

**The Influence of Leadership Style and Job Satisfaction on Productivity at PT.
Mayora Indah Tbk in West Jakarta**

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Abstract

This research aims to determine the influence of leadership style and job satisfaction on employee productivity at PT Mayora Indah Tbk in West Jakarta, both partially and simultaneously. The research used an associative quantitative method with a saturated sampling technique involving 45 respondents. Data analysis includes instrument testing, classical assumption testing, simple linear regression, multiple linear regression, correlation coefficient, coefficient of determination, as well as hypothesis testing via the t test and F test. The results of the analysis show that leadership style partially has a positive effect on employee productivity, with the simple linear regression equation $Y = 15.900 + 0.256X_1$. A correlation coefficient value of 0.465 indicates a strong relationship, and a coefficient of determination of 21.6% indicates that employee productivity is influenced by leadership style by that percentage. The t test produces $t_{count} > t_{table}$ ($3.638 > 1.301$) and is significant at $p < 0.05$ ($0.001 < 0.05$), so H_0 is rejected and H_a is accepted. Partial job satisfaction also has a positive effect on employee productivity, with the regression equation $Y = 15,900 + 0.200X_2$. A correlation coefficient of 0.281 indicates a moderate relationship, and a coefficient of determination of 7.9% indicates the contribution of the job satisfaction variable to productivity. The t test produces $t_{count} > t_{table}$ ($2.195 > 1.301$) and is significant at $p < 0.05$ ($0.034 < 0.05$), so H_0 is rejected and H_a is accepted. Simultaneously, leadership style and job satisfaction have a significant effect on employee productivity with the multiple linear regression equation $Y = 15.900 + 0.256X_1 + 0.200X_2$. The simultaneous correlation coefficient of 0.607 shows a very strong relationship, with a coefficient of determination of 33.9%. The F test produces $F_{count} > F_{table}$ ($12.273 > 3.22$) and is significant at $p < 0.05$ ($0.000 < 0.05$), so H_0 is rejected and H_a is accepted. This research proves that both leadership style and job satisfaction, partially or simultaneously, have a significant effect on employee productivity.

Keywords: Leadership Style, Job Satisfaction, Work Productivity

INTRODUCTION

Current developments require humans to think more progressively and take advantage of existing opportunities, especially with the rapid development of technology. This major change affects various fields, including the economy, which is increasingly competitive due to competition in the business world. Companies in Indonesia are trying to survive and thrive amidst fierce competition. Managing a company cannot be separated from the role of human resources, which are the

company's main assets. According to Hasibuan (2017) in Supriadi Adih., et al (2022:3), "Human Resource Management is the science and art of managing relationships and roles of the workforce to effectively and efficiently help realize the goals of the company, employees, and society."

Companies are required to have quality human resources to face the challenges of an increasingly complex work world. The quality of human resources has a direct impact on the success of the company in achieving its goals. Without the support of competent human resources, even if supported by sufficient facilities, infrastructure, and funds, the company's operations will not run optimally. Therefore, it is important to pay attention to employee productivity as an indicator of the success of human resources in the company.

Employee Productivity

Employee productivity is one of the main issues faced by company management. High productivity contributes to target achievement, customer satisfaction, and company profitability. However, employee productivity cannot be separated from several supporting factors, such as skills, discipline, and work motivation.

Employees with high productivity enable companies to more easily achieve goals with established standards. In this case, PT Mayora Indah Tbk, as one of the leading companies in the food and beverage sector, is a relevant example. To face competition and maintain its position in the market, this company continues to innovate and increase the productivity of its employees.

According to employee productivity data of PT Mayora Indah Tbk in West Jakarta (2022-2024), there has been a significant increase. Average productivity increased from 75 units per day in 2022 to 85 units per day in 2024. This shows the company's success in managing human resources, including through increasingly intensive training.

Leadership Style and Productivity

Leadership style plays a significant role in influencing employee productivity. An effective leader is able to create a conducive work environment, motivate employees, and provide clear direction to achieve common goals. A good leader not only acts as a manager, but also as an inspirator who is able to provide moral and technical support to his team.

According to Robbins and Judge (2013), leadership styles can be classified into several types, such as autocratic, democratic, and laissez-faire leadership. At PT Mayora Indah Tbk, the implementation of a flexible and situational leadership style allows employees to feel appreciated and motivated to give their best contribution.

