



The Influence of Leadership Style and Work Culture on Work Productivity With Job Satisfaction as A Mediation Variable (Study on BUMD PT Jateng Petro Energi (Perseroda))

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ABSTRACT :

Productivity is important for the survival and sustainability of a company, because it can support its ability to compete more productively. It is necessary to strive to increase employee work productivity, because it leads to achieving company goals. PT Jateng Petro Energi (Perseroda) (PT JPEN) is a company founded to optimize the management of Energy and Natural Resources (SDA) in Central Java. Employees at PT JPEN have not been able to meet the targets set by the company, this indicates there is a problem with work productivity. The aim of this research is to analyze the influence of leadership style and work culture on work productivity with job satisfaction as a mediating variable at PT JPEN. The method in this research uses quantitative methods, explanatory research, and the Warp-PLS software analysis tool version 8.0. Data was collected through distributing questionnaires to 40 samples of PT JPEN employees. This research shows the following results: Leadership Style and Work Culture have a significant influence on Work Productivity; Leadership Style has a significant influence on Job Satisfaction; Work Culture does not have a significant influence on Job Satisfaction; Job Satisfaction does not have a significant influence on Work Productivity; and Job Satisfaction does not have a mediating role in this research..

Keywords: Leadership Style, Work Culture, Job Satisfaction, Work Productivity, PT Jateng Petro Energi

1. Introduction :

PT Jateng Petro Energi (Perseroda) is a Regional Owned Enterprise (BUMD) or PT JPEN which acts as a holding company for managing upstream and downstream oil and gas businesses, New Renewable Energy (EBT), minerals, and supporting services in Central Java. Productivity is important for the sustainability and survival of the company. The success of a company in increasing employee work productivity will greatly support the ability to compete to be more productive, so company objectives are attainable. Increasing productivity needs to be pursued continuously and sustainably in an effort to increase employee work productivity which leads to achieving company goals (Nofriyanti & Kuswanto, 2019). In 2021 PT JPEN has a target of IDR. 3,113,670,000,- with a realization of IDR 196,285,197,- (6%). Meanwhile, in 2022 the target is IDR. IDR 4,151,560,000,- with a realization of IDR 1,344,198,871,- (32%). For two consecutive years we have not been able to meet 50% of the targets set, this condition could indicate a problem with Work Productivity. Employee work productivity is defined by Soeprihatno as the outcome of an employee's work over a given amount of time that is compared to a variety of options, such as standards, targets, or mutually agreed-upon criteria (Andrie et al., 2021). Factors that can influence employee work productivity include leadership style, work culture and job satisfaction (Yuniarsih & Suwatno, 2013).

A leader's ability to persuade subordinates to accomplish organizational objectives is referred to as their leadership style. An additional definition of leadership style is a pattern of conduct and tactics that executives in their organizations favor and employ (Riinawati, 2019). Leadership style is influential in creating a comfortable work environment and fostering motivation for employees. A comfortable work environment and motivation from the leadership will encourage employees to have enthusiasm for work so that they can improve the quality of work, increase production and work productivity (Pramono, 2020). Habits that are carried out repeatedly by employees of an organization are called work culture (Hadari, 2015). Work culture is a very important factor in work productivity because it is able to change the attitudes and behavior of employees to achieve work productivity (Hafat & Ali, 2022). Meanwhile, job satisfaction is the next factor that influences employee work productivity. Siagian & Khair (2018) define job satisfaction as an employee's emotional state about their work, whether it be pleasant or unpleasant. High job satisfaction will increase the productivity of an organization's employees (Andika et al., 2019; Nofriyanti & Kuswanto, 2019; Paais & Pattiruhu, 2020).

Based on the results of a pre-survey regarding productivity among PT JPEN employees, it was found that the factors causing productivity problems occurred due to a Leadership Style and Work Culture that were not yet optimal. This is also supported by the differences in previous research results regarding the influence of Leadership Style and Work Culture on Employee Productivity, explained in the following Gap Research table:

Table 1. Research Gap

| Research Gap | Result | Author (Year) |
|--|--|---|
| There are various research findings about the impact of leadership style on work productivity. | There is a significant influence between Leadership Style on Work Productivity | Andrie et al (2021); Anggitaningsih (2019); Aun et al (2019) |
| | Leadership style has no significant effect on work productivity | Asdiansyuri (2021); Liza et al (2022); Sulistyaningsih (2020) |
| There are various research findings about the impact of work culture on work productivity. | There is a significant influence between Work Culture and Work Productivity | Hafat & Ali (2022); Kusmiati et al (2023); Leihitu et al (2022) |
| | Work Culture has no significant effect on Work Productivity | Ahmad et al (2023); Aviyanto (2022); Gusti (2022) |

Source: Previous research, processed by the author in 2023

1.1. Research Purposes

The purpose of this research is to examine the extent to which leadership style and work culture influence work productivity using job satisfaction as an intervening variable.

