

Received: July 18, 2021

Revised: August 21, 2021

Accepted: February 02, 2022

*Corresponding author: M. Megawati, Department of Management, Institut Bisnis dan Keuangan Nitro, Makassar, Indonesia

E-mail: mega.hendriadi@gmail.com

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Examining Linkage Leadership Style, Employee Commitment, Work Motivation, Work Climate on Satisfaction and Performance

M. Megawaty^{1*}, Aminuddin Hamdat², Nur Aida³

^{1,2} Department of Management, Institut Bisnis dan Keuangan Nitro, Makassar, Indonesia. Email: mega.hendriadi@gmail.com, aminhamdat@gmail.com

³ Department of Management, Universitas Fajar, Makassar, Indonesia. Email: aida.arza@gmail.com

Abstract: This study aims: to test and analyze the influence of leadership style, employee commitment, work motivation, and work climate on employee job satisfaction with direct and indirect effects. This study uses primary data from a survey of 221 employees as sample. Data were analyzed using Structural Equation Modeling (SEM) with AMOS. The results showed that: (1) empirically, the leadership style, employees commitment, work motivation, and work climate had a positive and significant effect on job satisfaction; (2) employees commitment, work motivation, and work climate have a positive and significant effect on employees performance through job satisfaction as an intervening variable, while leadership style has no significant effect; (3) employee commitment, work motivation, and work climate indirectly have a positive and significant effect on employees performance through job satisfaction as an intervening variable, while the leadership style has no significant effect; and (4) job satisfaction has a positive and significant direct influence on employees performance. This study suggested that work motivation, employee commitment, and work climate that provide significant influence need to be maintained, while leadership styles that have insignificant influence on employee performance need to be improved and prioritized as the company's efforts to improve job satisfaction and employee performance.

Keywords: Leadership style, Employee Commitment, Work Motivation, Working Climate, Job Satisfaction, Employee Performance.

JEL Classification Code: o15, L20, L30

1. INTRODUCTION

Development in all fields is the main goal that is being actively implemented to create a just and prosperous society. Thus, by opening the most comprehensive possible business opportunities by the government to the public, the development of the national business world today grows and develops rapidly. Various types of business entities, both government and private companies, continue to emerge. By itself, the development of the business world is increasingly colored by increasingly fierce competition. The position of human resources in the company is significant (Tefera & Hunsaker, 2020). Therefore, human resource management is needed so that human resource management can run as expected by the company. Workers are human beings who have different characteristics and characteristics. In carrying out the tasks assigned to him, it takes a strong workforce, competent, has high discipline and dedication to show high performance in carrying out their duties (Liu & Huang, 2020). Thus, efficient and effective employees will be created so that they can carry out tasks and work based on predetermined work lines or work standards or in other words, efficient and effective employees are employees who work following work standards, namely discipline and on time, full of initiative in carrying out tasks without waiting for orders from leaders (Ronay et al., 2020).

Each company has specific goals according to their respective business fields, but the main target to be achieved is profit and other purposes, such as continuity of company life and participation in

improving the community's welfare. For that, a company that wants to maintain its existence better, then the essential thing is the ability of the company's leadership to manage all existing potential effectively and efficiently, and the utilization of the current workforce will affect the improvement of employee performance, including employees at PT Semen Tonasa. PT Semen Tonasa is one of the companies engaged in the production and marketing of cement. This company always strives to improve itself through continuous evaluation and development. With the support of human resources and solid capital, it synergized with the strength of a reliable managerial strategy. This improvement is expected to create sustainable growth in the company's profitability. PT Semen Tonasa carries a vision: "To become a leading cement company in Indonesia with a high level of efficiency." Meanwhile, the missions carried out are: Increasing the company's value according to the wishes of stakeholders. Producing cement to meet consumer needs with competitive quality and price and timely delivery. Always striving to make improvements in all fields to increase competitiveness in the market and company productivity and build a work environment that can arouse employee motivation to work professionally. To realize the vision and mission it carries, it must be supported by the ability of human resources as one of the determining factors for its success. Human resources are significant and have a strategic role in formulating and implementing company policies. Human resources are a precious organizational asset and play an essential role in the company's survival. The basic strategy needed to improve and empower the potential of human resources in the organization is to foster and enhance the quality of human resources so that they can work professionally following the tasks and functions assigned to them. PT Semen Tonasa maintains product quality so that the price can be higher because every consumer country always wants quality cement. The success achieved by PT Semen Tonasa in increasing the volume of cement sales, thanks to the implementation of efficient and effective work, has continuously shown improvement despite increasingly fierce competition, both in foreign markets and in the domestic market itself. PT Semen Tonasa's products are very well known in the market, as evidenced by the growth in sales per year, with an average of 17.33 percent.

The development of cement sales at PT Semen Tonasa from 2012 to 2016 tends to fluctuate. In 2014, cement sales growth decreased by 8.47%, but in subsequent years, it increased to 26.13% in 2016. Efforts to improve the company's performance must, of course, be supported by the quality and quantity of its employees. In connection with the achievement of employee performance at PT Semen Tonasa, which has not been in line with expectations, it cannot be separated from the influence of ineffective leadership style factors, low commitment, and work motivation of employees, and an inadequate work climate. This can be seen from several aspects, including that, in general, all routine activities. However, while they can be completed according to the specified schedule, the quantity and quality of work results are not as expected. Therefore, efforts are needed to improve employee performance thru effective leadership, strong employee commitment, high work motivation, and a conducive work climate. Thus, the factors of leadership style, employee commitment, work motivation, and work climate are independent variables that need to be studied to determine their effect on job satisfaction and employee performance at PT Semen Tonasa.