Good leadership can increase job satisfaction, which ultimately impacts productivity. A study conducted by Yukl (2010) showed that a transformational leadership style that encourages employee innovation and participation has a positive impact on productivity.

Job Satisfaction and Productivity

Job satisfaction is also one of the factors that contribute to employee productivity. According to Herzberg (1966), job satisfaction is influenced by motivator factors such as recognition, responsibility, and achievement, as well as hygiene factors such as work environment, interpersonal relationships, and company policies.

At PT Mayora Indah Tbk, efforts to improve job satisfaction are carried out

through various programs, such as training, awards for achievements, and career development. This has proven effective, with an increase in average job satisfaction from 82% in 2022 to 88% in 2024.

High job satisfaction has an impact on the level of employee commitment. Satisfied employees tend to be more motivated, loyal, and have high work enthusiasm. This is in line with research conducted by Locke (1976), which states that job satisfaction has a positive correlation with productivity.

Work Discipline

Work discipline is another important factor that affects employee productivity. Hasibuan (2016) in Ading Sunarto, et al. (2020:90) defines work discipline as an attitude of respect, appreciation, obedience, and compliance with applicable regulations. Work discipline involves compliance with time, responsibility for work, and respect for coworkers.

At PT Mayora Indah Tbk, employee work discipline has shown improvement. The absenteeism rate decreased from 5% in 2022 to 4% in 2024, while the number of lateness cases also decreased significantly. This improvement in discipline is supported by the company's policy of providing strict sanctions for violations, as well as awards for employees who excel.

Although employee productivity at PT Mayora Indah Tbk has increased, there are still challenges that need to be overcome, such as the relatively high level of delays and traffic constraints in West Jakarta. Solutions that can be implemented include:

1. Provision of employee transportation to reduce delays.
2. Time management training for employees.
3. Improved communication between management and employees to create a more inclusive work environment.

In addition, companies need to continuously evaluate the leadership style and work policies implemented to ensure that all employees feel valued and have the opportunity to develop.

Employee productivity at PT Mayora Indah Tbk is influenced by various factors, including leadership style, job satisfaction, and discipline. By managing these factors effectively, the company can create a conducive work environment and support the achievement of business goals.

Based on the research and analysis conducted, it can be concluded that the combination of effective leadership style and high job satisfaction can increase employee productivity. By continuing to innovate and adapt to existing challenges, PT Mayora Indah Tbk can maintain its position as a leader in the food and beverage industry.

METHOD

This study uses a quantitative method, which is a systematic approach to collecting and analyzing data in numerical form. According to Kurniawan (2016:18), the quantitative research method is a structured approach and is used to quantify data so that the results can be generalized. In this study, the researcher aims to test the truth of the hypothesis that has been formulated. Data collection was carried out by distributing questionnaires to employees of PT Mayora Indah Tbk in West Jakarta. The data collected were then analyzed using SPSS software through various

tests, such as validity, reliability, classical assumptions, linear regression, correlation, and hypothesis testing (t-test and F-test).

The location of this research is PT Mayora Indah Tbk, a company located at Gedung Mayora, Jl. Tomang Raya No. 21-23, West Jakarta. Sugiyono (2018:13) explains that the research location is a scientific location that is a source of data to meet certain objectives objectively. This research was conducted from December 2023 to March 2024, starting with the preparation stage to the preparation of the final report.

The population of this study includes all employees of PT Mayora Indah Tbk in West Jakarta. According to Ferdinand (2014:171), population is a group of elements with similar characteristics that are the focus of research, while Sugiyono (2018:148) describes population as a generalization area consisting of objects or subjects that have certain characteristics to be studied and concluded.

The sample was taken using nonprobability sampling techniques, especially the saturated sample technique. Sugiyono (2019:118) explains that saturated sampling is a sampling technique used if the population is relatively small or to produce generalizations with a very small error rate. The sample in this study consisted of 45 employees of PT Mayora Indah Tbk.

Operationalization of variables aims to describe research variables into dimensions and indicators so that they can be measured clearly. The independent variables in this study are leadership style (X_1) and job satisfaction (X_2), while the dependent variable is productivity (Y). The variable operationalization table includes the dimensions, indicators, and measurement scales used, namely the Likert scale. According to Sugiyono (2018:92), the Likert scale is a measurement method that measures a person's attitudes, opinions, and perceptions of a social phenomenon.

