

Influence of Leadership and Work Environment to Organizational Performance through Job Satisfaction Pt. Cresyn Indonesia

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Abstract: *This study aims to determine the effect of leadership and work environment to organizational performance simultaneously, determine the effect of leadership on organizational performance partially determine the effect of the work environment on organizational performance partially determine the effect of job satisfaction on organizational performance partially, determine the effect of leadership on performance organization through job satisfaction and determine the effect of the work environment on the performance of the organization through job satisfaction. The study was conducted on the employees of PT. Cresyn Indonesia. Sampling using random samples involving 240 employees. Analysis of data using path analysis.*

Based on data analysis known that the leadership variables affect the performance of an organization partially. Work environment variables affect the performance of an organization partially. Job satisfaction variables affect the leadership and work environment to organizational performance in PT. Cresyn Indonesia.

Keywords: *leadership, work environment, job satisfaction, organizational performance*

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I. Introduction

Performance is an overview of the level of achievement of the implementation of an activity / program / policy in achieving the goals, objectives, mission and vision of the organization as stated in the strategic planning of an organization. The performance of organization to achieve its vision and mission of the organization. Performance describe the extent to which these organizations achieve performance results when compared to the previous compared to other organizations (brenchmarking) and to what extent the achievement of the goals and targets set.

According Prawirosentono (2009: 17) argues that the performance is the result of work that can be achieved by an employee or group of employees in an organization, in accordance with the authority and responsibilities of each in order to achieve the objectives of the organization in question legally, does not violate the law and in accordance with moral and ethical. Performance is an overview of the accomplishments of the employees or groups within an organization in the implementation of activities, programs, policies in order to realize the vision, mission, and goals of the organization that has been designated. It is also explained that the concept of performance is closely linked to the concept of the organization.

Performance is affected hi organizations affected by various factors such as leadership, work environment and job satisfaction. Fiedler in Hanafi (2002) explains that leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, and a willingness to be the primary responsibility of the activities of the group he leads. leadership broadly, is covering the process of influence in determining the organization's goals, motivating the behavior of followers to achieve the objective, affect the interpretation of the events of his followers, organizing and activities to achieve the goals, nurture working relationships and teamwork, gain the support and cooperation each of those outside the group or organization. Another factor that influence to organizational performance is the work environment. the working environment is both internal and external conditions that can affect morale and thus can be expected to finish the job faster and better. According to Sedarmayanti (2013: 12) is said to be a good working environment or as if a human can undertake an optimal, healthy, safe, and comfortable. Suitability of the working environment can be seen as a result in a longer period of time further work environments are less well able to sue labor and more time and does not support obtaining an efficient work system design.

Satisfaction also affect the performance of the organization. Job satisfaction according to Martoyo (1992: 115), essentially a psychological one aspect that reflects one's feelings toward his work, he will be

satisfied with the fit between the capabilities, skills and expectations with the job he faced. Satisfaction is actually a condition that is subjective is the result of conclusions based on a comparison of what is received by employees from their jobs compared with the expected, desired, and thinking as being inappropriate or entitled to it. While every employee / employee subjectively determine how the work was satisfactory.

II. Literature Review

Fiedler in Hanafi (2002) explains that leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, and a willingness to be the primary responsibility of the activities of the group he leads.

According to Rivai (2005: 2), in his book entitled "Leadership and Organizational Behavior" states that the definition of leadership broadly, is covering the process of influence in determining the organization's goals, motivating the behavior of followers to achieve the objective, affect the interpretation of the events of his followers, organizing and activities to achieve the goals, nurture working relationships and teamwork, gain support and cooperation from people outside the group or organization. According to Hasibuan (2009: 170) "Leadership is a way of influencing the behavior of subordinate leaders to cooperate and work effectively and efficiently to achieve the goals of the organization".

