

Leadership Style and Work Discipline's Benefit on Employee Satisfaction and Performance at PT. Amman Minerals

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Abstract: Human resource management (HRM) is a recognition of the importance of an organization's workforce as a very important human resource in contributing to organizational goals, and using several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations and society. This study aims to determine the Influence of Leadership Style and Work Discipline on Employee Satisfaction at PT. Amman Mineral and Its Impact on Employee Performance. This type of research is quantitative using cross-sectional design, the respondents are PT mmn employees with the sampling method using accidental sampling totaling 109 respondents, the chi-square test is used for data processing. The results obtained where the leadership style on employee satisfaction variables is 24.5%. Work discipline on employee satisfaction variables is 49.8%. Work discipline on employee performance variables is 61.9%. Employee satisfaction on employee performance variables is 87.2%. Leadership style on employee performance variables through employee satisfaction is 32.1%. Work discipline on employee performance variables through employee satisfaction is 46.9%. The results of the statistical test obtained a significance value of 0.000. The analysis of this study found that the increasing and stronger the leadership style given by the company, the better employee satisfaction.

Keywords: Leadership Style, Employee Satisfaction, Work Discipline, Employee Performance.

INTRODUCTION

Employees are an important resource for the company because they have the talent, energy and creativity that the company urgently needs to achieve its goals, the performance sought by the company is someone who depends on the ability, motivation and support of the individual received (Mathis & Jakson, 2017). The most important resource for a company or organization is human resources, namely people who have given their energy, talent, creativity and effort to the organization (Handoko, 2017; Suryanto *et al.*, 2024; Yolanda, 2017).

Mining activities in Indonesia in the form of exploration and exploitation of mineral and coal mining materials have been going on for a long time. This is because Indonesia is a country with very abundant natural resource potential, one of which is in the form of gold metal (Darwanti, 2021). Based on data from the Ministry of Energy and Mineral Resources (EMR), the amount of gold metal reserves in Indonesia in 2017 was 2357.28 tons (Putra & Djurdjani, 2018; Zulher & Ratnasih, 2021; Halilintar, 2018).

One of the mining companies that is still actively operating in Indonesia is PT Amman Mineral Nusa Tenggara (PT AMNT). PT AMNT is an Indonesian mining company that operates the Batu Hijau mine. The Batu Hijau Mine is located in West Sumbawa Regency, West Nusa Tenggara Province. The Batu Hijau Mine is the second largest copper and gold mine in Indonesia and is a mine that operates by the open-pit mining method. Mining operations at the Batu Hijau mine have

been carried out since 2000 and have produced around 3.6 million tons of copper and 8 million ounces of gold (PT Amman Mineral Nusa Tenggara, 2018).

Human resources are a production factor that cannot be ignored by an organization, because they are the planners and active actors of an organization's activities, and even occupy a very strategic position in realizing the process in supporting the achievement of the company's goals (Hasibuan, 2013; Rizqia *et al.*, 2021).

Leadership can occur anywhere and anytime, this is because leadership can occur naturally based on leadership abilities that aim to influence the attitudes and actions of others in order to achieve goals (Erman and Fahroby 2022).

Leadership goals are the ability to influence groups in achieving organizational goals. Meanwhile, according to Stoner, managerial leadership as the process of directing and influencing activities related to the tasks of the members of the Performance group is the result of work in terms of quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. To achieve the goals of the organization or division in a company, performance is the benchmark for the achievement of these goals. Where the employees and all those in the camp play a very important role.

