity of achievement of tasks, whether performed by individuals, groups or institutions.

3. IMPLEMENTATION METHOD

The population is the entire subject of the study. If a person wants to examine all elements in the research area, then the research is a population study or a population study or a census study (Sabar, 2007). The population is not only people but also objects and other natural objects. The population is also not just the amount that exists in the object / subject studied, but includes the characteristics / traits possessed by the subject or object. So, what is meant by the population is the entire object that is the target of the study, be it the whole member, a group of people, events or objects that have been formulated clearly and have the same characteristics or characteristics.

The definition of the sample is a portion of the subjects in the population studied, who are certainly able to representatively represent the population (Sabar, 2007). According to Sugiyono the sample is part or number and character of the population. If the population is large, and researchers are unlikely to study everything in the population, for example due to the involvement of funds, energy and time, then the researchers will take samples from that population. What is learned from that sample, the conclusion will be applied to the population. Therefore, samples taken from the population must be strictly representative (Sugiyono, 2011).

4. RESULTS AND DISCUSSION

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing using a composite reliability value with the criteria of a variable is said to be reliable if the composite reliability value is > 0.600 (Hair, Hult, Ringle, & Sarstedt, 2014).

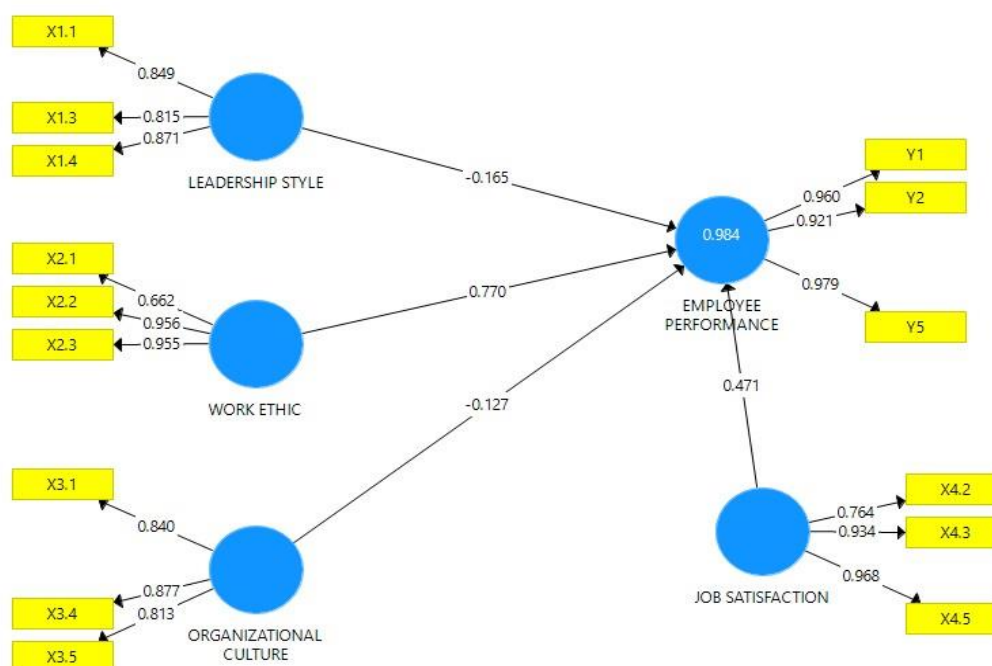
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EMPLOYEE PERFORMANCE	0.950	0.952	0.968	0.910
JOB SATISFACTION	0.871	0.918	0.921	0.798
LEADERSHIP STYLE	0.834	1.009	0.882	0.715
ORGANIZATIONAL CULTURE	0.835	1.039	0.881	0.712
WORK ETHIC	0.834	0.932	0.900	0.755

Source: Data Processing (2021)

Based on the results of the analysis in the picture above, it was found that the variable X1 has a composite reliability of $0.882 > 0.600$, then the X1 variable is reliable, then the X2 variable gets composite reliability with a yield of $0.900 > 0.600$ then the X2 variable is reliable, the X3 variable gets a composite reliability result of $0.881 > 0.600$ then the X3 variable is reliable, the X4 variable gets a composite reliability result of $0.921 > 0.600$ then the X4 variable can be relied upon ,and variable Y with a composite reliability value of $0.968 > 0.600$ then Y is reliable :

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Research MODEL

Hypothesis testing aims to prove the hypotheses of the effect of a variable on other variables directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of another variable. If the path coefficient value is negative it indicates that an increase in one variable is followed by a decrease in the value of another variable. If the probability value (P-Value) < Alpha (0.05) then Ho is rejected (the effect of a variable with other variables is significant). If the probability value (P-Value) > Alpha (0.05) then Ho is not rejected (the effect of a variable with other variables is insignificant).