According to Hanafi (2002) there are five essential leadership function, namely:

1. The navigation function, which is how leaders manage the organization effectively to determine the strategy and tactics prepared leadership to achieve the goals to be achieved and by maximizing the use of all means.
2. Functions as a spokesperson, this function requires a leader to act as a liaison between the organization and external interested parties such as shareholders, suppliers, distributors, financial institutions and relevant government agencies.
3. Functions as komiunikator, which functions as a communicator that more emphasis on the ability to communicate the goals.
4. Function as a mediator to address and solve problems in the organization.
5. Functions as an integrator that is the attitude to prevent the behavior and tindakan compartmentalized box.

Disagreement about the definition of leadership is based on the fact that leadership involves a complex interaction between leaders, followers, and situation. Most definitions of leadership reflect the assumption that leadership involves a process of social influence are deliberately executed by a person against another person for structuring activities and relationships within a group or organization (Yukl, 2005).

Leadership as the ability to influence a group toward the achievement of targets. The source of this influence is formal, seperti presented by ownership managerial rank in the organization for a management position coincided designed a number of levels of authority formally, one can run a leadership role simply because of the position within the organization.

Work Environment

According to Nitisemito (2000: 159), the working environment is both internal and external conditions that can affect morale and thus can be expected to finish the job faster and better.

According Sedarmayanti (2013: 12) is said to be a good working environment or as if a human can undertake an optimal, healthy, safe, and comfortable. Suitability of the working environment can be seen as a result in a longer period of time further work environments are less well able to sue labor and more time and does not support obtaining an efficient work system design.

Type of work environment is divided into two, namely: (a) Environmental physical labor is a state of physical objects that are around the workplace that may affect personal either directly or indirectly (b) Work environment non-physical is all the circumstances occur with regard to the employment relationship, good relations with superiors and with the relationships among co-workers, or subordinates.

Physical Work Environment The indicators used in this study, according to Sedarmayanti (2013: 86) as follows:

1. Work atmosphere

Each personally always wanted a pleasant working atmosphere, a comfortable working atmosphere that includes light / illumination clear, low noise and quiet, safety in the work.

2. Relationships with colleagues

One of the factors that may affect the personal remains in the organization is the harmonious relationship among co-workers.

3. Availability of working facilities

It is intended that the equipment used to support the work that is complete and up to date. There are complete working facilities, although not sophisticated and modern is one of supporting the smooth process of the work.

Job Satisfaction

Job satisfaction by (Martoyo, 1992: 115), essentially a psychological one aspect that reflects one's feelings toward his work, he will be satisfied with the fit between the capabilities, skills and expectations with the job he faced. Satisfaction is actually a condition that is subjective is the result of conclusions based on a comparison of what is received by employees from their jobs compared with the expected, desired, and thinking as being inappropriate or entitled to it. While every employee / employee subjectively determine how the work was satisfactory.

According to Tiffin (1988) in As'ad (2004: 104) job satisfaction is closely related to the attitude of employees toward his own work, the work situation, cooperation between leaders and employees. Meanwhile, according to Blum (1986) in As'ad (2004: 104) suggests that job satisfaction is the general attitude is the result of some special attitude towards factors - factors work, adjustment and individual social relationships outside of work. Of limits on job satisfaction, we can conclude simply that job satisfaction is one's feelings toward his work. This means that the concept of job satisfaction to see it as the result of human interaction to their work environment.

In the opinion of Robbins (2008: 91) The term satisfaction work refers to an individual's general attitude towards the work he does. A person with a high level of job satisfaction showed a positive attitude towards the work; someone who is not satisfied with his work showed a negative attitude terhadap pekerjaan it. Because in general, when people talk mengenai sikap employees, more often they mean job satisfaction. The work is an important part of a person's life, so that job satisfaction also affect a person's life. Weither and Davis (2010) suggests that job satisfaction is a part of life satisfaction.

Factors that influence job satisfaction can basically into two parts: intrinsic factor or factors that would come from within the employees themselves as expectations and needs of individuals and the second are extrinsic factors, extrinsic factors: factors derived dari lingkungan employees including company policies, physical condition / work environment, interaction with other employees, the payroll system.