Data collection was carried out using two types of data: primary data and secondary data. Primary data was collected through observation and questionnaires. Sugiyono (2016) in Handayani (2020:14) stated that primary data is data that is directly obtained from the first source. The observation used in this study was participant observation, where the researcher was directly involved in the daily activities of the research subjects (Sugiyono, 2017:229). Meanwhile, the questionnaire was designed with a Likert scale to measure the variables that had been set.

Secondary data is obtained from relevant documents, literature, journals, and previous research results. Related documents, such as the profile of PT Mayora Indah Tbk, are also used to support the analysis.

RESEARCH RESULTS

Classical Assumption Test

1. Normality Test

The normality test aims to test whether in the regression model, the interfering variables or residuals have a normal distribution. A good regression model is one that has a normal or near-normal distribution. To detect whether the residuals are normally distributed or not, the Kolmogorov Smirnov (KS) non-parametric statistical test is used, if the significant value or Asymp. Sig < 0.05 then the data is

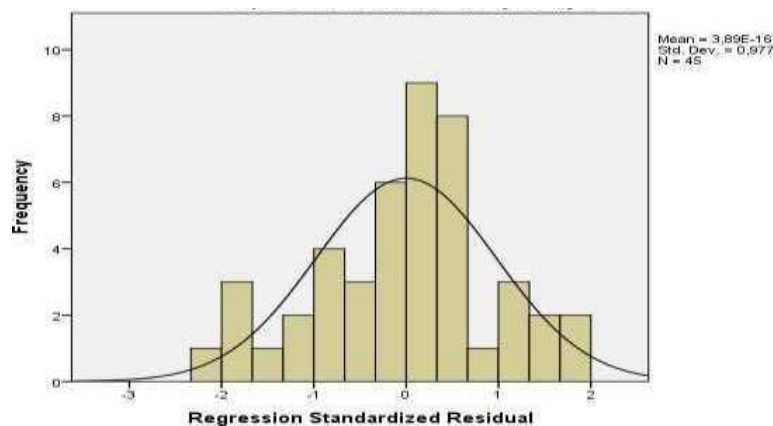
normally distributed. The results of the normality test can be seen in the following table:

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual Ed.
N		45
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1.77156971
Most Extreme Differences	Absolute	,113
	Positive	,081
	Negative	-,113
Test Statistics		,113
Asymp. Sig. (2-tailed)		,184 ^c

- a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
Source: SPSS 23 Output

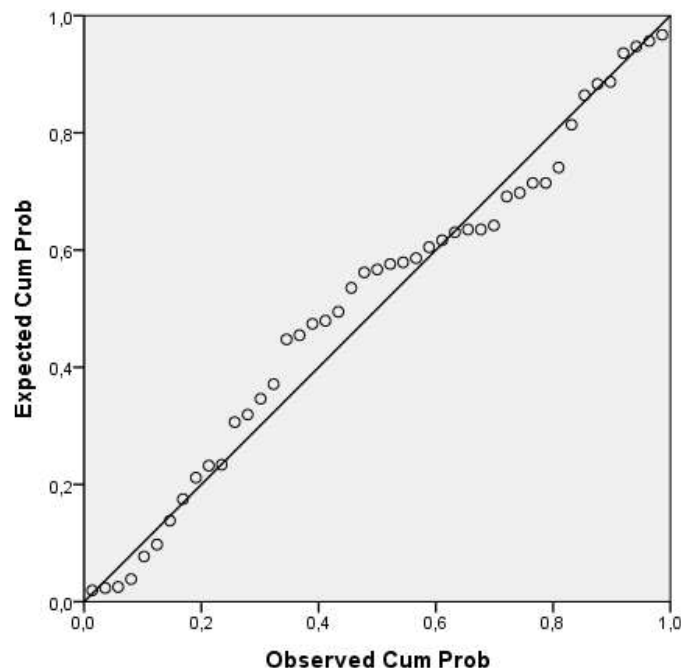
Based on the table above, it can be seen that the Asymp. Sig. (2-tailed) value of 0.184 is greater than 0.05. So it can be concluded that the data tested has a normal distribution.



Source: SPSS 23 Output

Figure 1. Histogram Normality Test Results

Based on the image above, it can be seen that the histogram graph provides a distribution pattern that forms a bell. So it can be concluded that the data tested has a normal distribution.



