Influence of Leadership Style and Organizational Culture Job Satisfaction Against Performance at PTPN 3 Nusantara Medan

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A B S T R A C T

The purpose of the study was to examine and analyze the influence of Leadership style, organizational culture, and job satisfaction on Performance at PTPN 3 Nusantara Medan. This research approach is quantitative and descriptive. The nature of this study is explanatory-descriptive research. This data analysis model uses multiple regression analyses. The results of the study as well as the conclusion of the research are that leadership style partially has a significant effect on Performance at PTPN 3 Nusantara Medan. Organizational culture partially has a significant effect on Performance at PTPN 3 Nusantara Medan. Partial job satisfaction has a significant effect on performance at PTPN 3 Nusantara Medan. Leadership style, organizational culture, and job satisfaction simultaneously affect Performance at PTPN 3 Nusantara Medan.

INTRODUCTION

PT. Perkebunan Nusantara III (Persero) Holding is a State-Owned Enterprise (BUMN) engaged in Agribusiness and agro industry plantation products is a business that has oil palm crop commodities. oil palm. Activities carried out by PTPN Nusantara 3 Medan are carried out from collecting palm oil and managing it into crude cooking oil to be exported abroad or consumed in Indonesia as cooking utensils. And the yield is determined by the quality and quantity of palm oil planted and it is seen from the results of the performance of all employees. The proceeds from the company's revenue are given in part to the state for state budget costs. PTPN Nusantara 3 is not only managing oil palm, they also manage how many kinds such as rubber, coffee, sugarcane, tobacco, cocoa and various other crops. Human resources are the most important asset for the company because of its role as a subject of implementing the Company's policies and operational activities.

In order for the Company to be more advanced in facing challenges from competition to provide changes to PTPN Nusantara 3 Medan. then it needs to be supported by human resources who have Optium Performance so that the important role of plantations will increase in the future. Employee performance is the level of success of a person in carrying out duties in accordance with responsibilities and authorities based on work standards. The performance of employees at PTPN Nusantara 3 Medan has decreased so that it does not reach the target so that it experiences losses in buying raw materials needed in the field. So with that leadership to overcome it by testing the skills of each employee who is appropriate in their field in carrying out work activities so that they can produce the quality results obtained. Along with the period of work that is diligently for the success of employees at work, it is seen from how much they can achieve responsibilities that are in accordance with the Company's desired targets.

Job Satisfaction is an expectation for every individual who is already working. Each employee has a different level of satisfaction according to the field he runs. At PTPN Nusantara 3 Medan Employee job satisfaction is not in accordance with employee performance allegedly due to the decline in the quality of supervision in job placement and employee work environment in the field, therefore stable supervision is needed in the field so that it can be in accordance with employee job placement at PTPN Nusantara 3 Medan, so that it can be in accordance with the results of employee performance obtained both in the form of salary and promotion. Organizational Culture Organizational Culture is a system of values, beliefs and habits in an organization that interact with the formal system structure to produce norms of organizational behavior. Employees at PTPN Nusantara III Medan do not care about Organizational Culture so that it hampers Work.

So it takes self-awareness in working together with all employees to support each other so that a value system, beliefs and habits in an organization that interact with each other are the determinants of performance success for organizations in the company to implement values so as to encourage the company to develop healthily. With its formal system structure to produce

norms of organizational behavior norms for human resources to carry out obligations in the organization. Leadership Style is the way that superiors interact with their superiors in carrying out activities in the company in the life of the company, leadership is very important in supervising employees.

Therefore, the leadership that takes care of the company and determines the success of the company is seen from the work activities in the PTPN Nusantara 3 Medan company, the leadership style in PTPN Nusantara 3 Medan that is not in accordance with the circumstances of the company and employees because the leader is less firm in giving instructions to each employee if the leader is less decisive will cause a lack of quality level in running and directing and running The company's duties, it is also seen that employees are incomplete in completing work and that in the field in harvesting Palm Fruit and others as well as in the office and do not give any sanctions. Therefore, Leaders must be ready to carry out effective custody and direct instruction with employees to increase Labor Productivity, so that employees can achieve optimal in the form of quality work and produce according to target and Leadership does not forget to also provide rewards every year for employees whose work is better so that employees are more enthusiastic to work professionally in the company. A more effective leadership style used by leaders in order to influence the thoughts, feelings, attitudes of employees.

THEORETICAL REVIEW

According to (Badeni et al., 2014) Leadership Style is part of organizational management that plays a major role in influencing subordinates, According to (Susanti et al., 2018) Leadership Style is a pattern of behavior that is designed in order to maximize the performance they have. According to (Susilawati & Veithzal, 2019) leadership style is one that is patterned on the interests achieved. According to Saiful (2018: 34) Organizational Culture is the basic philosophy of the organization that contains beliefs, norms and shared values that characterize how to do something. According to (Sudaryo et al., 2018) Organizational Culture is a system of values agreed and obeyed by all members of the organization whose nature is dynamic and able to increase Company Productivity. According to (2016) Organizational Culture is related to the values adopted by members of the organization to determine the actions and behaviors received by the organization.