2. Literature Review

A leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others (Fein et al., 2021; Treuren & Fein, 2021). The leadership style is suitable when the company's goals have been communicated, and subordinates accept them. A leader must apply a leadership style to manage his assistants because a leader will significantly affect the organization's success in achieving its goals (Swanson et al., 2020). Companies use rewards or gifts and orders as a tool to motivate employees. Leaders hear ideas from subordinates before making decisions. The right leadership style will lead to a person's motivation to excel. The success or failure of employees in work performance can be influenced by the leader's leadership style (Super, 2020). Feng et al. (2020) have proven that leadership style significantly influences employee performance. The relationship between the leader and his subordinates is very close; therefore, the success of a leader in managing the organization will not be separated from the role of his associates and the leadership style he applies. A leadership style is a behavioral norm used by a person when trying to influence the behavior of others.

According to Feng et al. (2020), leadership style is a combination of behavior and strategy due to a combination of philosophy, skills, traits, and attitudes that are often applied by a leader when trying to influence his subordinates. The involvement of leadership style in triggering individual performance is a very significant value and price in operating an organization. Therefore, the relationship between leadership style and performance is a tolerant law that must be adhered to by every leader who wishes to exceed targets, both time and things to be achieved in a work organization. So that the performance of each individual responsible for the organization is obligatory to receive guidance from the leader as stated in the leadership system, he adheres to (Haar et al., 2022). Leadership style is seen as a personality that can influence others. Like the leadership of Rasulullah has extraordinary abilities that can arouse the admiration of many people toward him. According to Ciobanu & Androniceanu (2015), leadership styles are various patterns of behavior favored by leaders in directing and influencing workers. The relationship between leadership style and job satisfaction is based on path-goal theory. The influence of leader behavior on employee satisfaction depends on aspects of the situation, including job characteristics and employee characteristics.

Furthermore, job satisfaction and leadership style are the most important elements that affect the organization's overall effectiveness. González-Cruz et al. (2019) states a positive influence between leadership style on job satisfaction and employee performance. In addition, research that is also related to the impact of leadership style on job satisfaction and employee performance, among others: evidenced by Adiguzel et al. (2020) whose results conclude that leadership has a positive and significant effect on job satisfaction and employee performance. Meanwhile, Fernando et al. (2020) proved that leadership has a negative and significant impact on employee performance. In line with the leadership role, employee commitment is also a predictor of job satisfaction and employee performance. Employees who have a high work commitment are needed to achieve maximum individual performance. Markos et al. (2010) suggest that commitment is defined as the identification power of individuals within an organization. The mapping of the results of previous studies, which became the research gap or gaps in this research, can be seen in Table 1.

Table 1. Research Gap Sources of Past Researchers and Researcher Contributions

No.	Research Gap	Researcher Contribution
1.	There are differences in the findings of the influence of leadership style on job satisfaction and employee performance	Leadership style has a positive and significant effect on job satisfaction but has no significant effect on employee performance. Leadership style has no significant effect on employee performance through job satisfaction.
2.	There are differences in the findings of the effect of employee commitment on job satisfaction and employee performance	Employee commitment has a positive and significant effect on job satisfaction and employee performance. Employee commitment has a positive and significant effect on employee performance through job satisfaction.
3.	There are differences in the findings of the effect of work motivation on job satisfaction and employee performance.	Work motivation has a positive and significant effect on job satisfaction and employee performance. Work motivation has a positive and significant effect on employee performance through job satisfaction.
4.	There are differences in the findings of the effect of work climate on job satisfaction and employee performance	work climate has a positive and significant effect on job satisfaction and employee performance. Work climate has a positive and

No.	Research Gap	Researcher Contribution
		significant effect on employee performance through job satisfaction.
5.	There are differences in the findings of the effect of job satisfaction on employee performance	Current researchers: find job satisfaction has a positive and significant effect on employee performance.

The concept of performance put forward by Zhang et al. (2020) is often referred to as performance, also called result, which means what has been produced by individual workers. Furthermore, Forster & Fenwick (2015) stated individual performance as a product of multiplication or a function of motivation and ability. In comparison, Ibrahim & Heng (2015) individual performance results from work that a person or group of people can achieve in an organization, following their respective authorities and responsibilities to achieve organizational goals legally, not violating the law following morals and ethics.

Cook et al. (2020) proposed six primary criteria that can be used to measure performance: quality, quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal relationships. Furthermore, Ibrahim & Heng (2015) suggests several ways to measure individual performance, including the quantity of work, quality of work, knowledge of work, opinions or statements submitted, decisions are taken, work planning, and work areas. Meanwhile, Miller et al. (2021) states that the performance appraisal criteria include: quantity of work, quality of work, job knowledge, creativeness, cooperative, dependability, initiative, and personal quality. The same thing was also stated by Tefera & Hunsaker (2020), performance measurements include work performance, responsibility, obedience, honesty, and cooperation. The performance appraisal aspect is a trait or characteristic that can indicate the implementation of a particular job to run smoothly and work well to support employee performance improvement. Thus, the performance measurement criteria used in this study include (1) work quality, (2) work quantity, (3) work creativity, (4) work effectiveness, (5) timely completion of tasks, (6) supervision, and (7) cooperation. The performance measurement is an indicator because it is believed to improve employee performance