Table 1. Pre-Survey Data

No	Respond	Leadership Style (X1)										Total	Average
		1	2	3	4	5	6	7	8	9	10		
1	Tn. F	4	3	4	4	4	4	3	3	4	4	37	3,7
2	NY. G	4	4	3	3	3	4	4	4	4	4	37	3,7
3	New. In	3	3	3	3	4	3	3	4	4	3	33	3,3
4	Tn. H	3	3	3	3	3	3	4	3	3	3	31	3,1
5	Tn. E	3	3	3	3	3	3	3	3	4	3	31	3,1
6	Ny. N	2	3	3	3	3	3	4	3	3	2	29	2,9
7	Tn. K	3	3	4	4	3	3	4	4	3	3	34	3,4
8	NY. L	4	4	4	4	4	4	4	4	4	4	40	4
9	Tn. D	4	2	1	1	2	1	1	1	1	4	18	1,8
10	Ny. S	3	2	4	3	3	2	4	4	4	3	32`	3,2
Rata-Rata Total												3,2	

Source: PT Amman Mineral, 2024

As can be seen from table 1, the average score of the ten respondents in the pre-survey data is 3.2. This further strengthens the allegation that the leadership style problem at PT Amman Mineral and its colleagues is still not good.

A leadership style that does not pay attention to the fate of its members can lead to low work productivity. So that the leadership style must be able to influence and change the attitudes, actions, and behaviors of its members for the interests and goals of the organization to be achieved. This is in accordance with the opinion

of Ranupandojo (2012) Leadership style is behavior designed to unite individual or group goals with organizational goals. The essence of the organization is human beings and cooperation in an organizational structure that creates the division of duties and positions and lays the limits of one's freedom in the organization. By implementing a leadership style, it is easier for leaders to build a climate of high motivation to improve employee performance Discipline is a form of responsibility and obligation to obey the rules that have been set (Jepry & Mardika, 2020).

Table 2. Pre-Survey Data

No	Respond	Work Discipline (X2)										Total	Average
		1	2	3	4	5	6	7	8	9	10		
1	Tn. F	4	4	4	4	4	4	4	4	4	4	40	4
2	NY. G	3	3	2	2	3	3	3	3	3	3	28	2,8
3	New. In	4	4	4	4	3	3	4	3	4	4	37	3,7
4	Tn. H	3	4	3	3	3	3	4	3	3	3	32	3,2
5	Tn. E	4	4	3	3	3	3	3	3	3	3	31	3,1
6	Ny. N	3	3	3	3	4	4	4	4	4	4	36	3,6
7	Tn. K	2	4	4	4	4	4	4	4	4	4	38	3,8
8	NY. L	3	3	3	4	4	4	3	3	3	3	33	3,3
9	Tn. D	4	4	4	4	4	4	4	4	4	4	40	4
10	Ny. S	2	1	1	2	3	2	3	4	4	4	26	2,6
Rata-Rata Total												3,03	

Source: PT Amman Mineral, 2024

As can be seen from table 2, the average score of the ten respondents in the pre-survey data is 3.03. This further strengthens the allegation that the problem of work discipline at PT Amman Mineral is still not good. Meanwhile, according to (Onsardi & Putri, 2020) states that work discipline affects employee performance, the higher a person's work discipline, the higher the performance and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms (Pranitasari and

Khotimah 2021). Employees who have low work discipline are the opposite of employees who have good work discipline (Pranitasari and Khotimah, 2021). The more comfortable and safe the working environment, the higher the job satisfaction of employees. And this is one of the steps in increasing work motivation (Mukhtar 2019).

In this case, one of the ways that can motivate the improvement of employee performance is the provision

of compensation for wages and good working conditions. The compensation is very important for the employee himself as an individual, because the amount of compensation for changes and working conditions is a reflection or measure of the value of the employee's own work. (Sari 2018).

Leadership is the process of influencing and directing members in carrying out various activities in an organization. Stating that leadership is the ability to

influence other parties, through direct and indirect communication with the intention of mobilizing people to be fully understanding, aware and willing to follow the will of the leader. The following opinions about leadership styles include: There are opinions about leadership styles proposed by experts which can all be traced in several literatures in several leadership, organizational, and management literature.