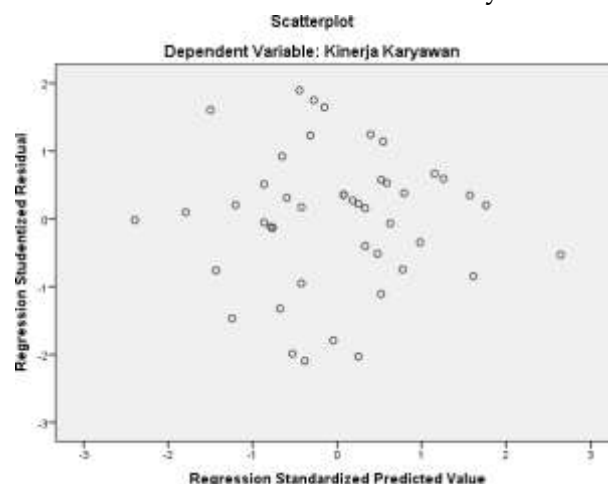
Source: SPSS 23 Output

Figure 4. Results of the Normality Test for the Normal P-Plot

Based on the image above, it can be seen that the p-plot image shows dots following and approaching the diagonal line. So it can be concluded that the data tested has a normal distribution.

Heteroscedasticity Test

Aims to test whether in the regression model there is inequality of variance and residual from one observation to another. A good regression model is one that does not experience heteroscedasticity. One way to see heteroscedasticity is with a scatterplot. Here are the results of the heteroscedasticity test:



Source: processed by SPSS 23, 2023

Figure 3. Heteroscedasticity Test Results (Scatterplot)

From Figure 3, it can be seen that there is no clear pattern, and the points are spread above and below the number 0 on the Y axis, so there is no heteroscedasticity.

Multicollinearity Test

Multicollinearity test is used to determine whether there is a high correlation between independent variables in the data used or not. The regression model is said

to be good if there is no correlation between independent variables (Gunawan & Muhammadiyah Yogyakarta, 2001:19). To see whether there is a correlation between independent variables or not, it can be seen from the tolerance value above 0.10 and the Variance Inflation Factor (VIF) between independent variables. In general, the cut off value that is often used to indicate multicollinearity is a tolerance value <0.10 or equal to a VIF value > 10 (Gunawan & Muhammadiyah Yogyakarta, 2001).

Table 4.7. Multicollinearity Test Results

Independent Variables	<i>Tolerance</i>	VIF
Leadership Style	,920	1,087
Job satisfaction	,920	1,087

Source: processed by SPSS 23

Based on the table above, the results of the multicollinearity test show that the independent variables, namely leadership style, job satisfaction have a tolerance value of 0.920, 0.920, which means greater than 0.10 and the VIF value of Leadership style, job satisfaction has a value of 1.087, 1.087, which means less than 10. So it can be concluded that the independent variables in this study are not correlated with each other or it can be said that there is no symptom of multicollinearity between variables.

Multiple Linear Regression Analysis

Regression analysis aims to determine the magnitude of the influence of the independent variable (X) on the dependent variable (Y). This study uses the multiple linear regression analysis method with the help of the SPSS 23 program. The results of the multiple linear regression calculations are as follows:

Table 4.8. Multiple Linear Regression Coefficientsa

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15,900	2,354		6,755	,000
Leadership Style	,256	,070	,465	3,638	,001
Job satisfaction	,200	,091	,281	2,195	,034

Source: SPSS 23 Output

Based on the table showing the numbers in the Unstandardized Coefficients beta, a multiple linear regression equation can be drawn up as follows:

$$Y = 15,900 + 0.256 X_1 + 0.200 X_2$$

This equation has the following meaning:

- The constant of 15,900 means that with the variables of leadership style and job satisfaction, employee productivity is 15,900.
- The regression coefficient for the leadership style variable is 0.256, meaning that if each leadership style variable increases, it will cause an increase in employee productivity of 0.256.

T Statistic Test (partial test)

The t-statistic test basically shows how much influence one

explanatory/independent variable individually has in explaining the variation of the dependent variable. In this study, the test used a significance level of 0.05 ($\alpha = 5\%$).

The criteria for accepting or rejecting a hypothesis are as follows:

- If the significance value < 0.05 then the hypothesis is accepted (significant regression coefficient). This shows that the independent variable has a significant effect on the dependent variable.
- If the significance value > 0.05 then the hypothesis is rejected (the regression coefficient is not significant). This indicates that the dependent variable does not have a significant effect on the independent variable.

