ARTÍCULO

Indonesia Coal Mining Companies (IDX-Listed) : The Effect of Transformational, Servant and Breakthrough Leadership on Organization Performance with Intervening Variable Employee Satisfaction.

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Abstract: The coal mining industry is a type of business that is high capital, risk and technology. Empirical facts state that many companies in the coal mining sector in Indonesia have succeeded, but also many have gone bankrupt. Among these coal mining companies, there are large performance gaps between one another, both in terms of financial performance and production achievements. Their performance was hypothesized to be influenced by leadership style. This research points to analyze the effect of transformational leadership, servant and breakthrough on organizational performance with employee satisfaction as an intervening variable. Respondents from this study were 15 coal mining companies listed on the Indonesia Stock Exchange. This type of research is a quantitative method. Research respondents were 201 people in supervisory to director positions. Data were analyzed using SEM- AMOS (Structural Equation Model - Analysis of Moment Structures). The results showed that transformational leadership and servant did not have a positive and significant impact on employee satisfaction and organizational performance, but breakthrough leadership had a positive and significant effect on employee satisfaction. Employee satisfaction has a positive and significant impact on organizational performance. Employee satisfaction mediates breakthrough leadership on organizational performance. Novelty in this study is the breakthrough leadership variable.
1. Introduction

Mining is a driving force for economic activity in every country, especially in remote areas in developing countries. At present, the performance of coal mining companies in Indonesia still needs to be improved when compared to other countries. The portrait of mining in Indonesia, especially the coal sector, has not yet provided an optimum contribution to the country to the greatest extent for the prosperity of the people, so the root of the problem lies in the GDP of the mining industry, state income, employment and wages, development of resource competencies human, ecological development as well as linkage and multipliers. The performance or contribution of mining in Indonesia is not significant compared to other countries such as Australia, China, Peru or India, for example in Australia the contribution of mining to the 2014 GDP of Australia is 8.9%, Peru by 10%, Chile by 10%. While in Indonesia still at 3.64%. Indonesia is the third largest coal producer in the world. In 2018 a total of 528 million tons. Of this amount, 320 million tons were mined by coal mining companies listed on the Jakarta Stock Exchange. In 2018 36% of the mining industry was derived from coal mining companies listed on the Jakarta Stock Exchange. Among the mining industry in Indonesia, there are large performance gaps between one another, both in terms of financial performance and production achievements. Their performance was hypothesized to be influenced by leadership style.

Previous studies also found that leadership is significantly related to organizational performance, as Ranjar, Rafiei, Shafiei, and Kargar (2019) conveyed that transformational leadership showed a positive and significant relationship to organizational performance. Sihombing, Astuti, Al Musadieq, Hamied, and Rahardjo (2018) convey the results of empirical research conducted in the Eastern Cape Province that servant leadership has a positive and significant effect on financial performance, customer performance, internal process performance, and learning and innovation performance, based on the balanced scorecard. Turgut, Bekmezci, and Ates (2017) conveyed the results of their research on accommodation facilities in Belek-Antalya confirmed that the regression analysis showed that there was a positive relationship between servant leadership and job satisfaction.

2. Literature review

2.1. Transformational Leadership (TRF)

Transformational leaders encourage their followers to have responsibilities in achieving higher organizational performance (Maharani, Troena, & Noermijati, 2013). Bass said that the most effective managers are transformational leaders (Pathak, 2018). In Bass's study, transformational leadership is also categorized for the first time as an ideal influence (charisma) in which leaders move followers beyond self-interest, inspiration, intellectual stimulation, or individual consideration. The type of transformational leadership developed by Pathak (2018) states that the ideal influence of charisma can also be measured by two groups as attributes and behaviors, inspirational motivation, intellectual stimulation and individual considerations.

