



THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CLIMATE ON EMPLOYEE JOB SATISFACTION AT CV BARIS JAYA INDONESIA

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Abstract

This research aims to determine the Influence of Leadership Style and Organizational Climate on Employee Performance at CV Baris Jaya Indonesia located in Kesugihan District, Cilacap Regency. This research uses a quantitative method by distributing questionnaires to 60 employees. Data analysis was carried out using multiple linear regression using SPSS. Based on the results of the research and data analysis, conclusions were obtained that showed that: (1) Leadership style partially has a significant effect on employee performance at CV Baris Jaya Indonesia. (2) Organizational climate partially has a significant effect on employee performance at CV Baris Jaya Indonesia. (3) Leadership style and organizational climate simultaneously have an effect on employee job satisfaction variables.

Keywords: Leadership Style, Organizational Climate, and Job Satisfaction

A. Introduction

In today's era of globalization, human resources (HR) are a key factor in driving progress and achieving company goals. Although technological developments are very rapid, without the existence of quality HR, companies will not be able to operate optimally. HR, especially employees, play a very important role in various fields and levels of positions within the company. In order to create high job satisfaction, good relationships between employees and superiors and relationships between employees and fellow employees must be considered, one of the most important factors is job satisfaction.

Job satisfaction is an emotional attitude of employees who are happy and love their jobs wholeheartedly (Han et al., 2012:110). Employee job satisfaction has a significant influence on productivity levels. Job dissatisfaction can have negative impacts, both on individuals and on the organization as a whole. One of the factors that



contribute to job satisfaction is leadership. The leadership style applied will determine the work atmosphere, communication effectiveness, and decision-making processes in the organization.

Leaders in an organization have an important role in directing and influencing their subordinates (Latifah, 2021:234). Leaders must be able to plan, motivate and control their members, and determine the company's goals. Effective leadership can determine the sustainability of an organization or company to survive in uncertain situations in the future (Desianty, 2005). A good leader must have the nature of being able to see from all sides, from the bottom to the top so that all decisions can be taken on target and can provide opportunities for employees to express their opinions from their side so that the best and worst possibilities can be considered to achieve a company goal.

In addition, organizational climate, namely employee perceptions of work environment conditions, also influences performance and job satisfaction. A positive organizational climate can create a comfortable, safe, and productivity-supporting work environment. According to Lussier (2005:486), organizational climate is employee perceptions of the quality of the organization's internal environment that is relatively felt by members of the organization and will then influence their subsequent behavior.

This research focuses on CV Baris Jaya Indonesia, a micro, small, and medium enterprise (MSME) engaged in the local perfume sector. This company is facing a number of problems, such as dissatisfaction with working hours, compensation systems, less than optimal leadership involvement, and decision-making that tends to be sudden. These problems indicate the need for an evaluation of leadership style and organizational climate as a strategic step to improve employee job satisfaction. This research is also inspired by several previous studies that show that leadership style and organizational climate have a positive influence on job satisfaction in large-scale companies. However, this research aims to explore the relevance and application of these findings in the context of MSMEs, especially in CV Baris Jaya Indonesia.



B. Research methods

1. Types of research

This research uses a quantitative approach with an associative research type, aiming to determine the influence and relationship between two or more variables, namely leadership style and organizational climate on employee job satisfaction. Data were collected through questionnaires, and analyzed statistically to test the hypothesis.

2. Location and Time of Research

The research was conducted at CV Baris Jaya Indonesia, a company in the field of perfume marketing and production since 2018. The implementation period began with the internship in October 2023 and continued to the thesis stage in January 2024.

3. Population and Sample

The population in this research were all employees of CV Baris Jaya Indonesia as many as 65 people. The sample was taken using the saturated sampling technique, involving all employees except directors and managers, so that the number of samples became 60 people.

4. Data Collection Techniques

Data is collected through:

- a. Direct observation
- b. Literature research
- c. The questionnaire, consisting of a respondent characteristics questionnaire and a research variable questionnaire (leadership style, organizational climate, and job satisfaction).

Primary data was obtained directly from respondents. The scale used was the Likert Scale with five answer categories.

5. Scoring Techniques

The assessment is carried out based on **Likert scale** with a score of 1 to 5. The questionnaire data were analyzed descriptively using averages and scale interpretation.