Table 4.9. Results of the T Statistic Test (partial Coefficientsa test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15,900	2,354		6,755	,000
Leadership Style	,256	,070	,465	3,638	,001
Job satisfaction	,200	,091	,281	2,195	,034

Dependent Variable: Productivity

Source: SPSS 23 Output

From the table above, the results of the hypothesis testing are as follows:

- From the results of the statistical test t variable leadership style has a tcount value of 3.638 while to find the ttable is $n - 2, 45 - 2 = 43$, and the t table of 43 is $= 1.301$. So the results obtained $tcount > ttable$ where $3.638 > 1.301$. In addition, it is significant by 0.001 Value $0.001 < 0.05$. So the hypothesis is accepted. This shows that leadership style has an effect on employee productivity.
- From the results of the statistical test t variable Job satisfaction has a tcount value of 2.195 while to find the ttable is $n - 2, 45 - 2 = 43$, and the ttable of 43 is $= 1.301$. So the results obtained $tcount > ttable$ where $2.195 > 1.301$. In addition, it is significant by 0.034 Value $0.034 < 0.05$. So the hypothesis is accepted. This shows that job satisfaction affects employee productivity.

F Statistic Test (simultaneous test)

Statistical test f to show how far the influence of independent variables simultaneously in explaining the dependent variable. If the significant value $f < 0.05$ then the hypothesis is accepted. This indicates that all independent variables together have a significant influence on the dependent variable. Then conversely if the significant value $f > 0.05$ then the hypothesis is rejected. This indicates that all independent variables together do not have a significant influence on the dependent variable.

Table 4.10. Results of F Statistic Test (Simultaneous Test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80,708	2	40,354	12,273	,000b
	Residual	138,092	42	3,288		

Total	218,800	44			
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a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Job Satisfaction, Leadership Style

Source: SPSS 23 Output

From the table above shows that the results of the Anova test or F test can be seen based on the data above obtained sig. value is 0.000 smaller than 0.05 then the hypothesis is accepted. So it means that there is a simultaneous influence between leadership style, job satisfaction on employee productivity.

Coefficient of Determination

The determination test or model estimation accuracy (goodness of fit) aims to measure how far the model's ability to explain the dependent variable. The results of the Determination Coefficient test in the table are as follows:

Table 4.11. Results of the Determination Coefficient Test

Model Summary

			Adjusted R Square	Std. Error of the Estimate
Model	R	R Square		
1	,607a	,369	,339	1,813

a. Predictors: (Constant), Job Satisfaction, Leadership Style

Source: SPSS 23 Output

Based on the table above, the coefficient of determination value is 0.339 or 33.9%. This shows that the Employee Productivity variable is influenced by the leadership style variable, job satisfaction by 33.9%. While the remaining 66.1% is influenced by other factors not explained in this study such as organizational culture, communication, competence, and work environment.

DISCUSSION

Based on the research that has been conducted, the following research results were obtained:

The Influence of Leadership Style on Employee Productivity

the results of the statistical test of the t variable leadership style have a tcount value of 3.638 while to find the ttable is $n - 2$, $45 - 2 = 43$, and the ttable of 43 is = 1.301. So the results obtained $tcount > ttable$ where $3.638 > 1.301$. In addition, it is significant by 0.001 Value $0.001 < 0.05$. So the hypothesis is accepted. This shows that leadership style has an effect on employee productivity.

In the business world, leadership style has a strong influence on the running of the organization and the survival of the organization. The role of leadership is very strategic and important in an organization as one of the determinants of success in achieving the mission, vision and goals of an organization. Therefore, the challenge in developing a clear organizational strategy lies primarily in the organization on the one hand and depends on leadership.

The results of this study are still in line with previous studies which stated that leadership style has an effect on Employee Productivity. Meanwhile, this study is not in line with research conducted by Refina (2020:24) and Nasution (2020:7) which stated that leadership style has no effect on Employee Productivity.

The Influence of Job Satisfaction on Employee Productivity

From the results of the statistical test t variable Job satisfaction has a t_{count} value of 2.195 while to find the t_{table} is $n - 2$, $45 - 2 = 43$, and the t_{table} of 43 is $= 1.301$. So the results obtained $t_{count} > t_{table}$ where $2.195 > 1.301$. In addition, it is significant by 0.034 Value $0.034 < 0.05$. So the hypothesis is accepted. This shows that job satisfaction affects employee productivity.

This is because job satisfaction is a pleasant or positive feeling that is the result of an assessment of a person's work or experience. Thus, job satisfaction is a result of employee perceptions, both pleasant and unpleasant, felt by employees in viewing their work. Job satisfaction is an employee's assessment of how far their work as a whole satisfies their needs.