Dimensions of transformational leadership according to Prašović and Dinc (2015): The first Idealized Influence, the Idealistic (Nature and Behavior) that leaders are admired, respected and trusted in (Kim, 2014). This type of leader is related to the admiration of their followers called "The Source of Charisma." They enjoy loyalty, trust and pride in their followers (Pathak, 2018). The Second Inspiration Motivation. Leaders in this category have the ability to explain their vision, beliefs and mission clearly. Thus, they can make easy statements about what needs to be done (Wan Omar & Hussin, 2013). Third Intellectual Motivation. Leaders can easily direct their followers to find new solutions to old problems and encourage them to be innovative in problem solving. Approaching the old situation in new ways and there is no public criticism of follower wrongs is a key element for this transformational leadership dimension (Kim, 2014). Fourth Individualized Consideration, leaders who have this dimension are able to describe and develop each of their followers' demands. The dimensions mentioned above transformational leadership are mostly related to job satisfaction in analyzing the relationship between leaders and their followers. The effect of transformational leadership on organizational group job satisfaction has been clearly defined in many studies (Jyoti & Bha, 2015; Garcia & Esquivel, 2019; Pen et al., 2019; Hadi et al., 2019; Mutereko, 2019; Mutibhi & Mncayi, 2019).

2.2. Servant Leadership (SRV)

Servant leadership was first coined by Robert K. Greenleaf in 1970. This idea is a theoretical framework that supports the motivation and primary role of a leader to serve others. The concept in serving leadership theory is a simple, yet profound and powerful concept. Servant leadership is defined by Greenleaf as a new type of leadership model, a model that places serving others as number one priority. Servant leadership emphasizes improving service to others, a holistic approach to work, promoting a sense of community and sharing power in decision making.

Greenleaf in Blanchard (2018) conveyed that the dimension of servant leadership is the first Service to Others. Servant leadership begins when a leader takes a position of servant in their interactions with followers. This leadership is identical not selfish but a desire to help others first. Motivation and the main goal of servant leadership is to encourage the success of others, help realize the achievement of other people's targets, then the shared targets or organizational targets can be achieved. Second Holistic Approach to Work. Leaders use a holistic approach to achieve common goals. Third is Promoting a Sense of Community. Only by building a sense of community among followers, can an organization succeed in achieving its goals. Fourth Sharing of Power in Decision-Making. Effective leadership is the best leadership, proven by cultivating leadership serving others. By participating in each other, empowering the environment, and encouraging the talents of followers, leaders who serve create a workforce that is more effective, motivated and ultimately the organization will be more successful. The organizational structure that results from serving leadership is sometimes referred to as an inverted pyramid, with employees, clients, and other stakeholders at the top, and leaders at the bottom.

Research conducted by Barakat, Isabella, Boaventura, and Mazzon (2016) states that employee satisfaction subscale from intrinsic satisfaction, influences although not significantly with leadership serving, meaning leadership leadership must be combined with other factors to make employee satisfaction even better. Servant leadership has an effect on job satisfaction and desire to move (Som et al., 2010). The consideration is the behavior of leaders who serve to have humility, good communication, empowering, and commitment to employee growth. This finding is supported by Sepahvand, Pirzad, and Rastipour (2015), where the results of the study indicate there is a positive influence between leaders who serve employee satisfaction, therefore it is recommended for managers to get better involved in their teams. Leaders, who do serve leadership in relationships with their followers, not only contribute to their organization but also increase job satisfaction and decrease employee turnover (Turgut et al., 2017; Tsimtri et al., 2018; Panades-Estruch, 2018; Garcia & Esquivel, 2019; Peng & Chen, 2019; Hadi et al., 2019; Mutereko, 2019).
Effect of Serving Leadership Style on Organizational Performance. A study conducted by Koesmono (2014) states that servant leadership has a significant relationship to job performance. Waite’s leadership has a positive value and has a significant impact on organizational performance. The results show that serving leadership behavior results in increased organizational performance. Nordbye and Irving (2017), which examines four leadership styles namely autocratic, paternalistic, servant and laissez-faire, suggest that the style that best suits the millennial generation is service. This study confirms that organizational performance is statistically dependent on the serving leadership style. The dimensions of Servant Leadership used in this study are service to others, Holistic approach to work, Promoting a sense of community and sharing of power in decision.

2.3. Breakthrough Leadership (BRT)

The American Management Association - AMA characterizes the breakthrough leadership style into five (five) parts: The first is to lead people by example and be directly involved, breakthrough leader leaders lead people, not companies. They realize that leading, motivating, and training is about people and not about an organization. Understanding what drives individual behavior is important, such as recognizing ways to motivate and inspire. Breakthrough leaders observe others and know that ultimately, people want to live their own lives. Employees want to be empowered and inspired, but they want to travel alone.