2. Review of Literature

This research uses the Grand theory of attribution theory. The main theory underlying this research is attribution theory, according to Fred (2016), namely a theory that studies a person's interpretation of an event and the reasons or causes that lead to their behavior. According to Weiner (2000) and Miles (2012), attribute theory has two sides, namely intrapersonal causal attribute and interpersonal causal attribute. According to Heider (1958) in Miles (2012), the results of an action can be caused by factors within the person and environmental factors (outside the person). The relevance of attribute theory in this research is that it can meaningfully explain the factors that can influence employee productivity.

2.1. The Relationship between Leadership Style and Work Productivity

Leadership style is an important factor in increasing employee work productivity (Sakinah & Suprianto, 2017). According to Anggitaningsih (2019), if the leadership style is better, it will further increase employee work productivity. A good leadership style will have an impact on the quality of employees' work, which will be faster and better than before so that work productivity will develop so that the company will be able to compete and keep up with the times (Wiediya & Andy, 2022). This is supported by research conducted previously by Andrie et al (2021) and Anggitaningsih (2019) which stated that there is a significant influence significant between leadership style and work productivity.

H1: Leadership style influences work productivity.

2.2. The Relationship between Leadership Style and Job Satisfaction

A leadership style that is appropriate in terms of ability or as a motivator will better support employee satisfaction (Siagian & Khair, 2018). According to Djuraiddi & Laily (2020), the right leadership style will lead to employee satisfaction with their work. According to Mwesigwa et al (2020), the better

the leadership style, the more job satisfaction tends to increase. This is in line with previous research conducted by Hajjali et al (2022); Mwesigwa et al (2020); and Rahmat et al (2019) which states that leadership style has an influence significant influence on job satisfaction.

H2: Leadership style influences job satisfaction.

2.3. The Relationship between Work Culture and Job Satisfaction

The higher the work culture is proven to make employee job satisfaction also higher (Wibowo et al., 2020). Alianti et al (2023) stated that if employees' perceptions of work culture are improved, their perceived job satisfaction will also increase. According to Diputra & Suwandana (2022), the better the company's work culture, the employee job satisfaction will also increase. This is in line with research by Diputra & Suwandana (2022) and Alianti et al (2023) which stated that Work Culture has an influence significant to job satisfaction.

H3: Work culture influences job satisfaction.

2.4. The Relationship between Work Culture and Work Productivity

The more conducive the work culture is, the more employee performance will improve (Winandar et al., 2021). One of the important factors for employees in increasing work productivity is to apply basic work culture values so that they can influence the way employees work more optimally so that company goals can be achieved (Arham et al., 2023). This is in line with research by Hafat & Ali (2022); Leihitu et al (2022); and Kusmiati et al (2023) which states that work culture has an influence significant on work productivity.

H4: Work culture influences work productivity.

2.5. The Relationship between Job Satisfaction and Work Productivity

According to Nofriyanti & Kuswanto (2019), the higher the employee's job satisfaction, the better their work productivity.. This is because satisfaction comes from the existence of well-established relationships between co-workers, well-established relationships with superiors, such as providing motivation as a form of attention from the leadership, as well as providing employee income allowances outside of the basic salary and will be provided in full if employees can achieve good performance scores, giving rise to employee job satisfaction, thus having a positive influence on employee productivity. According to Sudanang & Priyanto (2021), The employee's work productivity improves as job satisfaction increases, but conversely, if job satisfaction is low, it will result in the employee's work productivity being low. According to Utami et al (2020), if job satisfaction is met, work productivity will increase. Atmaja & Puspitawati (2018) stated that the better the job satisfaction, the greater the employee's work productivity. This is further supported by previous research conducted by by Utami et al (2020); Utari et al (2021); and Atmaja & Puspitawati (2018) which states that Job Satisfaction Influential significant on Work Productivity.

H5: Job satisfaction influences work productivity.

2.6. The Relationship between Leadership Style on Work Productivity and Job Satisfaction as a mediating variable

According to Djuraidi & Laily (2020), the right leadership style will lead to employee satisfaction with their work. Someone with a high level of job satisfaction will have positive feelings towards their work (Robbins & Judge, 2015). According to Sudanang & Priyanto (2021) job satisfaction can increase productivity, when job satisfaction is higher, employee work productivity will also increase. This is supported by research from Anggitaningsih (2019) which stated that Leadership style has a significant effect on job satisfaction and Job Satisfaction has a significant effect on Work Productivity.