Employee satisfaction can be linked to their Productivity and work results as well as the rewards and punishments they receive. The level of job satisfaction in a company can be indicated by results such as employee attitudes, employee job turnover, absenteeism, tardiness, and complaints that commonly occur in a company.

The results of this study are still in line with the research of Reskino (2021:60-64), Rifki Patria (2021:8-15) stating that job satisfaction affects Employee Productivity. Meanwhile, this study is not in line with the research conducted by Rinjani (2022:18) which states that job satisfaction does not affect Employee Productivity.

The Influence of Leadership Style and Job Satisfaction Together on Employee Productivity

From table 4.10 above shows that the results of the Anova test or F test can be seen based on the data above obtained sig. value is 0.000 smaller than 0.05 then the hypothesis is accepted. So it means there is a simultaneous influence between leadership style, job satisfaction on employee productivity.

In the corporate world, leadership style has a strong impact on the operation and survival of an organization. The role of management is very strategic and important in an organization because it is one of the determining factors for success in realizing the mission, vision and goals of the organization. Therefore, the challenge of developing a clear organizational strategy, on the other hand, lies primarily with the organization and depends on leadership. Because job satisfaction is a pleasant or positive feeling that results from the evaluation of one's work or experience. Therefore, job satisfaction is the result of positive and negative employee opinions that employees experience when they see their work. Job satisfaction is an employee's assessment of how well his or her job meets his or her overall needs.

Employee satisfaction can be linked to their productivity and work results, as well as the rewards and punishments they receive. How high the company's job satisfaction is can be seen for example in employee attitudes, employee changes in workplace, absenteeism or absenteeism, tardiness and general complaints in the company.

The results of this study are still in line with the research of Andayani & Cahyani (2021:15) there is an influence of leadership and job satisfaction on employee productivity at PT Mayora Indah Tbk in West Jakarta. The contribution of the influence of leadership (X1) and job satisfaction (X2) on employee productivity (Y) of PT Mega Putra at the coefficient of determination of 60.8% while the remaining 39.2% is influenced by other variables not examined in this study.

CONCLUSION

At the end of the thesis, the author will present the conclusions that can be drawn, research limitations and suggestions based on the findings of the research results in the field and the discussion that has been conducted in the research on employees of PT Mayora Indah TBK in West Jakarta, regarding the influence of Leadership Style (X1) and Job Satisfaction (X2) on the Productivity (Y) of employees of PT Mayora Indah TBK in West Jakarta, then the author can draw the following conclusions:

1. Leadership style has a partial positive effect on employee productivity, with a simple linear regression equation $Y = 15,900 + 0.256X_1$. The correlation coefficient value of 0.465 indicates a strong relationship, and the determination coefficient of 21.6% means that employee productivity is influenced by leadership style by 21.6%, while the remaining 78.4% is influenced by other factors not studied. This is evidenced by the t-test which produces $t_{count} > t_{table}$ ($3.638 > 1.301$) with a significant value of $p < 0.05$ ($0.001 < 0.05$). Thus, H_0 is rejected and H_a is accepted.
2. Job satisfaction has a partial positive effect on employee productivity, indicated by the simple linear regression equation $Y = 15,900 + 0.200 X_2$. The correlation coefficient value of 0.281 indicates a moderate relationship, and the determination coefficient of 7.9% means that employee productivity is influenced by job satisfaction by 7.9%, while the remaining 92.1% is influenced by other factors not studied. This is proven by the t-test which produces $t_{count} > t_{table}$ ($2.195 > 1.301$) with a significant value of $p < 0.05$ ($0.034 < 0.05$). Thus, H_0 is rejected and H_a is accepted.

Leadership Style and Job Satisfaction simultaneously have a significant effect on Employee Productivity, indicated by the multiple linear regression equation $Y = 15,900 + 0.256 X_1 + 0.200 X_2$. The simultaneous correlation coefficient value of 0.607 indicates a very strong relationship, with a determination coefficient of 33.9% meaning that employee productivity is influenced by leadership style and job satisfaction by 33.9%, while the remaining 66.1% is influenced by other factors not studied. This is evidenced by the F test which produces $F_{count} > F_{table}$ ($12.273 > 3.22$) with a significant value of $p < 0.05$ ($0.000 < 0.05$). Thus, H_0 is rejected and H_a is accepted.

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