Table3. Pre-Survey Data

No	Respond	Employee Performance (Z)										Total	Average
		1	2	3	4	5	6	7	8	9	10		
1	Tn. F	4	4	4	4	4	4	4	4	4	4	40	4
2	NY. G	3	4	3	4	3	3	3	3	3	3	32	3,2
3	New. In	4	4	3	3	3	4	4	4	4	4	37	3,7
4	Tn. H	1	3	4	2	3	3	4	3	3	3	29	2,9
5	Tn. E	4	3	4	3	4	4	4	3	3	3	35	3,5
6	Ny. N	3	3	4	3	4	4	4	4	4	3	36	3,6
7	Tn. K	4	3	4	3	4	4	4	4	4	3	37	3,7
8	NY. L	4	3	3	3	4	4	4	3	3	3	34	3,4
9	Tn. D	4	3	4	4	4	4	4	4	4	3	38	3,8
10	Ny. S	4	2	2	3	2	1	2	3	2	1	22	2,2
Rata-Rata Total													3,4

Source: PT Amman Mineral, 2024

As can be seen from table 3, the average score of the ten respondents in the pre-survey data is 3.4. This further strengthens the allegation that the problem of Employee Performance at PT Amman Mineral is not good.

A study from Ohio State University, for example, suggests two main orientations for leaders in

implementing leadership, namely orientation on human relationships and orientation on task structure. Employee job satisfaction is a factor that can encourage and affect work morale. Job satisfaction is basically an individual thing. For example, individuals have different levels of satisfaction according to their desires and value systems.

Table 4. Pre-Survey Data

No	Respond	Employee Satisfaction (Z)										Total	Average
		1	2	3	4	5	6	7	8	9	10		
1	Tn. F	4	4	4	4	4	4	4	4	4	4	40	4
2	NY. G	3	3	3	3	3	3	3	3	3	3	30	3
3	New. In	4	4	4	4	4	4	4	3	4	4	40	4
4	Tn. H	3	3	3	3	3	3	3	3	3	3	30	3
5	Tn. E	3	3	3	3	3	3	3	3	3	3	30	3
6	Ny. N	4	4	3	3	3	4	4	3	4	4	36	3,6
7	Tn. K	4	4	2	4	4	4	4	4	4	4	34	3,4
8	NY. L	3	3	3	3	3	3	4	4	4	4	38	3,8
9	Tn. D	4	4	3	4	4	4	3	4	4	4	38	3,8
10	Ny. S	4	4	1	2	1	1	2	2	3	3	23	2,3
Rata-Rata Total													3,39

Source: PT Amman Mineral, 2024

As can be seen from table 4, the average score of the ten respondents in the pre-survey data is 3.39. This further strengthens the allegation that job satisfaction at

PT Amman Mineral is not good. Employee job satisfaction is related to the aspects of fairness and feasibility of remuneration received by employees for

their performance contributed to the company. If the aspects of fairness and eligibility for employees can be formulated properly, then the employees will feel satisfied, have a high work spirit which can later be improved. Excellent Service to Customers (Mukhtar 2019). If this sense of fairness and feasibility is not fulfilled, it will cause dissatisfaction in employees, this feeling of dissatisfaction will actually cause a decline in employee morale which will ultimately lead to a decrease in the quality of service that employees will provide to customers (Mukhtar 2019). From the background of the problem that performance is the result and work behavior produced by an employee in accordance with his role in the organization in a certain period. Good employee performance is one of the most important factors in an effort to increase job satisfaction and productivity.

This research is expected to add insight into the development of science, especially management science. This research can also be used as a reference in conducting research on factors that affect leadership styles. This research can also be used as a reading for all parties. For investors, it is hoped that this research can be used as a consideration to determine investment so that the results are obtained as expected by looking at the quality of a company's leadership.

LITERATURE REVIEW

Human Resource Management, Employee Performance

MSDM is the science and art of regulating the relationship and role of the workforce to be effective and efficient in helping to realize the goals of the company, employees and society. Human resources are very important in contributing to organizational goals, and use several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations and society (Hasibuan, 2014; Mangkunegara, 2013). HR management activities can include planning and analysis, equality of employment opportunities, appointment of employees, development and compensation and benefits.