The second is to carry out the vision he believes in. Breakthrough leaders know that the vision does not exist in the distant future. Vision is where you come from every day. That’s the way you think, and how you act. Living a vision means making a deliberate effort to achieve current goals and bring the future to the present. These leaders live in harmony with their vision. They think vision, act vision, and communicate vision.

Third always raise the standard, Breakaway leaders set very high standards for themselves. They understand that they need to demand more from themselves than their followers. In a simple idea a good example. The leader believes that anything is possible because of that, he consistently strives to achieve the impossible. A common mistake made by new leaders is to continue to operate at the level that brought it to the current position. They assume that they are good enough, without realizing that this new promotion requires a completely new standard. This leads to common standards in “Business-as-Usual” mode without raising their own standards. When a leader fails to raise his own standards, he lowers the standards for the whole organization. By demonstrating that there is never a point where people can count on one’s victory, breakthrough leaders provide an example that sustainable growth is an important part of corporate culture.

Fourth is being able to lead, organize and guide, breakthrough leaders have three roles as leaders, managers, and trainers. They lead people, manage “things” and practice performance. When leaders reduce that role to one, they do not fulfill their breakthrough potential. The role is mixed with nothing done optimally. For example, we have seen many executives put each task on the "to do" list, operating as if they could manage each task. This type of leadership weakens the organization.

Fifth is creating a new leader. Breakthrough leaders create more leaders, not followers. Breakthrough companies need people at every level who can lead in line with the company’s vision. Creating leaders requires a number of openness and confidence from the leader of the breakthrough. Someone who feels threatened by the growth of the people who work for him is likely to inhibit this growth. What breakthrough leaders understand is that the success of an entire organization is a reflection of its leadership. Teams that produce outstanding performance, growth and innovation show that team leaders are extraordinary leaders. Breakthrough leaders showed 6 behaviors clearly, with these 6 behaviors it was hoped that breakthrough leaders would be able to open up potential followers who had been locked up. First shows a sincere interest in everyone’s development. The emphasis is on genuine interest. This means taking the time to build a deeper professional with each individual and do this personally and sincerely. Second is listening to people and asking their ideas. This shows respect for the person and a belief that they have something of value to donate (Guajardo, Cohen, Kim, & Netessine, 2012; Mothibi & Mncayi, 2019; Niymbanira & Sabela, 2019; Gonzalez-Espinosa et al., 2019; Saengchail et al., 2019).

Third is acting on the advice of followers. You don’t have to follow up on all the suggestions received but enough to show people not only that opinions matter, but also that they can influence the agenda. When people see the impact of their ideas about results, they have a more significant ownership of the decisions taken. This is the first step on the path to empowerment where individuals gradually gain greater influence, accept greater accountability and provide better results. Fourth is building challenges for individuals and showing confidence in their ability to deliver. To do this, you must know everyone well. You need to know what challenges are right for everyone and to do this. You need to understand the harmony between business and personal goals and properly assess the abilities and talents of learning from the person concerned (Kang, Obaid, Jang, Ham, & Kim, 2018; Niymbanira & Sabela, 2019; Romorok, 2019; Cirak, 2019; Gonzalez et al., 2019; Panades, 2018).

Fifth is support and training. When leaders provide support that places a safety net that can give individuals the courage to step out of their comfort zone and foster then give them the development needed to master new skills. People will be more confident to try something new when they see support available to them. The sixth is giving feedback and acknowledgment. Feedback and leaders are recognition are important elements in building relationships because they show the depth of attention a leader has. Over time they are a key element in building resilience and maintaining motivation. Active and constructive engagement with these leaders not only builds capacity but also contributes to building self-esteem in the individual concerned. Together, these behaviors have a strong impact and can provide the support needed to break down barriers to personal development. While behaviors can be formed in an integrated manner, their action plans are only effective when delivered by the leader in an original, consistent, and personal way.

Havard Business School Publishing 2001 states that more effective leaders are through breakthrough leaders. Breakaway Leadership provides a new perspective. Leaders like this get more thoughtful ideas to help develop followers and improve the mentoring process. The network produced by the breaker leader is very valuable. Leadership breakthroughs have helped prioritize workload, are more comfortable in delegating tasks, maintain the big picture in mind and obstacles to work obstacles can be anticipated so that tasks can be focused.