6. Operational Definition of Variables



1) Independent variables:

- a) *Leadership Style (X1)*: Leadership, participatory and delegation skills.
- b) *Organizational Climate (X2)*: Trust, communication, honesty, support, and work risks.

2) Dependent variable:

- a) *Job Satisfaction (Y)*: Financial, physical, social and psychological satisfaction.

7. Data Analysis Techniques,

- 1) Validity Test, using item-total correlation. The instrument is declared valid if $r_{count} > r_{table}$.
- 2) Reliability test, using Cronbach's Alpha, is declared reliable if $\alpha \geq 0.70$.
- 3) Classical Assumption Test
 - a) Normality: Using the Kolmogorov-Smirnov test. Data is normal if the significance is ≥ 0.05 .
 - b) Multicollinearity: Does not occur if $tolerance > 0.10$ And $VIF < 10$.
 - c) Heteroscedasticity: Does not occur if $significance \geq 0.05$.
- 4) Multiple Linear Regression Analysis, used to determine the simultaneous influence between X1 and X2 on Y. Formula: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$
- 5) Hypothesis Testing
 - a) T-test (partial): To determine the effect of each independent variable on the dependent variable.
 - b) F test (simultaneous): To determine the effect of all independent variables simultaneously on the dependent variable.
- 6) Coefficient of Determination (R^2), is used to measure the magnitude of the contribution of independent variables to dependent variables. R^2 values approaching 1 indicate a strong relationship.

C. Theoretical Basis/ Relevant Research,

1. Grand Theory

The Theory of Reasoned Action (TRA) developed by Ajzen (1980) explains that beliefs, attitudes, intentions, and behaviors are interrelated. Intentions are



considered the best indicator to predict a person's behavior. Although decisions can be made for various reasons, this theory emphasizes the importance of focusing attention on things that are considered significant. Individual intentions are shaped by attitudes toward behavior and existing subjective norms. In the context of this study, TRA is used as the main theory (grand theory) because it is related to variables such as organizational climate, job satisfaction, and turnover intention. Organizational climate is positioned as a subjective norm, while job satisfaction is viewed as an individual's attitude. Therefore, an employee's intention to leave the company can be influenced by his or her perception of organizational climate and level of job satisfaction.

2. Literature Review

a. Leadership Style

Leadership style is the way a leader influences his subordinates to achieve organizational goals. According to Thoha (2013:49) that leadership style is a behavioral norm used by someone when the person tries to influence the behavior of others as he sees it. There are several types of leadership styles, including:

- 1) Charismatic leadership: A leader who has the power to attract and influence others.
- 2) Transformational leadership: Leaders who can inspire and communicate a vision to their employees.
- 3) Transactional leadership: Leaders who motivate their subordinates by providing compensation and recognition for good performance.

There are five leadership indicators described by Samsul Arifin (2019), including the following:

- 1) The ability to build cooperation and good relationships, giving priority to building cooperation and good relationships with the respective officers.
- 2) Effective ability, leaders and employees are able to complete assigned tasks on time, and can be present on time and not late.



- 3) Participative leadership, in decision making, prioritizes determination through mutual deliberation with employees.
- 4) Ability to delegate tasks or time, namely the organization's interest in using remaining time for personal needs.
- 5) Ability to delegate tasks or authority, prioritizing leadership responsibility in completing which tasks must be handled alone, and which must be handled in a group.

b. Organizational Climate

Organizational climate is a person's perception or view of work and the work environment. A good organizational climate can increase employee motivation and performance. Organizational climate is important to create because it is to overcome organizational relationships. Brown and Leigh (1996) said that organizational climate is very important because the organization's needs ensure that individuals in the organization have added value and want to remain in the organization and want to continue to devote their work to their work for the benefit of the organization. In addition, they also stated that organizations that can create an environment where employees feel friendly can achieve their full potential in seeing the key to competitive advantage.