Robbins (2016) said that employee performance is what an individual produces. In addition, performance can also be interpreted as abilities and deeds in certain situations, so that performance is the result of the relationship between effort, ability, and perception of tasks. Gibson stated that there are 3 factors that affect performance, First, Individual Factors, including ability, skills, background, family, work experience, social level, and demographics. Second, Psychological Factors, including perceptions, roles, attitudes, personalities, motivation, and job satisfaction. Third, Organizational Factors, including organizational structure, job design, leadership, and reward system.

Leadership Style, Work Discipline, and Employee Satisfaction

Leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved, or it can also be said that leadership style is a pattern of behavior and strategy that is preferred and often applied by a leader (Oktaviari 2019). Leadership style is a characteristic of a leader in providing guidance, direction, and influence to his followers in achieving common goals (Kinandana and Sudiro 2020). Leadership is based on the tasks that have been given by the company and must be able to make a real contribution to the achievement of common goals through positive behavior (Ibrahim *et al.*, 2022; Pustaka, 2018). Some of the factors that affect leadership style are the personal characteristics of the leader, the group led, and the situation where flexible and specific leadership is needed in an organization (Pustaka, 2018).

Discipline is the strength of a company and all its actions, whether written or not, are based on conscience and awareness. According to Sutrisno (2009), work discipline is a person's willingness and willingness to fulfill and obey the norms and regulations that apply to him, thus hindering the achievement of goals (Pratiwi 2021; Hasibuan, 2013, Rivai, 2011). Syafrina (2017) explained the indicators used in her research related to the company's work discipline, namely the existence of goals and abilities, leadership examples, willingness, and service rewards.

The existence of employee job dissatisfaction should be detectable by the company (Wiliandari 2019). Most people think that salary or wages are the main factor to be able to cause job satisfaction. To some extent, this is indeed acceptable, especially in developing countries, where money is a very vital need to be able to meet daily basic needs. However, if the community can meet the needs of their families reasonably, then this salary or wage is not the main factor. In accordance with the level of human motivation, wages or salaries are basic needs (Wiliandari 2019)

METHOD

This study uses a quantitative method to investigate the Influence of Leadership Style and Work Discipline on Employee Satisfaction and Its Impact on Employee Performance. The research was carried out starting from the creation of a study in May – June 2024 located at PT Amman Mineral. The data obtained by the researcher through official data from PT AMMAN MINERAL. The subject of this research is all employees from the Division which totals around 150 people. With a population size of 150 calculated based on the Slovin formula and using an error rate of 5 (five) percent or 0.05, the sample size in this study was determined to be 109 people. This research is directed to obtain facts from existing phenomena and seek factual information about the influence of human

relations, physical environmental conditions and work ethic on employee performance at PT Amman Mineral. The types of data used are primary data, models and analysis techniques using path analysis. For the accuracy of calculations while reducing *human error*, the SPSS program is used.

RESULT AND DISCUSSION

PT Amman Mineral Nusa Tenggara is a mining company under PT Amman Mineral International. PT Amman Mineral International. The Batu Hijau Mine managed by PT AMNT is located in West Sumbawa Regency, West Nusa Tenggara Province, about 1,500 kilometers from Jakarta. This mine is a copper and gold mine operated by the *open pit mining* method. The mine site is equipped with highly advanced mineral processing facilities, including a concentrator plant that separates copper and gold from ore.

The largest number of people are women, which is 56 people (51.4%) compared to only 53 people (48.6%). Female gender as a larger proportion than male employees. The majority of respondents were 20-30 years old as many as 87 people (79.8%), followed by 31-40 years old as many as 19 people (17.4%). This

shows that employees are mostly still young and at a productive age. At a relatively young age, the work spirit is still relatively high. The employment status of the most respondents was permanent employees as many as 63 people (57.8%). 20-30 years old as many as 87 people (79.8%), followed by 31-40 years old as many as 19 people (17.4%). This shows that employees are mostly still young and at a productive age. This shows that at a relatively young age, the work spirit is still relatively high.