Various explanations of several theories about the leaders of the American Management Association-AMA and Harvard Business School Publishing also from Leadership Psychology Australia. Dimensions of this study used are the American
Management Association-AMA, namely: The FRT leads people by giving examples and being directly involved (examples). The second is Doing a vision that he believes is strong (Visionary). The third is that breakthrough leaders always raise standards. The fourth is to lead, organize, and guide, the fifth is to create new leaders (Regeneration).

2.4. Employee Satisfaction (ES)

The experts give definitions regarding job satisfaction / employees by emphasizing different points of view according to their respective views, most of them are complementary in nature so that they can be more clearly seen about the dimensions of job satisfaction / employee satisfaction. Employee satisfaction is the level of pleasant feelings obtained from the assessment of one’s tasks or work experience, in other words employee satisfaction is how employees feel about their work and what they think. Job satisfaction as a positive feeling about work as a result of evaluating its characteristics. Work requires interaction with the environment with various conditions, there are fun and unpleasant. Whereas McShane and Von Glinov (2010) view that job satisfaction is as an evaluation of someone’s job, then the work context is a characteristic of work, the environment and emotional experience at work is felt, while Kahrović (2020) state that indirectly that Job satisfaction is not a single concept, as people can be satisfied with one aspect but there are also those who are dissatisfied with one aspect. From various experts’ views it can be concluded that essentially job satisfaction is the level of one’s pleasure as a positive assessment of their work and the environment in which employees work.

The Employee Satisfaction dimension are Pay Satisfaction, Promotion Satisfaction, Supervision Satisfaction Coworker Satisfaction, Satisfaction with the work itself, Altruism, Status and Environment, whereas the method of measuring / indicators are Value Fulfillment, Satisfaction with the work itself (Meaningfulness of work, Responsibility of work) outcomes and Knowledge of result). Kahrović (2020) provide an overview of the ways used to increase job satisfaction / employees are Need Fulfillment, Discrepancies Value Attainment, Equity and Dispositional / Genetic Components. Schermerhorn, Hunt, and Osborn (2011) states that job satisfaction can be known through careful observation and interpretation of what is said and what people do while doing their work. The dimensions used in this study are Kahrović (2020), namely Need Fulfillment, Discrepancies Value Attainment, Equity and Dispositional / Genetic Components.

2.5. Organizational Performance (OP)

Organizational performance is the ability to obtain and process financial and physical human resources properly to achieve organizational goals. Organizational performance is the result of an organization so that it is measured based on its goals and objectives (Chang & Lee, 2008). In a general definition organizational performance is defined as the product of interaction between various departments and sectors in an organization, including financial and non-financial dimensions (Ebrahim, Moosavi, & Chirani, 2016). The fiscal scale is generally based on financial statement data (Ouyan, Hamdam, Ebadi, & Jasour, 2012). This criterion is more evident in the level of income, the rate of growth of earnings, return on equity, return on sales, and return on assets, the definition of organizational performance is relatively complicated for non-profit organizations (Dolles et al., 2011). Indicators non-finance consists of: first, the satisfaction of users or beneficiaries with a program or service; secondly, increasing the number of users of exploitation, and thirdly, the quality of public programs and services; and finally the effectiveness and implementation of public services and programs can be achieved. Mahmoud and Yusif (2012) stated non-financial indicators including service quality, service user satisfaction, supplier satisfaction, voluntary activities, and program effectiveness. Researchers have shown that sustainable organizational performance is rooted in the exploitation of existing capacities and examining new opportunities.

Organizational performance will measure organizational financial productivity and business process implementation in organizations. The following are indicators presented in measuring organizational performance in their research: Productivity, Profit, ROI (Return of Investment), Market Share, Information and communication, Efficiency, Analytic methods in the process of assignments and detailed information in assigning tasks. The Baldrige Excellence Awards (United States) in Talbot (2010) said that leadership greatly influences organizational performance. Wahab, Rahmat, Yusof, and Mohamed (2016) states that the dimensions of organizational performance are organizational effectiveness and quality service prologues.

