




The influence of leadership style and work environment on employee job satisfaction in the supply department of PT. Indocement Tunggal Prakarsa Tbk. Cirebon

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Article Info	ABSTRACT
<p>Article history:</p> <p>Received Sep 7, 2024 Revised Sep 15, 2024 Accepted Sep 22, 2024</p> <hr/> <p>Keywords:</p> <p>Job Satisfaction; Leadership Style; Working Environment.</p>	<p>Influence of Leadership Style and Working Environment towards Job Satisfaction at Supply Department PT Indocement Tunggal Prakarsa Tbk Cirebon The purpose of the research are:1)To know description for leadership style,Working Environment,and job satisfaction at Supply Department PT Indocement Tunggal Prakarsa Cirebon. 2)Test empirically influence of leadership style towards job satisfaction at Supply Department PT Indocement Tunggal Prakarsa Cirebon.3)Test empirically influence of working environment towards job satisfaction at Supply Department PT Indocement Tunggal Prakarsa Cirebon 4)Test empirically influence of leadership style and Working Environment towards at Supply Department PT Indocement Tunggal Prakarsa Cirebon.The analysis implemented in this research are simple regression and multiple regression analysis.The method of this research is simple random sampling,that taken 67 employees at Personal General Affairs Division,Finance Division,Distribution Division and Logistic Division,while data collecting by using quitionaire and cultivated using SPSS 25.o.The result of t test for leadership style is 3.286,and the signification is 0.002.This shows that there is an effect between leadership style towards job satisfaction.The result of t test for Working Environment is 2.237, and the signification is 0.029.This shows that there is an effect between organization culture towards job satisfaction.The result of F test is 13.806,and the signification is 0.000.This shows that there is an effect between leadership style and organization culture towards job satisfaction.The result of R² is 0.301 or 30.1%.It means Job Satisfaction is affected by leadership style and working environment as much as 30.1%.</p> <p><i>This is an open access article under the CC BY-NC license.</i></p> 

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1. INTRODUCTION

Job satisfaction is an employee's feelings of happiness or displeasure with their work (Sulaiman & Mawati, 2019), or in other words, job satisfaction itself is an employee's positive attitude towards their work which arises based on an assessment of the work situation (Özkan et al., 2023). Because job satisfaction has been proven to be very profitable for the benefit of people, businesses, and society as a whole, this is a very interesting and important topic. Individuals can work to increase their level of happiness in life by learning the origins and reasons for job satisfaction (Maan et al., 2020). In theory,

there are many factors that influence job satisfaction, such as leadership style (Hajiali et al., 2022), productivity, behavior, meeting salary expectations, work environment and so on (Setiawan et al., 2020). In this case, the focus of the research is leadership style and work environment. Leadership is a tool in the form of power to influence employees to do or not do something (Otoo, 2019). A leader must be able to create a vision and mission and then develop a strategy with his power to influence employees in accordance with company goals (Moustaghfir et al., 2020). Leaders must also be able to create a climate within the company where employees feel free but responsible (Özkan et al., 2023). Therefore, an appropriate leadership style is needed for a leader based on conditions in the world of work (Aguinis & Burgi-Tian, 2021).

Leadership styles are various behavioral patterns favored by leaders in the process of directing and influencing followers (Ichsan et al., 2021). There are several leadership styles that are usually applied by leaders, namely delegative leadership style, telling, selling, and participative leadership style, a supportive leadership style. and an achievement-oriented leadership style (Setiawan et al., 2020). Because the decision-making process in a company is very dependent on the leadership of the Head Manager of the Supply Department of PT Indocement Tunggal Prakarsa Tbk in making regulations or determining a decision, it always involves the participation of all levels of employees. The standard leadership style used by each Supply Department leader uses a participative leadership style (Saks, 2022). However, in general it can be said that a leader's level of understanding of the leadership style used is different. A Department leader has a different meaning or definition of a participative leadership style compared to division leaders or squad. For example, a Department leader (Supply Department) considers employee involvement in making decisions to be limited to the employee voting or voting based on the options that have been provided, without being permitted to provide other choices or options than those already available. Meanwhile, the division leader (Team Leader) considers that employee involvement in making decisions is not only limited to voting, but employees are allowed to provide suggestions in the form of choices or options in voting.

Another factor that can influence employee job satisfaction is the work environment. A good and healthy work environment will also influence employee work comfort. The work environment is a very important component when employees carry out work activities (Dharmawan & Kurniawan, 2023). The work environment in a company has an important meaning for the people who carry out activities within it. This work environment influences individuals in invisible ways, a conducive work environment makes all employees perform their duties and roles optimally (Ketkaew et al., 2020).

The more conducive a work environment is, the more performance will increase and an employee will feel satisfied. What can be categorized as a work environment includes several things such as the equipment used in work, the noise level of the work place, the location of the building, and etc (Holm et al., 2018). Planning for the construction of a building as a place of business should be made efficiently so as to create comfort in carrying out activities in the building. For example, it is wrong to place a warehouse too far from the Office Supply Department, which will reduce the level of comfort in the working environment so that work can be said. less efficient and can even reduce the level of employee job satisfaction (Promchart & Potipiroon, 2020). The Supply Department has a warehouse location that is separate from the main building, so that employees on duty in the Office to carry out work operations always take materials from the warehouse. This can be said to reduce the level of efficiency in work because employees have to spend extra energy to get cooking ingredients from the warehouse. It is certain that this reduces the level of employee job satisfaction due to work environment factors that do not help employees in doing their work (Nguyen et al., 2020).