Organizational Performance

The terms of raw performance can be interpreted as a vote to determine the final goal to be achieved by individuals, groups and organizations. In this sense performance is a tool that can be used to measure the level of achievement or group and individual policies. Some opinions about the performance was also expressed by some experts as follows:

According Keban (2004) performance is the translation of performance that is often interpreted as "appearance", "protest" or "achievement". It also agreed with the said Mangkunegara (2008: 67) that the term is derived from the performance of job performance or the actual performance of the job performance or achievements to be achieved.

According to Keban (2004: 183) the achievement of results (performance) can be judged by the actors, namely:

1. Individual performance that illustrates how far a person has been carrying out a duty that can give results that have been set by the group or agency.
2. Performance groups, which illustrates how far someone elah carrying out a duty that can give results that have been set by the group or agency.
3. Performance of the organization, which illustrates how far the group has carried out all the basic activities so as to achieve the vision and mission of the institution.
4. Program performance, namely with regard to how far the activities in the program that has been implemented so as to achieve the objectives of the program.

Performance is an overview of the level of achievement of the implementation of an activity / program / policy in achieving the goals, objectives, mission and vision of the organization as stated in the strategic planning of an organization (Mahsun, 2006: 25).

III. Research Methods

Research Design

This study uses an explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable.

Object of research

The study was conducted in PT. Cresyn Indonesia, Kuningan South Jakarta.

Population, and Sample

Population is a generalization region consisting of the objects / subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2014). Samples were towing the majority of the population to represent the entire population, (Surakhmad, 2001). The total number of employees 600 people. Sampling using Slovin formula. Based on this formula then the sample is taken for $n = 600 / (1 + 0.052 * 600) = 240$. This sampling using simple random sampling.

IV. Results and Discussion

1. Influence Leadership And WorkEnvironment On The Performance Of The Organization

Table 1. The results of the analysis of the first equation

Model	Unstandardized coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	beta			
1 (Constant)	16.865	1,469			11.484	,000
LEADERSHIP	,708	,066	,447		10.690	,000
ENVIRONMENT	,547	,040	,568		13.580	,000

a. Dependent Variable: PERFORMANCE

$$Y = 0,447X1 + 0,568X2$$

Table 2. Calculate the F value equations simultaneously

Model		Sum of Squares	df	mean Square	F	Sig.
1	Regression	4697.542	2	2348.771	172.193	,000b
	residual	3232.754	237	13.640		
	Total	7930.296	239			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), ENVIRONMENT, LEADERSHIP

Based on the above table it is known that the value of F count equal to 172.193 and significance of 0.00. This value is less than 0.05. This means the leadership and work environment variables affect the performance of the organization simultaneously.

Table 3. Vvalue r squared regression model first

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,770a	,592	,589	3.69328	1,346

a. Predictors: (Constant), ENVIRONMENT, LEADERSHP

b. Dependent Variable: PERFORMANCE

Based on table3, it is known that the value of r squared of 59.2% means that leadership and work environment variables affect the performance of the organization while the remaining 59.2% influenced by other variables that are not incorporated into the model equations.

2. Influence Of Leadership On Organizational Performance Partially

Table 4. The results of the analysis of the second regression equation

Model	Unstandardized coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	beta			
1 (Constant)	26.221	1,726			15.193	,000
LEADERSHIP	,830	,087	,525		9.505	,000

a. Dependent Variable: PERFORMANCE

$$Y = 0,525X1$$

Based on table above analysis it is known that the coefficient of Leadership at 0.525. T value of 9.505. The significant value of 0.00. The significance value smaller than 0.05. This means that the leadership variables affect the performance of an organization partially

Table 5. R squared value of the second equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,525A	,275	,272	4.91444

a. Predictors: (Constant), LEADERSHIP

Based on the above table it can be seen r squared value of 0.275. This means that the effect on the performance variables Leadership by 27.5% and the influenced by other variables not included in the model equations.

3. Influence Of The WorkEnvironment On The Performance Of The Organizational Performance

Table 6. The results of the analysis of the third regression equation

Model	Unstandardized coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	29.370	1,079		27.224	,000
ENVIRONMENT	,606	,049	,629	12.486	,000

a. Dependent Variable: PERFORMANCE

$Y = 0,629X2$

Based on the table above analysis it is known that the coefficient work Environmentof 0.629. T value of 12.486. The significant value of 0.00. The significance value smaller than 0.05. This means that the work environment variables affect the performance of an organization partially.