Yang (2015) states that organizational performance indicators are

1. Company members gain valuable sales knowledge and useful ideas.
2. Open new markets and product / service opportunities for companies.
3. Achieve cost efficiency which is important for the company.
4. Much lower costs for companies
5. The level of awareness of the products of other companies.
6. The level of sales and customer usage of other company's products

Hermawan and Suharnomo (2020) says that organizational performance is measured based on growth in sales. Sales growth is considered as an important performance result for economic growth. Dimensions of organizational performance that are used from research He et al. (2014) are efficiency, organizational growth, profits and productivity.

3. Conceptual Framework

3.1. Framework study

![Figure 1: Conceptual Framework](image)

3.2. Hypothesis

By referring to the conceptual framework above, the author formulates that:

H1: Does transformational leadership have an influence on employee satisfaction?
H2: Does servant leadership have an influence on employee satisfaction?
H3: Does breakthrough leadership have an influence on employee satisfaction?
H4: Does transformational leadership have an influence on organizational performance?
H5: Does servant leadership have an influence on organizational performance?

H6: Does employee satisfaction have an influence on organization performance?

H7: Does breakthrough leadership have an influence on organizational performance?

H8: Does employee satisfaction mediate transformational leadership towards organizational performance?

H9: Does employee satisfaction mediate transformational leadership towards organizational performance?

H10: Does employee satisfaction mediate transformational leadership towards organizational performance?

4. Research Methods

This research is quantitative by using data that will be taken directly from respondents who work in coal mines in Indonesia as well as using secondary data from the company’s annual performance report. The number of sampling in this study refers to the opinion of Hair Jr, Babin, and Krey (2017) where the number of samples is at least 5 times the number of indicators. With this reference, the number of indicators from the five variables that the authors examined included 23 indicators, so that the sampling respondents that could be taken were 23 x 5 indicators = 115 respondent. The respondents of this study 201 respondents are 15 IDX-listed coal mining companies in Indonesia. The data were analyzed using Structural Equation Model - Analysis of Moment Structures.

5. Results And Discussion

5.1. Goodness of Fit Model

The compatibility test of the structural model in SEM analysis was carried out by looking at several Goodness of fit model criteria such as Chi Square, probability, df, GFI, AGFI, TLI, CFI, RMSEA and RMR. The estimation results of the structural model are the results of goodness of fit test the model can be seen in the figure. The figure below is a complete structure of variables and indicators that are used in this research. After analyzing the data, we obtain a structure that has a goodness of fit Meeting the SEM AMOS prerequisites is as follows: The model above has a Chi Square: 421.803, Degree of Freedom: 217, CMIN/DF: 1.944, GFI: 0.844, RMSEA: 0.069, AGFI: 0.801 and TLI: 0.933 (probability = 0.000) thus, the model has been used to test the hypothesis in this study.

![Figure 2. Result of Goodness Fit Mode](image)

5.2. Significant Test

The estimation results of the structural model using Structural Equation Model - Analysis of Moment Structures are the results of goodness of fit test the model can be seen in the figure. The figure below is a complete structure of variables and indicators that are used in this research. After analyzing the data, we obtain a structure that has a goodness of fit Meeting the SEM AMOS prerequisites is as follows: The model above has a Chi Square: 421.803, Degree of Freedom: 217, CMIN/DF: 1.944, GFI: 0.844, RMSEA: 0.069, AGFI: 0.801 and TLI: 0.933 (probability = 0.000) thus, the model has been used to test the hypothesis in this study.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Estimate</th>
<th>Std. Error</th>
<th>CR</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership</td>
<td>-0.379</td>
<td>0.4</td>
<td>934</td>
<td>0.3</td>
</tr>
<tr>
<td>Employee satisfaction</td>
<td>-0.018</td>
<td>0.2</td>
<td>081</td>
<td>0.09</td>
</tr>
<tr>
<td>Breakthrough leadership</td>
<td>1.037</td>
<td>0.4</td>
<td>58</td>
<td>0.0</td>
</tr>
<tr>
<td>Organizational performance</td>
<td>0.139</td>
<td>0.2</td>
<td>68</td>
<td>0.6</td>
</tr>
</tbody>
</table>