According to (Afandi et al., 2018), Job Satisfaction is a positive attitude of the workforce, including feelings or behaviors towards work through the neglect of one of the jobs. According to (DeCenzo et al., 2016) Performance is a result achieved by employees in their work according to the highest criteria that apply to work According to (DeCenzo et al., 2016) Job satisfaction is a general attitude towards one's job as the difference between the many rewards received by employees.

According to (Ellyzar & Yunus, 2017) Employee Performance is the result or level of success of a person as a whole during a certain period. According to (Afandi et al., 2018) Employee Performance is the result of work achieved by a person or group of people in a company in accordance with

authority and responsibility. According to (Khair et al., 2017) Employee Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined provisions or agreements.
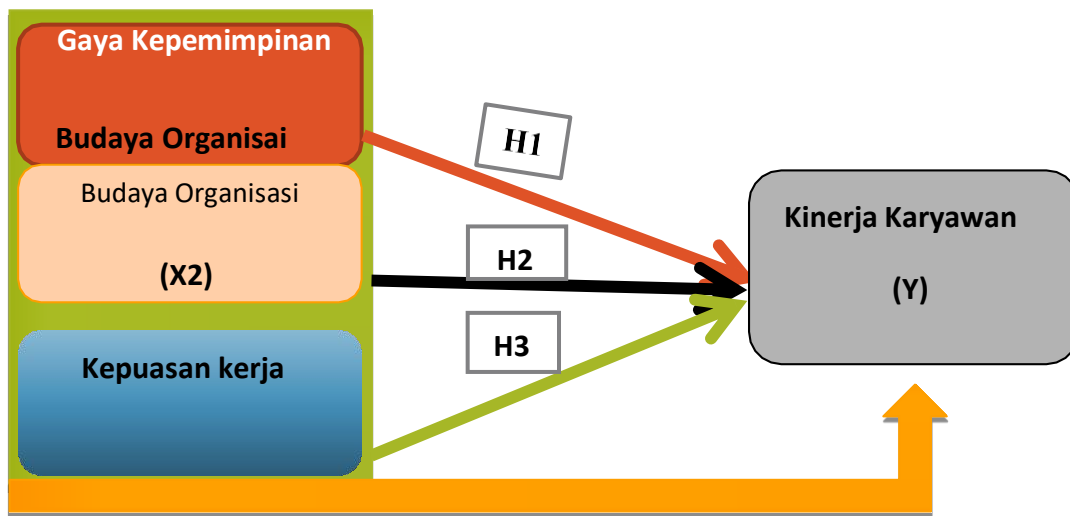

Figure 1. Conceptual Framework

METHODOLOGY

This research was conducted at PTPN Nusantara 3 Medan Sunggal. Jln Sei Batang Hari No 2 North Sumatra 20122. The research approach is in the form of a quantitative approach (Sugiyono, 2013), the data is in the form of numbers measured using statistics as a calculation test tool related to problems. From the results of this study the Employee Population at PTPN Nusantara 3 Medan which amounted to 735 employees, to determine the number of samples, it used the Slovin formula. According to (Sugiyono, 2010) the sample is part of the number and craketristics owned by the population, if the subject is larger or more than 100 people can be taken around 10%-15% or approximately 20-25%. The sampling at PTPN 3 Nusantara is employees totaling 210 employees. Data collection techniques in this study were carried out by interviews, questionnaires, observations.

RESULTS & DISCUSSION

Tabel 1. Descriptive Data Review

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation
Kinerja Karyawan	109	12	30	20.29	4.243
Gaya Kepemimpinan	109	12	30	20.33	4.617
Budaya Organisasi	109	12	30	19.88	5.160
Kepuasan Kerja	109	10	30	18.79	4.284
Valid N (Listwise)	109				

Source: Research Results, 2023

Based on Table 1 above, it can be seen that the Employee Performance variable has a minimum value of 12, a maximum value of 30, an average value