The overall results of the indicators for the variables of leadership style, work discipline, job satisfaction and employee performance were declared valid, because the value of the r calculation was positive and greater than the value of the r-table, which was 0.176. The results of the variable questionnaire reliability test can be seen from the *Cronbach's Alpha* value which shows values of 0.906, 0.926, 0.922; and 0.912 respectively. Therefore, the questionnaire on each variable was highly reliable with *Cronbach's Alpha* greater than 0.60 and a high level of reliability. Therefore, it can be concluded, based on the results of the validity test and reliability test above, the questionnaire used is considered valid and reliable.

Testing substructure 1 Model I, X against Y

Table 5. Processing Results Model I

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Mr.
		B	Std. Error	Beta		
1	(Constant)	.949	1.573		.603	.548
	Leadership Style	.324	.068	.329	4.798	.000
	Work Discipline	.636	.071	.617	9.002	.000

a. Dependent Variable: Employee Satisfaction

Source: SPSS 23 output attachment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896a	.804	.800	2.31917

a. Predictors: (Constant), Work Discipline, Leadership Style

Source: SPSS 23 output attachment

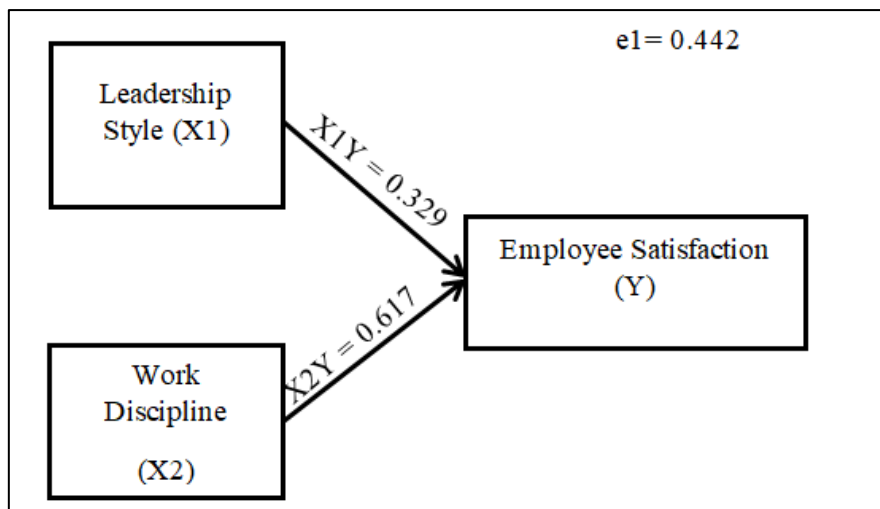
Model I Path Coefficient:

- Referring to the output of the Regression Model I in table 4.13, it can be seen that the significance values of the two variables, namely X1 = 0.000 and X2 = 0.000, are less than 0.05. So it can be concluded that Model I Regression, namely variables X1 and X2, has a significant effect on Y.
- The magnitude of the R Square value in table 4.13 is 0.804, this shows that the influence of X1 and

X2 on Y is 80.4% while the remaining 19.6% is influenced by other variables. While the value $e1 = \sqrt{(1 - 0,804)} = 0.442$

Substructure Equation I: $Y = pyx_1 X_1 + pyx_2 X_2 + pye1$

Substructure equation I: $Y = 0.329 x_1 + 0.617 x_2 + 0.442e1$



Testing the substructure of Model II 2
X&Y vs. Z

Picture 1. Results of Model I Path Analysis

Table 6. Processing Results Model II

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Mr.
		B	Std. Error	Beta		
1	(Constant)	3.586	1.669		2.149	.034
	Leadership Style	.194	.079	.204	2.455	.016
	Work Discipline	.482	.099	.484	4.852	.000
	Employee Satisfaction	.230	.103	.238	2.238	.027

a. Dependent Variable: Employee Performance

Source: SPSS 23 output attachment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875a	.766	.759	2.45569

a. Predictors: (Constant), Employee Satisfaction, Leadership Style, Work Discipline