**Table 1: Result of significant test for Regression Weight**

Significant test requirements are if p value <0.05 then has a significant effect, and the value of CR> 1.96 then has an influence. Result of significant test based on the result SEM (Structure Equation Model) analysis in the table above, some result are obtained as follows:

1. There is an influence of transformational leadership on employee satisfaction → Not Accepted (H1)
2. There is an influence of servant leadership on employee satisfaction → Not Accepted (H2)
3. There is an influence of breakthrough leadership on employee satisfaction → Accepted (H3)
4. There is an influence of transformational leadership on organizational performance → Not Accepted (H4)
5. There is an influence of servant leadership on organizational performance → Not Accepted (H5)
6. There is an influence of employee satisfaction on organizational performance → Accepted (H5)
7. There is an influence of breakthrough leadership on organizational performance → Not Accepted (H5)

5.3. Sobel Test

In this study, the employee motivation variable as an intervening variable, to test wheather the employee motivation variable can mediate the effect of exogenous variables on the organization performance, so the Sobel test can be conducted. The hypothesis used in the Sobel test are as follows:

**H0**: Employee satisfaction can mediate the effect of transformational leadership, servant leadership and breakthrough leadership on organizational performance.

**H1**: Employee satisfaction can not mediate the effect of transformational leadership, servant leadership and breakthrough leadership on organizational performance.
if p Value < 0.05 Mediated
if p Value > 0.05 Not effect mediating

Table 2 : Result of Sobel Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mediator Variable</th>
<th>P Value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership</td>
<td>Employee satisfaction</td>
<td>0.363</td>
<td>Not effect mediating</td>
</tr>
<tr>
<td>organizational performance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Servant leadership</td>
<td>Employee satisfaction</td>
<td>0.934</td>
<td>Not effect mediating</td>
</tr>
<tr>
<td>organizational performance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breakthrough leadership</td>
<td>Employee satisfaction</td>
<td>0.049</td>
<td>Mediated</td>
</tr>
<tr>
<td>organizational performance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Result of Sobel Test :

1. There is an indirect effect of transformational leadership to organizational performance through employee satisfaction with P-Value 0.363 > 0.05 → Not Accepted. (H8)
2. There is an indirect effect of servant leadership to organizational performance through employee satisfaction with P-Value 0.934 > 0.05 → Not Accepted. (H9)
3. There is an indirect effect of breakthrough leadership to organizational performance through employee satisfaction with P-Value 0.049 < 0.05 → Accepted. (H10)

6. Conclusions

Rapid changes to the work environment and technology or known as the VUCA era (volatility, uncertainty, complexity, ambiguity) at this time, leadership capabilities are thought to not be able to provide organizational improvement quickly, so this encourages researchers to present an aggressive and capable type of breakthrough leadership improve organizational performance quickly, with reference to the American Management Association-AMA, Harvard Business School Publishing and Leadership Psychology Australia, with consideration of the location of research in the coal mining sector the dimensions used in this study are the American Management Association -AMA, with five dimensions of leaders who are exemplary, visionary, always have high work standards, are able to lead, organize and guide and are able to regenerate quickly.

The results showed that transformational leadership and servant leadership did not have a positive impact on employee satisfaction and organizational performance, then breakthrough leadership had a positive and significant impact on employee satisfaction but did not have a positive impact on organizational performance. Employee satisfaction has a positive and significant impact on organizational performance. Calculation of indirect effects using the sobel test of these results found that breakthrough leadership has an indirect effect on organizational performance through mediator employee satisfaction variables. The novelty of this research is about the breakthrough leadership variable.

Managerial implications of this research are First that the mental leader in the company must not worry that his subordinate position is replaced so that it must be regenerated by bringing up new leaders. Second, that rapid changes in technology, environment and human resource behavior required flexibility of company leaders in transforming the company's vision quickly, especially at the general and manager and director levels. Third that company leaders must continuously improve existing work standards by always holding continuous improvement towards higher work standards both in organizational performance especially occupational safety, occupational health, work environment, finance, engineering, production and logistics so as to increase employee motivation. The four leaders in all lines starting from the Supervisor, Section Head, Superintendent, Manager, General Manager and Director must provide an example in terms of work and a good attitude in decision making.

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