The concept of leadership style proposed by Georgakakis & Buyl, (2020) is how a leader carries out his leadership function and how he is seen by those he is trying to lead or those who may be observing from the outside. Path-Goal Theory state that leaders encourage higher performance by motivating subordinates to believe that hard work can achieve valuable results. Universally applicable leadership results in high levels of subordinate performance and satisfaction. This theory states that different situations require different leadership styles. Subordinates with an internal locus of control will have higher job satisfaction with a participatory leadership style. In contrast, assistants with an external locus of power will have a more directive style. Path-Goal theory explains that the behavior of the directive style leader, supportive style, participatory style, caregiver style, and achievement orientation kind affect these expectations. So, it affects the work performance of subordinates and the performance of subordinates. By using one of the four styles, a leader must try to influence subordinates' perceptions and motivate them about task clarity, goal achievement, job satisfaction, and effective performance González-Cruz et al. (2019). These five aspects are the basis for measuring leadership style in this study to know its effect on employee performance

The concept of commitment, according to Hu et al. (2020), is the relative strength of individuals in identifying employee involvement in the organization, including the desire to maintain membership in the organization, readiness, and willingness to make serious efforts on behalf of the organization, and acceptance of the values of the organization. Furthermore, Schwepker & Dimitriou, (2021) propose a final typology of employee commitment. There are three commitments put forward, namely affective commitment (affective commitment), continuance commitment (continuance commitment), and normative commitment (normative commitment). Affective commitment is related to employees' emotional attachment, employee identification, and employee involvement in the organization. Continuity commitment is associated with the desire to continue working or leaving the organization. Normative commitment relates to the feeling of obligation to remain in the organization.

The concept of work motivation proposed by Palma et al. (2021), that the motive to drive the effort to satisfy a want or good (motivation refers to the drive and effort to fulfill a need or a goal). Furthermore, the concept of motivation which refers to Herzberg's theory in Burritt et al. (2019), suggests a theory of motivation known as the theory of two factors rather than job satisfaction. There are 2 (two) sets of conditions that affect a person in his work, namely: (1) motivator factors; and (2) hygiene factors. It was further stated that the factors that act as motivators for employees, namely being able to satisfy and encourage people to work well, consist of (1) Achievement (successful implementation); (2) Recognition; (3) The work itself; (4) Responsibilities (responsibility); and (5) Advancement. This set of factors describes a person's relationship with what he does: The content of his work; Performance in his duties; Appreciation for his achievements; Improvement in his duties. Therefore, the five factors can satisfy and encourage employees to work well: successful implementation, recognition, work itself, responsibility, and development as measurement indicators because they are believed to be able to form employee motivation variables. The concept of work climate, according to Costantino et al. (2021), is a productive condition to create internal and external situations to get work optimization from a performance. The creation of internal conditions must be conducive, fun, and exciting. The work climate automatically and goals play a role. So, the work climate is everything around the workers that can affect them carrying out the assigned tasks.

According to Cho et al. (2020), the work climate is essential in implementing employee duties. A pleasant working environment will improve employee performance. Therefore, the work climate in the company is significant for management to pay attention to because a work climate that focuses on employees can increase their satisfaction and performance. The indicators for measuring work climate are: Air temperature in the workspace; Lighting in the workspace; The noise around the workplace; Air circulation in the workplace; Guarantee of workspace privacy; Size of the workspace; Arrangement of the layout of the workspace; Relations with co-workers.

Job satisfaction is a positive or pleasant emotional statement resulting from assessing a job or work experience (Forster & Fenwick, 2015). Tajeddini et al. (2020) suggests that the factors that influence the emergence of high levels of employee job satisfaction are: 1) challenging work; 2) proper compensation; 3) supportive working conditions; 4) co-worker support; and 5) partner support. These factors are used as dimensions in this study. For more details, the conceptual framework scheme in this study can be seen in Figure 1.

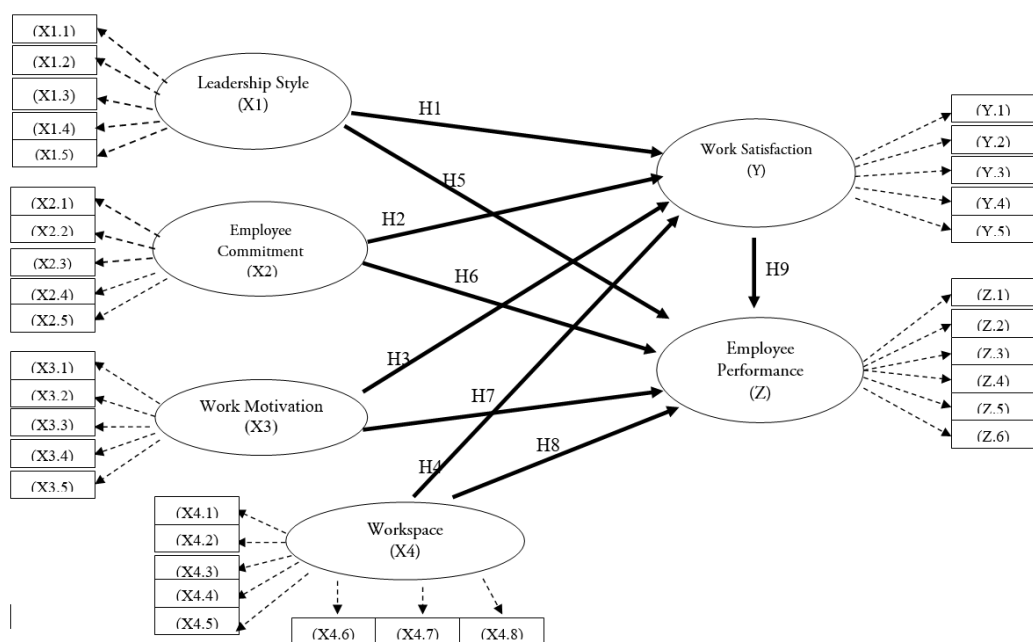


Figure 1. Conceptual Framework

Based on the description of the background, main problem, and research objectives, the following hypothesis is proposed:

- H1: Leadership style has a significant effect on job satisfaction.
- H2: Employee commitment has a significant effect on job satisfaction.
- H3: Work motivation has a significant effect on job satisfaction.
- H4: Work climate has a significant effect on job satisfaction.
- H5: Leadership style has a significant effect on employee performance.
- H6: Employee commitment has a significant effect on employee performance.
- H7: Work motivation has a significant effect on employee performance.
- H8: Work climate has a significant effect on employee performance.
- H9: Leadership style has a significant effect on employee performance through job satisfaction as an intervening variable.
- H10: Employee commitment has a significant effect on employee performance through job satisfaction as an intervening variable.
- H11: Work motivation has a significant effect on employee performance through job satisfaction as an intervening variable.
- H12: Work climate has a significant effect on employee performance through job satisfaction as an intervening variable.
- H13: Job satisfaction has a significant effect on employee performance.

3. Research Method and Materials

3.1. Data Samples

This research will be conducted at PT Semen Tonasa, South Sulawesi Province. Then the research was conducted for four months, namely: March to July 2021. The population in this study was all administration department employees at PT Semen Tonasa. The people or universe is the total number of units of analysis whose characteristics will be estimated. The people can be divided into two groups: the sampling population and the target population. The population in this study is a sampling population, namely: the number of staff employees of the President Director, Staff of the Director of Finance and Commercial, as well as affiliated staff and others. The total population in this study was 495 employees. Furthermore, a sampling technique was used based on a predetermined population source to determine the sample of employees in three departments (administrative division) at PT Semen Tonasa. The sampling method obtained 221 employees. The size of the sample members of each department is determined by fraction sample based on the number of employees of each department. The data collection method used in this study is observation, namely collecting data through direct observation of leadership styles, employee commitment, work motivation, work climate, job satisfaction, and employee performance to obtain data related to this research. A questionnaire (questionnaire) collects data by distributing a list of questions to respondents.

3.2. Measurement

The grouping of variables is done into two parts: explanatory variables (exogenous) and explained variables (endogenous). The explanatory variables (exogenous) are leadership style, employee commitment, work motivation, work climate. In contrast, the explained variables (endogenous) are job satisfaction as an intervening variable and employee performance as an endogenous/dependent variable. The testing phase is to test the instrument's validity, reliability, reliability of the instrument is measured by Cronbach's alpha, i.e., if Cronbach's alpha coefficient > 0.60 , it means that the instrument is reliable and fulfills the reliability requirements. However, Cronbach's alpha < 0.60 means the instrument is unreliable (Hair et al., 1998:118). The coefficient of determination (R^2), if R^2 is very high (e.g., between 0.7 - 1) and none of the regression coefficients are significant, then statistically, this

means that multicollinearity symptoms occur. Looking at the Variance Inflating Factor (VIF) value, if the VIF value is less than 10, then multicollinearity symptoms do not occur, but if the VIF value 10 means there are multicollinearity symptoms. The measurement of variables using a Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). Measurement items as shown in table 3.

Table 2. Measurement of variables

No.	Variable	Dimension
1.	Leadership style (X1)	<ul style="list-style-type: none"> • Participatory style (X1.1) • Nanny style (X1.2) • Directive style (X1.3) • Supportive style (X1.4) • Achievement orientation style (X1.5)
2.	Employee commitment (X2)	<ul style="list-style-type: none"> • Affective commitment (X2.1) • Continuing commitment (X2.2) • Normative commitment (X2.3)
3.	Work motivation (X3)	<ul style="list-style-type: none"> • Need for achievement (X3.1) • Need for affiliation (X3.2) • Power requirement (X3.3)
4.	Working climate (X4)	<ul style="list-style-type: none"> • Psychological dimension (X4.1) • Structural Dimensions (X4.2) • Social dimension (X4.3) • Bureaucratic dimensions (X4.4)

4. Results and Discussion

4.1. Descriptive Analysis

Characteristics of respondents can be seen from the results of research conducted on a sample of employees of PT Semen Tonasa, amounting to 221 respondents, which include: gender, age level, education level, and years of service. The characteristics of the respondents can be explained in table 3.

Table 3. Demographics of Respondents

Measurement	Frequency	%
Gender		
Man	121	54,75
Woman	100	45,25
Age Level (years)		
≤ 33	12	5,43
34 – 39	90	40,72
40 – 45	53	23,98
≥ 46	66	29,86
Education Level		
Senior High School	80	36,20
Diploma	68	30,77
Bachelor	65	29,41
Magister	6	2,71
Doctoral	2	0,90
Working Period (years)		
≤ 11	28	12,67
12 – 17	140	63,35
≥ 18	53	23,98

Furthermore, the results of the validity and reliability tests of each variable statement item in this study can be seen in Table 4.