of 20.29 and a standard deviation of 4.243 with a sample of 109 employees. The Leadership Style variable has a minimum value of 12, a maximum value of 30, an average value of 20.33 and a standard deviation of 4.617 with a sample of 109 employees. The Organizational Culture variable has a minimum value of 12, a maximum value of 109, an average value of 19.88 and a standard deviation of 5.160 with a sample of 109 employees. The Job Satisfaction variable has a minimum value of 10, a maximum value of 30, an average value of 18.79 and a standard deviation of 4.284 with a sample of 109 employees.
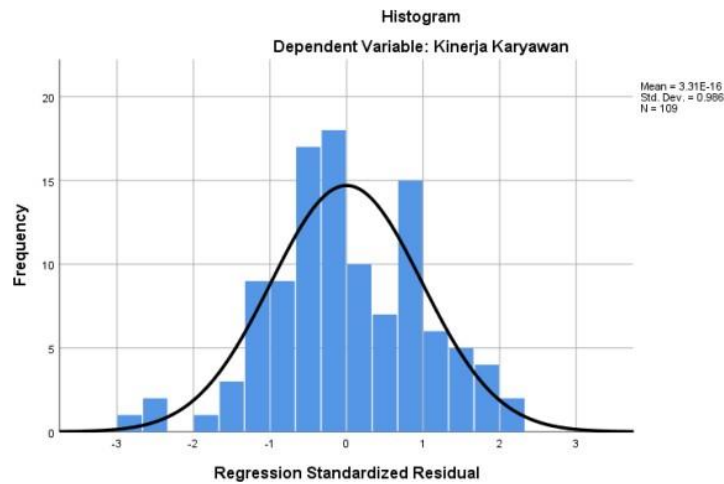

Figure 2. Histogram Chart
Source: Research Results, 2023

From figure 2 above, it can be seen that the histogram graph of data distribution is not looking left or right and there is no data outside the curve so it can be concluded that the data is normally distributed.
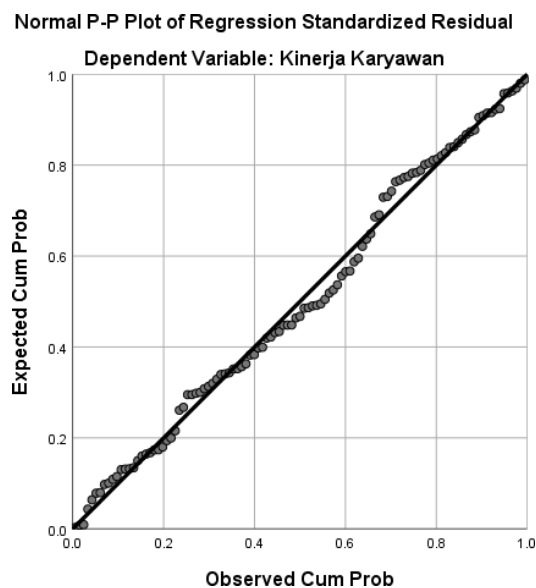

Figure 3. Normal P-Plot Graph
Source: Research Results, 2023

In the figure 3 Normal graph P-Plot above, it can be seen that the points do not spread around the diagonal line and are somewhat close to the diagonal line so that it can be concluded that the data is normally distributed and the regression model has met the assumption of normality.

Table 2. K-S Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		109
Normal Parameters[a],[b]	Mean	.0000000
	Std. Deviation	3.49760984
Most Extreme Differences	Absolute	.060
	Positive	.056
	Negative	-.060
Test Statistic		.060
Asymp. Sig. (2-tailed)		.200[c],[d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Research Results, 2023

Based on Table 2 of the K-S test results above, the value of Asymp. The sig. (2-tailed) obtained is 0.200, and the statistical test at 0.200, because the significant value obtained is greater than 0.05, it can be concluded that this means that H1 is accepted, meaning that the data has been normally distributed where the K-S sig value > 0.05 (0.200 > 0.05).

Table 3. Multicollinearity Test Results

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Gaya Kepemimpinan	.814	1.229
	Budaya Organisasi	.849	1.178
	Kepuasan Kerja	.876	1.142
a. Dependent Variable: Kinerja Karyawan			

Source: Research Results, 2023

From the test results of table 3 above shows that leadership style has a tolerance value of > 0.1 (0.814> 0.1) and a VIF value of <10 (1.229 < 10). Organizational culture has a tolerance value of > 0.1 (0.849> 0.1) and a VIF value of <10 (1.178 < 10). Job satisfaction has a tolerance value of >0.1 (0.876>

0.1) and a VIF value of <10 (1.142 < 10), so it can be concluded that there is no multicollinearity.
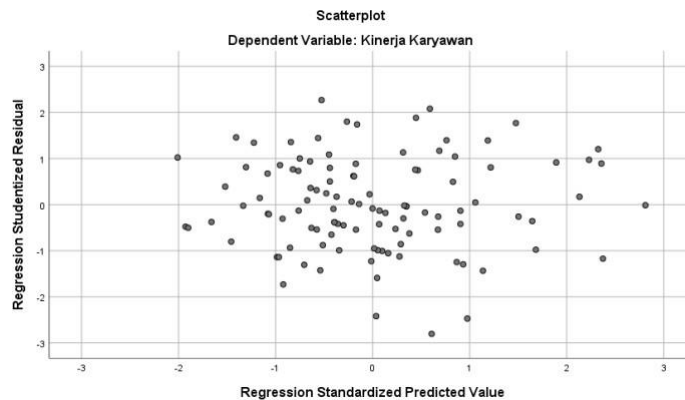

Figure 4. Scatterplot Graph
Source: Research Results, 2023

From the figure 3 of the graph above it can be concluded that heteroskedesticity does not occur because it does not have a clear pattern and the points spread above and below the number 0 on the Y axis.