Furthermore, according to Moekijat (Yuliana, 2007:32), the factors that form an organizational climate are:

- 1) Organizational structure
- 2) Methods of direction and supervision
- 3) Relationship between individuals and groups
- 4) Reciprocal influence between superiors and subordinates
- 5) The nature of work

Greenberg and BaronIn the intifada (2013) it is stated that organizational climate is the employee's perception of the atmosphere in the environment in the organization where they work which



influences their behavior in carrying out work and organizational goals. The indicators used are as follows:

- 1) Trust is the respondent's perception that employees are trusted by superiors and coworkers because they develop trusting relationships.
- 2) Support is the respondent's perception of superiors inviting employees to communicate regarding all issues in organizational policies that are relevant to their position.
- 3) Honesty is the respondent's perception of the general atmosphere of the company which is permeated by honesty so that employees are able to say what is on their minds.
- 4) Communication is the respondents' perception of coworkers sharing work-related information with each other.
- 5) Job risk is the respondent's perception of being aware of job risks while remaining loyal to the company.

c. Job Satisfaction

Job satisfaction is a general attitude towards the work carried out in a company. According to Robbins (2003;78) job satisfaction is "a general attitude towards one's work that shows the difference between the amount of rewards workers receive and the amount they believe they should receive". Job satisfaction can be influenced by several factors, including:

- 1) Salary and compensation
- 2) Promotion opportunities
- 3) Working conditions
- 4) Relationships with coworkers and superiors

By understanding leadership style, organizational climate, and job satisfaction, organizations can improve employee performance and motivation to achieve desired goals. According to As'ad, indicators that influence job satisfaction (Supriyanto and Machfudz, 2010) are:

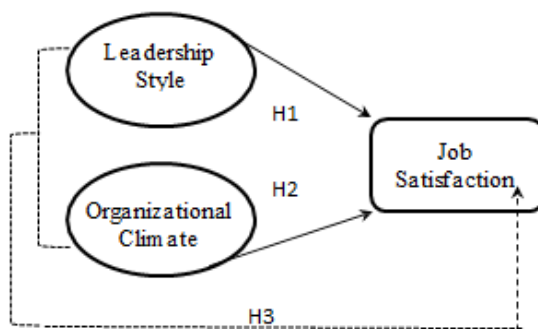


- 1) Financial satisfaction.
- 2) Physical satisfaction.
- 3) Social satisfaction.
- 4) Psychological satisfaction.

3. Hypothesis

- H1 : Leadership style has a positive and significant effect on employee job satisfaction.
- H2 : Organizational climate has a positive and significant effect on employee job satisfaction.
- H3 : Leadership style and organizational climate have a simultaneous influence to job satisfaction.

4. Thinking Framework



Keterangan :

===== = partial

----- = simultaneously

X1 = Leadership Style

X2 = Organizational Climate

Y = Job Satisfaction

D. Discussion

The research was conducted on 60 employees of CV Baris Jaya Indonesia with the following results:

1. Respondent Characteristics

Respondent Characteristics Based on Gender

Gender	Number of Respondents	Percentage
Woman	35	58,33 %
Man	25	41,67 %
AMOUNT	60	100 %



Respondent Characteristics Based on Age

Respondent Age (years)	Number of Respondents (People)	Percentage
19-20	10	16,7 %
21-25	36	60 %
26-30	7	11,67 %
31-42	7	11,67 %
AMOUNT	60	100 %

Respondent Characteristics Based on Position

Department	Number of Respondents	Percentage
Tim Advertising	10	16,67 %
Tim E-Commerce	9	15 %
Admin and CS Team	16	26,67 %
Content and Videography Team	4	6,67 %
Production Team	9	15 %
Warehouse and Packing Team	7	11,67 %
Cardboard Team	5	8,33 %
AMOUNT	60	100 %

- a. **Gender:** The majority of respondents were women (58.33%).
 - b. **Age:** Most are aged 21–25 years (60%), indicating that the workforce is dominated by productive age.
 - c. **Department:** The largest positions are Admin and CS Team (26.67%), reflecting the company's focus on marketing activities.
2. **Validity and Reliability of Instruments**
- 1) **Validity:** All questionnaire items on the variables of leadership style, organizational climate, and job satisfaction were declared valid because r count $>$ r table.