Table 4. Validity and Reliability Test Results of Research Instruments

Variable	Indicator	Correlation Coefficient		
		Corrected Item Total Correlation	Cronbach's alpha	Info
Leadership Style (X1)	X1_1	0,617	0,928	Valid and Reliable
	X1_2	0,663		
	X1_3	0,780		
	X1_4	0,605		
	X1_5	0,650		
	X1_6	0,644		
	X1_7	0,885		
	X1_8	0,886		
	X1_9	0,884		
	X1_10	0,889		
Employee Commitment (X2)	X2_1	0,826	0,943	
	X2_2	0,820		
	X2_3	0,776		
	X2_4	0,795		
	X2_5	0,797		
	X2_6	0,802		
Motivation Work (X3)	X3_1	0,686	0,934	
	X3_2	0,775		
	X3_3	0,795		
	X3_4	0,654		
	X3_5	0,800		
	X3_6	0,676		
	X3_7	0,776		
	X3_8	0,799		
	X3_9	0,678		
	X3_10	0,781		
Working Climate (X4)	X4_1	0,636	0,945	
	X4_2	0,679		
	X4_3	0,781		
	X4_4	0,625		
	X4_5	0,673		
	X4_6	0,666		
	X4_7	0,891		
	X4_8	0,880		
	X4_9	0,875		
	X4_10	0,895		
Job Satisfaction (Y)	Y_1	0,840	0,977	
	Y_2	0,895		
	Y_3	0,811		
	Y_4	0,812		
	Y_5	0,848		
	Y_6	0,894		
	Y_7	0,854		
	Y_7	0,824		
	Y_8	0,897		
Y_9	0,819			
	Z_1	0,771	0,916	

Variable	Indicator	Correlation Coefficient		
		Corrected Item Total Correlation	Cronbach's alpha	Info
Employee Performance (Z)	Z_2	0,618		
	Z_3	0,772		
	Z_4	0,731		
	Z_5	0,677		
	Z_6	0,734		
	Z_7	0,637		
	Z_8	0,672		

Based on the data in Table 4, it can be explained that of the six variables used in this study, the Corrected Item Total Correlation value was obtained between 0.631 - 0.875 so that it can be said that the results of validity and reliability testing showed that all indicators used to measure each variable met the requirements > 0.60 .

4.2. Statistical Result

The final model test of the relationship between leadership style, employee commitment, work motivation, and work climate on job satisfaction and employee performance in full is presented in Figure 2.

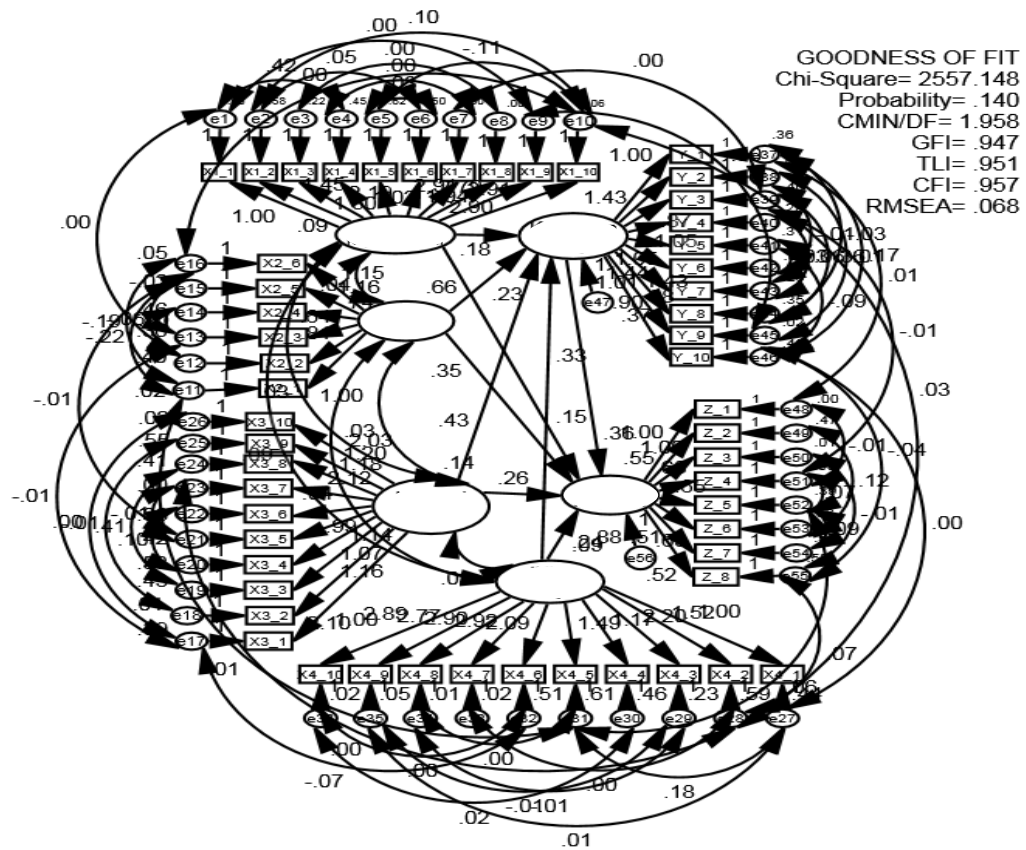


Figure 2. The SEM Model at the Final Stage

Based on the picture above, it can be explained that the results of the goodness of fit analysis of the complete SEM model at the final stage show that there is a synergistic relationship between the variables of leadership style, employee commitment, work motivation, work climate, with job satisfaction and employee performance. The goodness of fit criteria analysis results for the complete SEM model can be seen in Table 5.

Table 5. Results of the Goodness of Fit Indices (GFI) Complete SEM Model

Goodness of fit index	Cut-off Value	Model Results*	Description
Chi-Square	Expected small	2557,148	Fit
Probability	≥ 0,05	0,140	
CMIN/DF	≤ 2,00	1,958	
GFI	≥ 0,90	0,947	
TLI	≥ 0,95	0,951	
CFI	≥ 0,95	0,957	
RMSEA	≤ 0,08	0,068	

Based on the data in Table 5, it can be explained that the relationship between variables in the complete model at the final stage shows a good fit. Thus, the causal relationship between each tested variable can be accepted and used for further purposes. The results of the estimation of the regression coefficient values of the functional relationship between the independent variables and the dependent variable in the SEM model can be seen in Table 6.