H6: Leadership style influences work productivity with job satisfaction as a mediating variable.

2.7. The Relationship between Work Culture on Work Productivity and Job Satisfaction as a mediating variable

Ravianto in Sutrisno (2009) states that productivity essentially consists of a mental attitude that holds the view that life must be better than yesterday and tomorrow must be better than today. This kind of attitude will encourage someone who is not quickly satisfied, but continues to develop and increase their work capacity by always looking for improvements and improvements. One important factor in increasing work productivity is the application of basic work culture values (Arham et al., 2023). A good and positive work culture can increase employee job satisfaction (Dipayana & Heryanda, 2020). Job satisfaction encourages employees to have positive feelings towards their work, where conceptually employees who feel satisfied tend to show better work productivity (Robbins & Judge, 2015). This is directly proportional to previous research conducted by Diputra & Suwandana (2022) and Leihitu et al (2022) which showed that work culture had a significant effect on job satisfaction.

H7: Work culture influences work productivity with job satisfaction as a mediating variable.

The research model developed based on explanations of the relationships between variables and hypotheses is explained in Fig. 1:

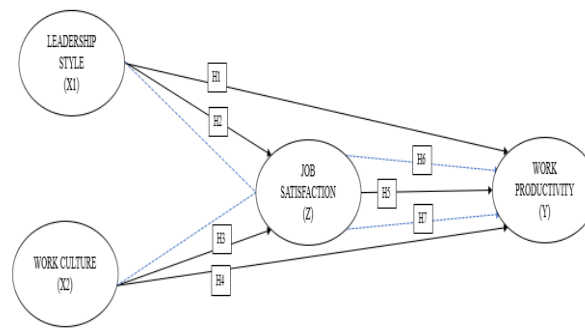


Fig. 1. Research Model

Source: Primary Data Processed by The Author (2023)

3. Framework and Methodology

3.1. Types of Research

The quantitative research method, as stated by Sugiyono (2018), is a research method used to examine certain populations or samples with quantitative or statistical data analysis with the aim of testing predetermined hypotheses. This research uses explanatory research, which is research that aims to test a hypothesis that has been previously formulated, and the research results will be able to explain the causal relationship between variables by testing the hypothesis (Sugiyono, 2018).

3.2. Research Variable

Research variables are characteristics, traits, or values of participants, items, or activities with specific variations that are chosen to be investigated and evaluated (Sugiyono, 2015). Work productivity (Y) is the dependent variable in this study. Leadership style (X1) and work culture (X2) are the independent factors. Job satisfaction (Z) is the intervening variable.

3.3. Data Types and Sources

This research uses quantitative data, according to Sugiyono (2018) the data can be in the form of numbers, or non-numerical data. The data sources for this research consist of primary and secondary data. Primary data comes from a recapitulation of questionnaires from respondents from BUMD PT Jateng Petro Energi (Perseroda) (PT JPEN), which is the sample. Meanwhile, the secondary data used is data from PT JPEN regarding targets and realizations.

3.4. Population and Sample

This research has a population of 40 PT JPEN employees. The determination of sample size in this study used the census method, according to Sugiyono (2018). Census, or another term for saturated sample, is a sample determination technique using all members of the population, as a sample. The sample in this research was 40 employees of PT JPEN.

3.5. Method of Collecting Data

Data collection in this research was carried out through a questionnaire adapted to the research variables. The scale in the questionnaire used is a Likert scale. The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people towards a social phenomenon (Sugiyono, 2018). Each statement has alternative answer choices on a scale of 1 to 5, which shows the level of suitability of certain categories that represent the respondent's answer choices.

3.6. Test Instrument

The ability of an instrument to measure what it is intended to measure is known as validity. Convergent Validity is met if the value Loading factor > 0.7 and P-value significant ($P < 0.005$) (Sholihin & Ratmono (2013). According to Solimun et al (2017) discriminant validity is met if the value loading factor > indicators on other constructs. Reliability is said to be fulfilled if the Cronbach's alpha value for explanatory research purposes is >0.6 and is accepted (Garson, 2016).

3.7. Data Analysis Method

This research uses inferential statistical data analysis measured using software Warp PLS (Partial Least Square) starting from the model measurements (outer model), model structure (inner model) and hypothesis testing. In this research, the tool used to analyze data is software WarpPLS ver 8. SEM PLS analysis consists of two sub models, namely the measurement model (measurement model or outer model) and structural model (structural model or inner model).