Table 7. R squared value of the third equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,629a	,396	,393	4.48697

a. Predictors: (Constant), ENVIRONMENT

Based on the above table it can be seen r squared value of 0.396. This means that the work environment variables influence on organizational performance of 39.6% and the influenced by other variables not included in the model equations.

4. Influence Of Job Satisfaction On Organizational Performance Partially

Table 8. The results of the fourth regression equation analysis

Model	Unstandardized coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	9,980	1,291		7.729	,000
SATISFACTION	,778	,031	,854	25.355	,000

a. Dependent Variable: PERFORMANCE

$Y = 0,854X3$

Based on the table above analysis it is known that job satisfaction coefficient of 0.854. T value of 25.355. The significant value of 0.00. The significance value smaller than 0.05. This means that job satisfaction variables affect the performance of an organization partially.

Table 9. R squared value of the fourth equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,854a	,730	,729	3.00044

a. Predictors: (Constant), SATISFACTION

Based on the above table it can be seen r squared value of 0.730. This means the effect of job satisfaction variables on organizational performance by 73.0% and the influenced by other variables not included in the model equations.

5. Influence Of Leadership On Organizational Performance Through Variable Job Satisfaction

Table 10. Leadership influence on job satisfaction working

Model	Unstandardized coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	19.729	1.696		11.636	,000
LEADERSHIP	1.127	,086	,648	13.132	,000

a. Dependent Variable: SATISFACTION

The influence of leadership on organizational performance is 0.525. Leadership influence on performance through job satisfaction is $0,648 \times 0,854 = 0.553$. In this case the indirect effect is greater than the direct effect so that it can be said that job satisfaction variables work as an intervening variable.

6. Influence Of Work Environmental On The Performance Of Work Organization Through Job Satisfaction Variables Work

Table 11. Coefficient of influence on job satisfaction of working environment work

Model	Unstandardized coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	24.005	,959		25.030	,000
ENVIRONMENT	,822	,043	,777	19.064	,000

a. Dependent Variable: SATISFACTION

The direct influence of the work environment on organizational performance is 0,629. While workenvironmental effects on organizational performance through job satisfaction is $0,777 \times 0,854 = 0.663$. In this case smaller than the direct influence indirect influence so that it can be said that job satisfaction variables work as an intervening variable.

V. Conclusions and Suggestion

Conclusion

Leadership variables affect the performance of an organization partially. R squared value of 0.275. This means that the effect on the performance variables leadership by 27.5% and the rest influenced by other variables not included in the model equations.

Work environment variables affect the performance of an organization partially. R squared value of 0.396. This means that the work environment variables influence on organizational performance of 39.6% and the rest influenced by other variables not included in the model equations.

Job satisfaction variables affect the performance of an organization partially. R squared value of 0.730. This means the effect of job satisfaction variables on organizational performance by 73.0% and the rest influenced by other variables not included in the model equations.

Leadership influence on organizational performance is 0.525. Leadership influence on performance through the job satisfaction is $0,648 \times 0,854 = 0.553$. In this case the indirect effect is greater than the direct effect so that it can be said that job satisfaction variables work as an intervening variable.

The direct effect of the work environment on the performance of the organization is 0.629. While working environmental effects on organizational performance through job satisfaction is $0,777 \times 0,854 = 0.663$. In this case smaller than the direct influence indirect influence so that it can be said that job satisfaction variables work as an intervening variable.

Suggestion

Leadership and work environment need to be considered in improving organizational performance. Leadership enhanced by improving the pattern of leadership, fair and caring attitude towards employees' needs. The working environment is both internal and external conditions that can affect morale and thus can be expected to finish the job faster and better (nitisemito, 1992). The working environment can be improved by improving working conditions, labor relations and the availability of facilities at work.

Job satisfaction is an assessment, a feeling or attitude of a person or employee to work and relate to the working environment and so on. Job satisfaction can be improved by increasing salaries, improving the ability to complete the job itself, promotion, supervision and co-workers.

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