Table 6. Result of Direct Effect Parameter Estimation between Variables on SEM Model

Relationship between Variables		Mark Estimate	CR (critical ratio)	P (Prob)
X ₁	Y	0,181	2.821	0,018
	Z	0,148	1.015	0,110
X ₂	Y	0,226	4.916	0,000
	Z	0,351	4.943	0,000
X ₃	Y	0.428	5.601	0,000
	Z	0.263	3.472	0,000
X ₄	Y	0.325	3.529	0,000
	Z	0.243	2.832	0,000
Y	Z	0.360	6.907	0,000

Table 7. Direct, Indirect, and Total Effects between Variables in the SEM Model

HP	Variables			P-value (≤ 0,05)	Direct	Indirect	Total	Description
	Exogenous	Intervening	endogenous					
1	Leadership Style (X1)	Job satisfaction (Y)	-	0.017	0.130	-	0.130	Has significant effect
2	Employee Commitment (X2)	Job satisfaction (Y)	-	0.000	0.225	-	0.225	Has significant effect
3	Work motivation (X3)	Job satisfaction (Y)	-	0.000	0.322	-	0.322	Has significant effect
4	Working Climate (X4)	Job satisfaction (Y)	-	0.000	0.228	-	0.228	Has significant effect
5	Leadership Style (X1)	-	Employee performance (Z)	0.110	0.169	-	0.169	Has significant effect

HP	Variables			P-value ($\leq 0,05$)	Direct	Indirect	Total	Description
	Exogenous	Intervening	endogenous					
6	Employee Commitment (X2)	-	Employee performance (Z)	0.000	0.234	-	0.234	Has significant effect
7	Work motivation (X3)	-	Employee performance (Z)	0.000	0.357	-	0.357	Has significant effect
8	Working Climate (X4)	-	Employee performance (Z)	0.000	0.219	-	0.219	Has significant effect
9	Leadership Style (X1)	Job satisfaction (Y)	Employee performance (Z)	0,424	0.177	0.038	0.275	does not have a significant effect
10	Employee Commitment (X2)	Job satisfaction (Y)	Employee performance (Z)	0,002	0.235	0.034	0.269	Has significant effect
11	Work motivation (X3)	Job satisfaction (Y)	Employee performance (Z)	0,043	0.356	0.025	0.381	Has significant effect
12	Working Climate (X4)	Job satisfaction (Y)	Employee performance (Z)	0,038	0.219	0.050	0.269	Has significant effect
13	-	Job satisfaction (Y)	Employee performance (Z)	0.000	0.486	-	0.486	Has significant effect

Based on the data in Table 7, it can be interpreted that the results of testing the direct effect, indirect effect, and total effect between variables are also empirical findings from this study; all variables have a positive and significant impact except for hypothesis 9.

4.3. Discussion

A leader's style is a pattern of behavior that the leader uses to influence, direct, and guide subordinates to carry out all the main task mechanisms effectively and efficiently. Therefore, to increase job satisfaction and employee performance in an organization, it is necessary for an employee who has an effective leadership style to work well. The complete SEM model test results show that the leadership style variable has a positive and significant effect on job satisfaction. This is indicated by the critical ratio and probability values as required. This means that the two variables have a positive and significant causal relationship. The positive influence of the leadership style variable on job satisfaction is determined by the ten indicators that make it up. Indicators of leaders who are always willing when subordinates consult them can form leadership style variables, meaning that the needles in the model can significantly measure leadership style because leaders are always willing when subordinates consult them. The leader who always consults with the subordinates will satisfy associates to work optimally. They can significantly contribute to shaping leadership style variables, which affect employee job satisfaction at PT Semen Tonasa. The leader who always treats his subordinates indiscriminately will give his subordinates satisfaction to work more optimally. These indicators shape leadership style variables, which affect the increase in employee job satisfaction at PT Semen Tonasa. The leader who always helps his subordinates will give his satisfaction for his associates to work more optimally so that they can contribute to forming a leadership style, which will affect the increase in job satisfaction of employees of PT Semen Tonasa. Leaders who always pay attention personally to each of their subordinates will give them pleasure by working more optimally. These indicators contribute to forming leadership style variables that further support increasing employee job satisfaction at PT Semen Tonasa.

Leaders who always like official work procedures according to existing provisions will satisfy each subordinate to work more optimally. These indicators contribute to shaping leadership styles, which affects the increase in employee job satisfaction at PT Semen Tonasa. Leaders who always pay attention to the priority interests of subordinates will undoubtedly provide satisfaction for each associate to work better so that these indicators contribute to forming leadership style variables to support increasing employee job satisfaction at PT Semen Tonasa Pangkep Regency. Leaders who always encourage subordinates to increase their self-confidence will motivate each assistant to work better. These indicators contribute to shaping leadership style variables, which in turn affects the increase in employee job satisfaction at PT Semen Tonasa. Leaders who always remind subordinates to prioritize tasks at work will satisfy each associate to work better. These indicators contribute to shaping leadership style variables, which in turn affects the increase in employee job satisfaction at PT Semen Tonasa. Leaders who take the time to update or improve subordinates' knowledge will undoubtedly satisfy each associate to work better. These indicators make a more outstanding contribution in shaping leadership styles, which affects the increase in job satisfaction of PT Semen Tonasa. Job satisfaction and leadership style are the most critical elements affecting the organization's overall effectiveness. Leadership style affects job satisfaction through the leader's attention and guidance to subordinates, including the leader is always willing when subordinates consult, the leader treats inferiors equally indiscriminately, the leader always helps assistants in solving problems encountered at work, the leader always pays attention personally to each associate in their work. Carrying out tasks, the leader always likes official work procedures according to existing provisions, the leader always expects subsidiaries to comply with the rules, the leader always pays attention to the priorities of the interests of associates, the leader always expects assistants to comply with existing regulations, the leader reminds subordinates to prioritize tasks at work, and the leader takes the time to update or improve the knowledge of assistants. Therefore, a leader with the right leadership style will increase employee satisfaction with his work.