Table 4. Glejser Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.602	1.179		1.359	.177
	Gaya Kepemimpinan	.035	.048	.077	.718	.474
	Budaya Organisasi	-.027	.042	-.067	-.637	.526
	Kepuasan Kerja	.054	.050	.111	1.077	.284
a. Dependent Variable: Abs_RES						

Source: Research Results, 2023

From the table 4 above, the first line is a constant and the next line shows an independent verifiable constant. Based on the table above, the regression equation is as follows:

> Employee Performance = 6.549 + 0.195 Leadership Style + 0.220 Organizational Culture + 0.287 Job Satisfaction

Information:
1. The constant of 6.549 indicates that if the value of the independent variables (leadership style, organizational culture and job satisfaction) is zero, then employee performance is 6.549.
2. Leadership Style Coefficient of 0.195 and positive value means that every increase in leadership style variables by 1 unit will be followed by an increase in employee performance by 0.195 assuming other variables remain.
3. The Organizational Culture Coefficient of 0.220 and positive value means that every increase in organizational culture variables by 1 unit will be followed by an increase in employee performance by 0.220 assuming other variables remain.
4. Job Satisfaction Coefficient of 0.287 and positive value means that every increase in job satisfaction variables by 1 unit will be followed by an increase in employee performance by 0.287 assuming other variables remain.

Table 5. Results of the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.566^a	.321	.301	3.547
a. Predictors: (Constant), Kepuasan Kerja, Budaya Organisasi, Gaya Kepemimpinan				

Source: Research Results, 2023

Based on Table 5, the Adjusted R Square value of 0.522 means that the ability variations in the variables Leadership Style (X1), Job Satisfaction (X2) and Organizational Culture (X3) can explain the variation of Employee Performance by 30% and the remaining 70% is explained by independent variables that are not studied such as intellectual capital, training, cooperation and others.

Table 6. F Test Results

ANOVAa						
	Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	623.412	3	207.804	16.515	.000b
	Residual	1321.194	105	12.583		
	Total	1944.606	108			
a. Dependent Variable: Kinerja Karyawan						
b. Predictors: (Constant), Kepuasan Kerja, Budaya Organisasi, Gaya Kepemimpinan						

Source: Research Results, 2023

From table 6 above, the calculated F value is 16.515 with a significant level of 0.000, while the F table is 2.69 with a significant level of 0.05. Or that the calculated F value > the F table (16.515 > 2,) and a significantly smaller rate than 0.05 (0.000 > 0.05).

Table 7. Test Results t

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.549	1.994		3.285	.001
	Gaya Kepemimpinan	.195	.082	.212	2.381	.019
	Budaya Organisasi	.220	.072	.268	3.065	.003
	Kepuasan Kerja	.287	.085	.290	3.377	.001
a. Dependent Variable: Kinerja Karyawan						

Source: Research Results, 2023

From the table above, it shows that:

1. The magnitude of t count for the Leadership Style variable is 2.381 with a significant value of 0.019, so it can be concluded that t count is 2.381 and t table is 1.983. The test results show t count > t table (2.381 > 1.983). Judging from its significance, the significant value of the leadership style variable is 0.000, smaller than the significant value of 0.05.
2. The magnitude of t count for the variable Organizational Culture is 3.065 with a significant value of 0.003, so it can be concluded t calculate 3.065 and t table is 1.983. The test results show t count > t table (3.065 > 1.983). Judging from its significance, the significant value of the organizational culture variable is 0.003, smaller than the significant value of 0.05.
3. The amount of t calculated for the job satisfaction variable is 3.377 with a significant value of 0.001, so it can be concluded t calculate 3.377 and t table is 1.983. The test results show t count > t table (3.377 > 1.983). Judging from the significance, the significant value of the career development variable is 0.001, smaller than the significant value of 0.05.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion described in the previous chapter, the following conclusions can be drawn: Partially, the leadership style variable (X1) has a positive and significant effect on employee performance (Y) at PTPN 3 Nusantara Medan. Partially, the organizational culture variable (X2) has a positive and significant effect on employee performance (Y) at PTPN 3 Nusantara Medan. Partially, the job satisfaction variable (X3) has a positive and significant effect on employee performance (Y) at PTPN 3 Nusantara Medan. Simultaneously, the variables of leadership style (X1), organizational culture (X2)

and job satisfaction (X3) have a positive and significant effect on employee performance (Y) at PTPN 3 Nusantara Medan.

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