3.8. Framework

To clarify the direction of this research, a framework was developed which is explained in the following figure:

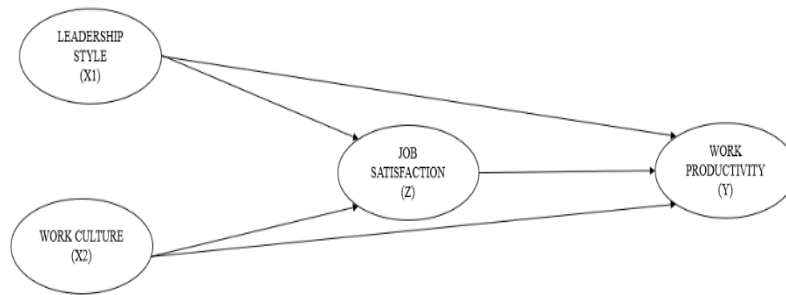


Fig. 2. Framework

Source: Previous research, processed by the author (2023)

Based on Fig. 2, the effects are as follows:

1. Leadership Style (X1) influences Work Productivity (Y)
2. Leadership Style (X1) influences Job Satisfaction (Z)
3. Work Culture (X2) influences Job Satisfaction (Z)
4. Work Culture (X2) influences Work Productivity (Y)
5. Job Satisfaction (X2) affects Work Productivity (Y)
6. Leadership Style (X1) influences Work Productivity (Y) with Job Satisfaction (Z) as a mediating variable
7. Work Culture (X2) influences Work Productivity (Y) with Job Satisfaction (Z) as a mediating variable

4. Analysis and Discussion

4.1. Analysis

1. Direct Impact Results

The following path coefficient model is displayed by the results of the structural equation model analysis performed with the WarpPLS ver 8.0 program:

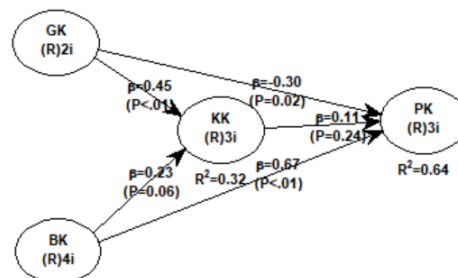


Fig. 3. Direct Impact Result

Source: WarpPLS ver 8.0 results (2024)

Table 2. Path Coefficients of Structural Equation Models

| Influence Between Variables | Path Coefficient | P- Value | Information |
|--------------------------------------|------------------|----------|-----------------|
| Leadership Style → Work Productivity | -0.296 | 0.020 | Significant |
| Leadership Style → Job Satisfaction | 0.452 | <0.001 | Significant |
| Work Culture → Job Satisfaction | 0.227 | 0.061 | Not significant |
| Work Culture → Work Productivity | 0.667 | <0.001 | Significant |
| Job Satisfaction → Job Productivity | 0.107 | 0.242 | Not significant |

Source: Attachment, processed by the author (2024)

Table 2 describes the results of the path coefficient, which are as follows:

- Leadership style has a negative effect on work productivity with a path coefficient value of -0.296 and is significant with a P-Value of 0.020.
- Leadership Style has a positive effect on Job Satisfaction with a path coefficient value of 0.452 and is significant with a P-Value <0.001.
- Work Culture has a positive effect on Job Satisfaction with a path coefficient value of 0.227 and is not significant with a P-Value of 0.061.
- Work Culture has a positive effect on Work Productivity with a path coefficient value of 0.667 and is significant with a P-Value <0.001.
- Job satisfaction has a positive effect on work productivity with a path coefficient value of 0.107 and is not significant with a P-value of 0.242 .

Indirect Effect Results

By analyzing the WarpPLS calculation findings and taking them into account in the Variance Accounted For (VAF) calculation, an indirect effect can be produced. VAF measures how well the mediating variable can accept the direct impact of the model without requiring mediation. The VAF formula as proposed by Mahfud & Dwi (2013) is as follows:

Information:

P12 x P23 : Mediates exogenous indirect impacts

P12 : Path coefficient of exogenous variables on the mediator

P23 : Path coefficient of mediating endogenous factors

P13 : Coefficient of direct influence of exogenous variables on endogenous variables (first model without mediator)

Mahfud & Dwi (2013), divides the VAF categories as follows:

- VAF value > 80% = Full Mediation
- VAF value 20% -80% = Partial Mediation
- VAF value < 20% = Does not mediate