Employees who adhere to the rules in carrying out their work will undoubtedly contribute to forming employee commitment, which affects the increase in employee job satisfaction. Employees who feel comfortable at work will undoubtedly contribute to shaping the employee commitment variable, which affects job satisfaction. Employees who feel very unlikely to leave the company will certainly shape the employee commitment variable, which will increase employee job satisfaction. Employees who work hard because of appropriate rewards will indeed shape the employee commitment variable, which supports increasing employee job satisfaction. Employees who exert all their efforts will undoubtedly contribute to shaping the employee commitment variable, which affects the increase in employee job satisfaction. Employees who feel happy in their lives at the company will undoubtedly contribute to shaping employee commitment, which affects employee job satisfaction. Employees who enjoy these tough challenges will provide the job satisfaction needed to work optimally. They can significantly contribute to shaping work motivation, which will affect the increase in employee job satisfaction. Setting and achieving realistic goals will provide job satisfaction for employees who like to work optimally. They can make a significant contribution in shaping work motivation, which can affect job satisfaction.

The leadership style applied by PT Semen Tonasa is more likely to be supportive and achievement-oriented. While using a participatory manner, caregiver style, and directive style is still less than optimal, managers make all work-related decisions and instruct subordinates to carry out them by directly participating, guiding, and directing in carrying out tasks so that assistants can complete the job well required. This means that leaders need to participate, guide directly, and control their associates effectively, especially those with less working knowledge. Meanwhile, the supportive and achievement-oriented styles can only be applied directly to employees who have adequate work knowledge. Thus, the leadership style can support employee performance improvement in the future.

5. Conclusion

Leaders must be more effective in every action taken in guiding and directing their subordinates to carry out their duties as well as possible, including consulting with subordinates, treating subordinates well indiscriminately, helping solve problems faced by subordinates at work, at all times the leader must

pay attention personally to every associate in carrying out their duties, the leader must also be an excellent example for subordinates to like official work procedures following existing provisions, the leader always expects assistants to comply with current regulations, the leader also pays more attention to the priorities of the interests of associates, encourages subordinates to increase trust themselves, reminding subordinates constantly to prioritize tasks at work. Leaders must take the time to update or improve the knowledge of their subsidiaries. Thus, a leader with the right and effective leadership style will undoubtedly encourage employees to carry out their work well so that the performance of employees at PT Semen Tonasa can be significantly improved in the future. Employee commitment is related to a person's performance concerning his work. Suppose a person is committed to the organization. In that case, they will have a strong identification with the organization, have membership values, agree with the goals and value system, are likely to remain in it, and are finally ready to work hard for the organization. Empirical findings resulting from this research show a positive and significant effect between employee commitment and employee performance at PT Semen Tonasa. Work motivation is the most vital driving force in achieving performance. Without motivation, employees will not complete a job optimally because no will comes from within the employee itself; what appears is just routine. Therefore, work motivation has a positive and significant contribution to improving employee performance. This means that it is necessary to increase work motivation to improve employee performance.

References

- Adiguzel, Z., Ozcinar, M. F., & Karadal, H. (2020). Does servant leadership moderate the link between strategic human resource management on rule breaking and job satisfaction? *European Research on Management and Business Economics*, 26(2), 103–110. <https://doi.org/https://doi.org/10.1016/j.iedeen.2020.04.002>
- Burritt, R. L., Herzig, C., Schaltegger, S., & Viere, T. (2019). Diffusion of environmental management accounting for cleaner production: Evidence from some case studies. *Journal of Cleaner Production*, 224, 479–491. <https://doi.org/https://doi.org/10.1016/j.jclepro.2019.03.227>
- Cho, H., Li, C., & Wu, Y. (2020). Understanding sport event volunteers' continuance intention: An environmental psychology approach. *Sport Management Review*, 23(4), 615–625. <https://doi.org/https://doi.org/10.1016/j.smr.2019.08.006>
- Ciobanu, A., & Androniceanu, A. (2015). Civil Servants Motivation and Work Performance in Romanian Public Institutions. *Procedia Economics and Finance*, 30, 164–174. [https://doi.org/10.1016/s2212-5671\(15\)01280-0](https://doi.org/10.1016/s2212-5671(15)01280-0)
- Cook, A. (Sasha), Zill, A., & Meyer, B. (2020). Observing leadership as behavior in teams and herds – An ethological approach to shared leadership research. *The Leadership Quarterly*, 31(2), 101296. <https://doi.org/https://doi.org/10.1016/j.leaqua.2019.05.003>
- Costantino, A., Comba, L., Sicardi, G., Bariani, M., & Fabrizio, E. (2021). Energy performance and climate control in mechanically ventilated greenhouses: A dynamic modelling-based assessment and investigation. *Applied Energy*, 288, 116583. <https://doi.org/https://doi.org/10.1016/j.apenergy.2021.116583>
- Fein, E. C., Tziner, A., & Vasiliu, C. (2021). Perceptions of ethical climate and organizational justice as antecedents to employee performance: The mediating role of employees' attributions of leader effectiveness. *European Management Journal*. <https://doi.org/https://doi.org/10.1016/j.emj.2021.11.003>
- Feng, C., Patel, P. C., & Sivakumar, K. (2020). Chief global officers, geographical sales dispersion, and firm performance. *Journal of Business Research*, 121, 58–72. <https://doi.org/https://doi.org/10.1016/j.jbusres.2020.08.011>
- Fernando, G. D., Jain, S. S., & Tripathy, A. (2020). This cloud has a silver lining: Gender diversity, managerial ability, and firm performance. *Journal of Business Research*, 117, 484–496. <https://doi.org/https://doi.org/10.1016/j.jbusres.2020.05.042>
- Forster, G., & Fenwick, J. (2015). The influence of Islamic values on management practice in Morocco. *European Management Journal*, 33(2), 143–156. <https://doi.org/https://doi.org/10.1016/j.emj.2014.04.002>
- Georgakakis, D., & Buyl, T. (2020). Guardians of the previous regime: Post-CEO succession factional subgroups and firm performance. *Long Range Planning*, 53(3), 101971. <https://doi.org/https://doi.org/10.1016/j.lrp.2020.101971>
- González-Cruz, T. F., Botella-Carrubi, D., & Martínez-Fuentes, C. M. (2019). Supervisor leadership style, employee regulatory focus, and leadership performance: A perspectivism approach. *Journal of Business Research*. <https://doi.org/https://doi.org/10.1016/j.jbusres.2019.01.065>
- Haar, J., O'Kane, C., & Cunningham, J. A. (2022). Firm-level antecedents and consequences of knowledge hiding