Source: SPSS 23 output attachment

Model II Path Coefficient

- In table 4.14, it can be seen that the significance values of the two variables, namely X1 = 0.016, X2 0.000 and Y = 0.027 are smaller than 0.05. So it can be concluded that the Regression Model II, namely the variables X1, X2 and Y, has a significant effect on Z.
- The magnitude of the R Square value in table 4.14 is 0.766, this shows that the influence of X1, X2

and Y on Z is 76.6% while the remaining 23.4% is influenced by other variables. While the value e2 = $\sqrt{(1 - 0,766)} = 0,483$.

Persamaan Sub Structure II: $Z = \text{pyx}_1 X1 + \text{pyx}_2 X2 + \text{pzy} Y + \text{pze}_2$

Substructure Equation II: $Z = 0.204 x_1 + 0.484 x_2 + 0.027 + 0.483e_2$

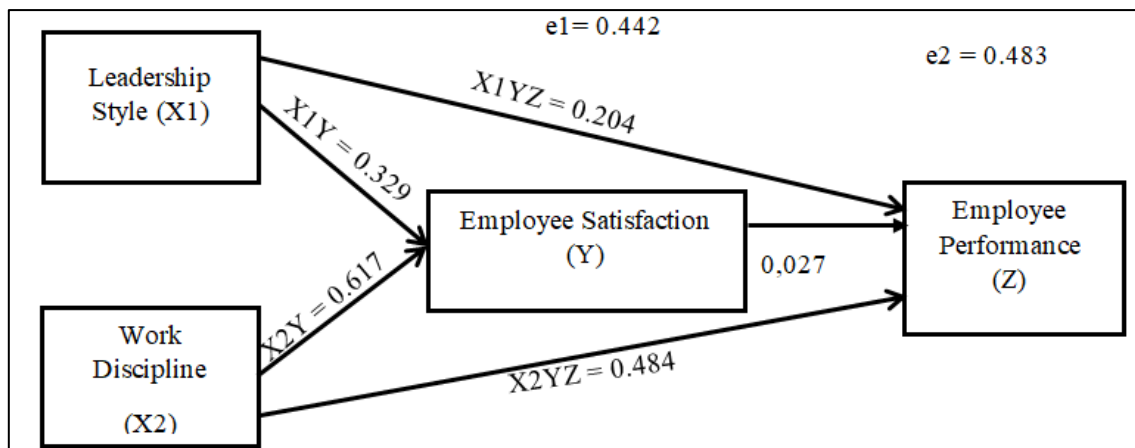


Figure 2. Results of Model I Path Analysis

Based on the calculation of the path analysis test, it can be explained as follows:

- The first hypothesis, the analysis of the influence of X1 on Y. From the above analysis, the significance value of motivation is obtained of $0.000 < 0.05$. So it can be concluded that there is a direct significant influence of X on Y.
- The second hypothesis is the analysis of the influence of X2 on Y. From the above analysis, the significance value of the work environment is obtained of $0.000 < 0.05$. So it can be concluded that there is a direct significant influence of X2 on Y.
- The third hypothesis, the analysis of the influence of X1 on Z. From the above analysis, the motivation significance value is obtained of $0.016 > 0.05$. So it can be concluded that there is a significant influence of X1 on Z.
- The fourth hypothesis, the analysis of the influence of X2 on Z. From the above analysis, the significance value of X2 (work environment) is obtained of $0.000 < 0.05$. So it can be concluded that there is a direct significant influence of X2 on Z.
- The fifth hypothesis, the analysis of the influence of Y on Z. From the analysis above, the significance value of job satisfaction was obtained of $0.027 < 0.05$. So it can be concluded that there is a significant influence of Y on Z.
- The sixth hypothesis, the analysis of the influence of X1 through Y on Z. It is known that the direct influence given by motivation on employee performance is 0.204. Meanwhile, the indirect influence of motivation through job satisfaction on employee performance is the multiplication between the beta value of X1 to Y and the beta value of Y to Z, namely: $0.204 \times 0.238 = 0.048$. So the total influence given by X1 on Z is a direct influence plus an indirect influence, namely: $0.204 + (0.048) = 0.252$. Based on the results of the calculation above, it is known that the direct influence value is 0.238 and the indirect influence is 0.048 so the indirect influence value is $0.048 <$