2) **Reliability:** All three variables have values **Cronbach's Alpha > 0,70**, until specified **reliable**:

- a. Leadership Style: 0.884
- b. Organizational Climate: 0.866
- c. Job Satisfaction: 0.816

3. **Multiple Linear Regression Analysis Results**

The regression equation obtained:

$$Y = 5.570 + 0.306X_1 + 0.274X_2$$

- 1) The constant is 5.570, this shows that if X_1 and X_2 have a value of 0, then the value of Y remains 5.570.
- 2) Based on variable X_1 , the regression test results show that variable X_1 has a positive regression coefficient with a value of $b = 0.306$, which means that if there is an increase in the value of variable X_1 by 1 point, there will also be an increase or increase in variable Y by 0.306.
- 3) Based on the variable. X_2 , the regression test results show that the variable. X_2 has a positive regression coefficient with a value of $b = 0.274$, which means that if there is an increase in the value of the variable. X_1 by 1 point, there will also be an increase or increase in the variable. Y by 0.274.

4. **Classical Assumption Test**

- a. **Normality:** Data is normally distributed (Sig. 0,2 > 0,05).
- b. **Heteroscedasticity:** No symptoms of heteroscedasticity were found, obtained Sig values of X_1 (0.141) and X_2 (0.727) which were > 0.05, so it was concluded that not happen heteroscedasticity.
- c. **Multicollinearity:** (Tolerance > 0.1 and VIF < 10). obtained Tolerance values. X_1 (0.639) and X_2 (0.639) which are > 0.100. While the Vif values of X_1 (1.564) and X_2 (1.564) which are < 10.00. So it is concluded there are no symptoms of multicollinearity

5. **Hypothesis Testing**



- 1) **F Test (Simultaneous):** There is influence **significant simultaneously** leadership style and organizational climate on job satisfaction. The results of the analysis in the SPSS table obtained the calculated F value $(21.413) > F \text{ table } (4.01)$ and $\text{Sig } (0.000) < 0.05$, so it is concluded that there is a positive and significant influence of variables. X1 and X2 simultaneously influence Y, so that H3 is accepted and H0 is rejected.
- 2) **Partial t-test:** Based on the results of the analysis in the SPSS table, the calculated t value $(3.338) > t \text{ table } (2.005)$ and $\text{sig } (0.001) < 0.05$ were obtained, so it was concluded that there was a significant relationship between the dependent variables so that H₀ rejected while H_a is accepted. Then the calculated t value is also obtained $(2.496) > t \text{ table } (2.005)$ and $\text{sig } (0.015)$ smaller than 0.05. therefore, it is concluded that there is a significant relationship between the variables. is bound so that H0 is rejected while H_a is accepted.
- 3) **Coefficient of Determination (R²):** Based on the results of the analysis of the table above, the percentage of the diversity of job satisfaction variables (Y) that can be explained by the Leadership Style (X1) and Organizational Climate (X2) variables is 42.9% or 0.429, while the remaining 65.5% is explained by other variables outside the regression model.

6. Descriptive Analysis

- 1) **Leadership Style (X1):** Average value 3.52 – the majority of respondents stated that they agreed, but there were indicators that were neutral, such as those related to deliberation and guidance from leaders.
- 2) **Organizational Climate (X2):** The average value of most indicators ranges from 3.3–3.8, indicating a generally positive perception, but there are still several indicators with neutral responses regarding the opportunity to express opinions.
- 3) **Job Satisfaction (Y) :** The average value of most indicators ranges from 2.8–3.75, indicating a generally positive perception in relations with employees, howeverThe average value of respondents was 2.62, which means that respondents gave a neutral assessment of their satisfaction with the company's guarantee benefits.



E. Conclusion

Based on the research and discussion that has been conducted regarding "The Influence of Leadership Style and Organizational Climate on Employee Job Satisfaction at CV Baris Jaya Indonesia", it can be concluded that the influence of leadership style and organizational climate partially on employee job satisfaction is as follows:

- 1) Based on the test results, the leadership style variable partially has a significant effect on the performance of CV Baris Jaya Indonesia employees.
- 2) Based on the test results, the organizational climate variable has a partial significant effect on the performance of CV Baris Jaya Indonesia employees.
- 3) Based on the test results, it can be concluded that H_a is accepted and H_o is rejected. This means that the variables of leadership style (X_1) and organizational climate (X_2) simultaneously have an effect on the variable of employee job satisfaction (Y).

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