- climate. *Journal of Business Research*, 141, 410–421.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2021.11.034>
- Hu, W., Luo, J., Chen, Z., & Zhong, J. (2020). Ambidextrous leaders helping newcomers get on board: Achieving adjustment and proaction through distinct pathways. *Journal of Business Research*, 118, 406–414.
<https://doi.org/https://doi.org/10.1016/j.jbusres.2020.06.064>
- Ibrahim, S., & Heng, L. H. (2015). The Roles of Learning in Stimulating Knowledge Sharing at SMEs. *Procedia - Social and Behavioral Sciences*, 172, 230–237. <https://doi.org/10.1016/j.sbspro.2015.01.359>
- Liu, C.-H. S., & Huang, Y.-C. (2020). The influence of transformational leadership on subordinate creative behaviour development process. *Tourism Management Perspectives*, 36, 100742.
<https://doi.org/https://doi.org/10.1016/j.tmp.2020.100742>
- Markos, S., Sandhya, M., & Professor, S. (2010). Employee Engagement: The Key to Improving Performance. *International Journal of Business and Management*, 5(12), 89. <https://doi.org/E-ISSN 1833-8119>
- Miller, A. J., Slater, M. J., & Turner, M. J. (2021). The influence of identity leadership principles on followers' challenge and threat states and motor performance. *Psychology of Sport and Exercise*, 54, 101909.
<https://doi.org/https://doi.org/10.1016/j.psychsport.2021.101909>
- Palma, R., Crisci, A., & Mangia, G. (2021). Public service motivation- individual performance relationship: Does user orientation matter? *Socio-Economic Planning Sciences*, 73, 100818.
<https://doi.org/10.1016/j.seps.2020.100818>
- Ronay, R., Maddux, W. W., & von Hippel, W. (2020). Inequality rules: Resource distribution and the evolution of dominance- and prestige-based leadership. *The Leadership Quarterly*, 31(2), 101246.
<https://doi.org/https://doi.org/10.1016/j.leaqua.2018.04.004>
- Schwepker, C. H., & Dimitriou, C. K. (2021). Using ethical leadership to reduce job stress and improve performance quality in the hospitality industry. *International Journal of Hospitality Management*, 94, 102860. <https://doi.org/https://doi.org/10.1016/j.ijhm.2021.102860>
- Super, J. F. (2020). Building innovative teams: Leadership strategies across the various stages of team development. *Business Horizons*, 63(4), 553–563. <https://doi.org/https://doi.org/10.1016/j.bushor.2020.04.001>
- Swanson, E., Kim, S., Lee, S.-M., Yang, J.-J., & Lee, Y.-K. (2020). The effect of leader competencies on knowledge sharing and job performance: Social capital theory. *Journal of Hospitality and Tourism Management*, 42, 88–96. <https://doi.org/https://doi.org/10.1016/j.jhtm.2019.11.004>
- Tajeddini, K., Martin, E., & Altinay, L. (2020). The importance of human-related factors on service innovation and performance. *International Journal of Hospitality Management*, 85, 102431.
<https://doi.org/https://doi.org/10.1016/j.ijhm.2019.102431>
- Tefera, C. A., & Hunsaker, W. D. (2020). Intangible assets and organizational citizenship behavior: A conceptual model. *Heliyon*, 6(7), e04497. <https://doi.org/https://doi.org/10.1016/j.heliyon.2020.e04497>
- Treuren, G. J. M., & Fein, E. C. (2021). Perceptions of ethical climate and organizational justice as antecedents to employee performance: The mediating role of employees' attributions of leader effectiveness. *European Management Journal*. <https://doi.org/https://doi.org/10.1016/j.emj.2021.11.003>
- Zhang, B., Dong, Y., Zhang, H., & Pedrycz, W. (2020). Consensus mechanism with maximum-return modifications and minimum-cost feedback: A perspective of game theory. *European Journal of Operational Research*, 287(2), 546–559. <https://doi.org/https://doi.org/10.1016/j.ejor.2020.04.014>