0.238 the direct influence value, this result shows that X1 has no influence on Z through Y

- Analysis of the influence of X2 through Y on Z. It is known that the direct influence of the work environment on employee performance is 0.484. Meanwhile, the indirect influence of the work environment through job satisfaction on employee performance is the multiplication between the beta value X2 to Y and the beta value of Y to Z, namely: $0.617 \times 0.238 = 0.146$. So the total influence given by X2 on Z is a direct influence plus an indirect influence, namely: $0.484 + 0.146 = 0.63$. Based on the results of the calculation above, it is known that the direct influence value is 0.484 and the indirect influence is 0.63 so the indirect influence value is $0.63 > 0.484$ the direct influence value, this result shows that X2 has an influence on Z through Y

CONCLUSION

From the findings and data analysis, it can be concluded that there is no definite influence between Leadership Style, work discipline, and leadership style on Employee Satisfaction. Employee Satisfaction was also found not to have a significant influence on Employee Performance. Similarly, indirectly, Leadership Style through Employee Satisfaction has no influence on Employee Performance. Although the results of the study show that leadership style does not have a significant influence on employee satisfaction and employee performance, the management of PT. Amman Mineral can still explore a more adaptive leadership approach. A more inclusive or transformational leadership style may be able to further encourage employee engagement and satisfaction, which in turn can have an impact on improved performance.

Companies need to focus on improving work discipline standards. Clear policies, training, and consistent oversight need to be implemented to improve employee discipline, which ultimately has the potential to improve overall performance. Focus on Employee Satisfaction: While research shows that employee satisfaction does not have a significant direct impact on performance,

improving employee satisfaction through incentives, a better work environment, and employee well-being remains relevant to support indirect productivity gains. Satisfaction improvement measures can include improving internal communication, career management, and awarding.

Improving Leadership and Performance Relationships Through Employee Satisfaction: Although leadership styles through employee satisfaction do not have a significant influence on employee performance, companies can try to improve the relationship between leaders and employees through leadership training programs that focus more on effective communication, constructive feedback, and employee empowerment. This can create a work atmosphere that is more supportive of long-term performance. Optimization of Work Discipline through Satisfaction for Performance Improvement: The results of the study show that work discipline through employee satisfaction has an effect on performance. Therefore, PT. Amman Mineral needs to maintain a disciplined environment but still provide job satisfaction. Integrating discipline improvement programs with attention to employee well-being and satisfaction will maximize performance. This research is expected to help the next author as a learning material and reference material in the future if the author wants to take research in the field of Marketing, so that this research is expected to be a provision for the next researcher to research in the field of Marketing with the variables of Digital Marketing, Service Quality, Usage Decisions and Satisfaction.

Further research can be conducted to examine more deeply other factors that may have a role in mediating the relationship between leadership style, work discipline, employee satisfaction, and employee performance. In addition, researching different leadership styles or other managerial approaches can also be a focus to find more effective solutions in improving performance.

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This article have been presented at The 3rd International Conference on Sustainability in Technological, Environmental, Law, Management, Social, Economic Matter (3rd ICOSTELM 2024) on June 13, 2024 in World Trade Centre, Kuala Lumpur, Malaysia

Source of support: Nil; **Conflict of interest:** Nil.

Cite this article as:

Tanjung, F. and Hartono, R. "Leadership Style and Work Discipline's Benefit on Employee Satisfaction and Performance at PT. Amman Minerals." *Sarcouncil Journal of Economics and Business Management* 3.4 (2024): pp 1-9.