	Original Sampl...	Sample Mean (...	Standard Devia...	T Statistics (O/...	P Values
JOB SATISFACTION -> EMPLOYEE PERFORMANCE	0.471	0.476	0.117	4.038	0.000
LEADERSHIP STYLE -> EMPLOYEE PERFORMANCE	-0.165	-0.176	0.128	1.294	0.196
ORGANIZATIONAL CULTURE -> EMPLOYEE PERFORMANCE	-0.127	-0.126	0.063	2.023	0.044
WORK ETHIC -> EMPLOYEE PERFORMANCE	0.770	0.781	0.184	4.177	0.000

Source: Data Processing (2021)

1. Variable X1 leadership style produces an original sample value of -0.165 with a P value of 0.196 < 0.05, so variable X1 has a negative and insignificant effect on variable Y employee performance.
2. The X2 variable work ethic produces an original sample value of 0.770 with a P value of 0.000 < 0.05, so the X2 variable has a positive and significant effect on the employee performance variable Y.
3. The X3 organizational culture variable produces the original sample value of -0.127 with a P value of 0.044 < 0.05, so the X3 variable has a positive and significant effect on the employee performance variable Y.

4. The X4 variable job satisfaction produces an original sample value of 0.471 with a P value of 0.000 < 0.05, so the X4 variable has a positive and significant effect on the employee performance variable Y.

	R Square	R Square Adjusted
EMPLOYEE PERFORMANCE	0.984	0.982

In the table above, the results show that the effect of X1, X2 and X3 on Y is 0.984, meaning that the magnitude of the effect of X1, X2 and X3 on Y is 98.4%.

5. CONCLUSION

1. The direct effect of Leadership Style (X1) on Employee Performance (Y) has a parameter coefficient of -0.165 (negative), so there is a negative effect where the less Leadership Style (X1) the lower the Employee Performance (Y) and P value Leadership Style (X1) on Employee Performance (Y) is $-0.196 > 0.05$ so it can be stated that the effect of Leadership Style on Employee Performance is insignificant.
2. The direct effect of Work Ethics (X2) on Employee Performance (Y) has a parameter coefficient of 0.770 (positive), so an increase in the value of Work Ethics (X2) will be followed by an increase in Employee Performance (Y) and P value of Work Ethics (X2) towards Employee Performance (Y) is $0.000 > 0.05$, so it can be stated that the influence of Work Ethics on Employee Performance is significant.
3. The direct effect of Work Organizational Culture (X3) on Employee Performance (Y) has a parameter coefficient of -0.127 (negative), so an increase in the value of Work Organizational Culture (X3) will be followed by an increase in Employee Performance (Y) and P value of Work Organizational Culture (X3) towards Employee performance (Y) is $0.044 < 0.005$ so it can be stated that the effect of work Organizational Culture on employee performance is significant.
4. The direct effect of Job Satisfaction (X4) on Employee Performance (Y) has a parameter coefficient of 0.471 (positive), so an increase in the value Job Satisfaction (X4) will be followed by an increase in Employee Performance (Y) and P value of Job Satisfaction (X4) towards Employee Performance (Y) is $0.000 > 0.05$, so it can be stated that the influence of Job Satisfaction on Employee Performance is significant.
5. The magnitude of the influence of Leadership Style (X1), Work Ethic (X2), Organizational Culture(X3) and Job Satisfaction (X4) on Employee Performance (Y) is determined by the value of r^2 , the value of r^2 on job satisfaction (Y) is 0.984 which means the influence of Work Motivation (X1) , Work Ethic (X2) and Rewards (X3) on Employee Performance (Y) amounted to 98.4%.

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