Table 3. The Mediation Effect Calculation

| Path Name | Leadership Style → Work Productivity | Work Culture → Work Productivity |
|-----------|--------------------------------------|----------------------------------|
| P12 | 0,452 | 0,227 |
| P13 | -0,296 | 0,667 |
| P23 | 0,107 | 0,107 |
| P12 x P23 | 0,048 | 0,151 |
| WAF | -0,248 | 0,818 |

Source: Author's data processing results (2024)

The calculation results in Table 3 show the following results:

- The first mediation model's VAF calculation findings are -19.5% (VAF <20%), indicating that job satisfaction has no mediating effect on the relationship between leadership style and work productivity.
- The second mediation model's VAF calculation findings are 18.5% (VAF <20%), indicating that Job Satisfaction does not operate as a

mediating factor in the relationship between work productivity and work culture.

4.2. Discussion

1. The Influence of Leadership Style on Work Productivity

Leadership Style has a negative and significant influence on employee work productivity. This means that a good leadership style at BUMD PT Jateng Petro Energi (Perseroda) (PT JPEN) can increase employee work productivity. Conversely, if the leadership style is bad it can reduce work productivity. This is supported by research from Hafat & Ali (2022); Kusmiati et al (2023); Leihitu et al (2022) stated that leadership style has a significant effect on work productivity.

2. The Influence of Leadership Style on Job Satisfaction

There is a positive and significant influence of leadership style on job satisfaction. This means that a good leadership style will be able to encourage job satisfaction among employees of PT JPEN. This finding is in line with Mwesigwa et al (2020) and Hajiali et al (2022) that leadership style has a positive and significant influence on employee job satisfaction. A leadership style that is appropriate in terms of ability or as a motivator for employees as well as firm statements in implementing every agreed regulation will further support employee satisfaction (Siagian & Khair, 2018).

3. The Influence of Work Culture on Job Satisfaction

There is a positive and insignificant influence of work culture on job satisfaction. This means that increasing work culture does not necessarily increase job satisfaction. This finding is in line with research by Aviyanto (2022); Ahmad et al (2023); Gusti (2022) stated that work culture has no significant effect on work productivity. The findings in this research are explained by the very high average value of the Work Culture variable, but the average value of the Satisfaction variable is only in the sufficient category.

4. The Influence of Work Culture on Work Productivity

There is a positive and significant influence of work culture on work productivity. This means that the better the work culture at PT JPEN, the greater the work productivity of its employees. This is in line with previous research conducted by Leihitu et al (2022) and Kusmiati et al (2023) which stated that work culture has a significant effect on employee work productivity.

5. The Influence of Job Satisfaction on Work Productivity

There is a positive but not significant influence that job satisfaction has on the work productivity of PT JPEN employees. This means that job satisfaction has a good impact on work productivity, but every increase in job satisfaction does not provide an increase in productivity. This finding is in line with (Basri, 2020) which states that Job Satisfaction has no significant effect on Work Productivity.

6. The Influence of Leadership Style on Work Productivity with Job Satisfaction as a Mediating Variable

Tidak terdapat pengaruh moderasi kepuasan kerja terhadap hubungan gaya kepemimpinan dengan produktivitas kerja karyawan PT JPEN. Hal ini menunjukkan bahwa kepuasan kerja tidak banyak berpengaruh terhadap gaya kepemimpinan yang mempengaruhi produktivitas kerja karyawan PT JPEN. This finding is not in line with previous research conducted by Wijaya & Bahjatulloh (2022) which stated that job satisfaction was able to mediate the relationship between leadership style and work productivity.

7. The Influence of Work Culture on Work Productivity with Job Satisfaction as a Mediating Variable

Job satisfaction does not have a mediating role in influencing work culture on the work productivity of PT JPEN employees. This means that the role of work culture which influences the work productivity of PT JPEN employees is not influenced by job satisfaction. The findings are not in line with previous research conducted by Diputra & Suwandana (2022) which stated that work culture has a positive and significant effect on job satisfaction. Leihitu et al (2022) stated that work culture has a significant effect on work productivity.

5. Summary

Attribution Theory is used to measure factors that influence the productivity performance of PT Jateng Petro Energi (Perseroda) (PT JPEN) employees. The results of this research indicate that Leadership Style has a significant influence on Work Productivity, Leadership Style has a significant influence on Job Satisfaction, Work Culture does not have a significant influence on Job Satisfaction, Work Culture has a significant influence on Work Productivity, and Job Satisfaction does not have a significant influence on Work Productivity. The addition of the Job Satisfaction variable as an intervening variable in this research shows that there is no mediating role for Job Satisfaction in influencing Leadership Style on Work Productivity or Work Culture on Work Productivity.

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