2. RESEARCH METHOD

The method used in this research is descriptive (Azizah et al., 2021), the population to be taken is the population of employees of the Supply Department of PT. Indocement Tunggal Prakarsa Tbk. The sample size in this research is 67 respondents. The analysis carried out in this research was simple linear and multiple linear analysis. The research was conducted using a simple random sampling technique on 67 employees. Questionnaires were used as research instruments (Neuman, 2014).

Validity and reliability tests were carried out to determine the quality of the questionnaire. Before testing the hypothesis, a data normality test is first carried out to find out whether the data collected is normally distributed (Suliyanto, 2016). Multiple linear regression tests, multiple correlation tests, and coefficient of determination tests were used to analyze research data, while partial t tests and simultaneous F tests were used to test hypotheses. This data analysis was carried out using SPSS version 25 software.

3. RESULTS AND DISCUSSIONS

Research result

To obtain reliable research results, validity and reliability tests were first carried out on the instruments (questionnaires) on leadership style, work environment and job satisfaction. The instrument test results can be seen in Table 1.

Table 1. Instrument Test Results (Questionnaire)

Variabel	Statment Item	Validitas		Reliabilitas	
		Correlation Coefficient	Information	Cronbach's alpha	Information
Leadership Style	No. 1 – 15	>0,30	Valid	0,829	Reliabel
Working Environment	No. 16 – 24			0,870	
Job Satisfaction	No. 25 – 33			0,853	

Source: processed data (2024)

Based on the results of validity test calculations using the product moment correlation formula, the correlation coefficient value for each questionnaire statement item was more than 0.30, so that 33 questionnaire statement items were declared valid. The next step is to carry out a reliability test using the Cronbach alpha formula with the condition $r_{count} \geq r_{table}$ with a significance level of 5%, and the results are that all questionnaire statement items for each variable are said to be reliable, so they can be used for research.

The following are the results of data processing using SPSS version 25 software.

Tabel 2. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	20,678		3,066	,003
	Leadership Style	,394	,120	,382	,002
	Working Environment	,214	,096	,260	,029

a. Dependent Variable: Job Satisfaction

Based on the results of data analysis displayed in table 2, the regression equation $Y = 20.678 + 0.394X_1 + 0.214X_2$ can be interpreted as follows:

- 1) The constant value is (20.578) and is positive, meaning that if the value of the leadership style and work environment variables is zero, then job satisfaction will increase by (20.578).
- 2) (X_1) The leadership style regression coefficient value of (0.394) is a positive linear regression direction coefficient, which means that every 1% increase in the work environment will cause an increase in job satisfaction of 0.394 (39.4%) or vice versa for every decrease in leadership style 1% will cause a decrease in job satisfaction of 0.394 (39.4%).
- 3) (X_2) The coefficient of the work environment regression coefficient is (0.214) is a coefficient of positive linear regression direction which means that every increase in leadership force is 1%, it will cause an increase in job satisfaction by 0.214 (21.4%) or vice versa for each decline in the work environment by 1% this will cause a decrease in consumer satisfaction of 0.214 (21.4%).

Tabel 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.549 ^a	.301	.280	5.990

a. Predictors: (Constant), Leadership Style, Working Environment

Based on table 3, a correlation value (r) of 0.549 is obtained, meaning that the leadership style and work environment in the Supply Department of PT. Indocement Tungal Prakarsa Tbk have a strong relationship with job satisfaction. Meanwhile, the coefficient of determination is 0.301, meaning that job satisfaction which is influenced by leadership style and work environment is 30.1%. Meanwhile, the remaining 69.9% was influenced by other variables or factors that were not studied.

The test results can be depicted in a path diagram as follows:

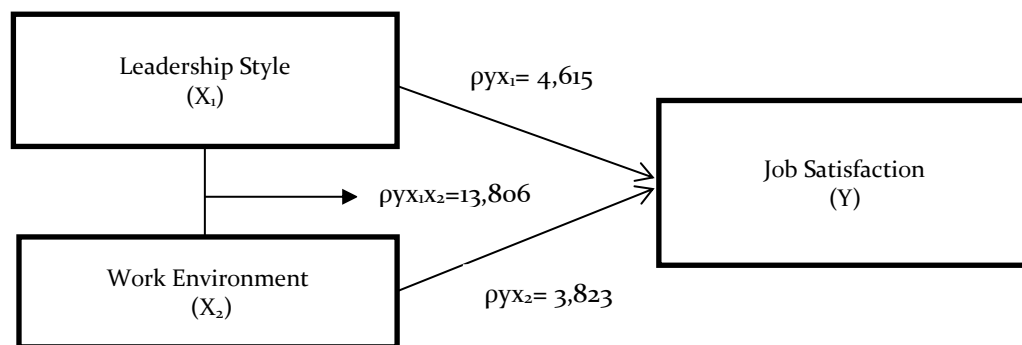


Figure 1. Structure of the causal relationship between X_1 , X_2 and Y

Based on the data in Figure 1, the following information can be obtained:

- 1) The contribution of Leadership Style (X_1) which directly influences job satisfaction (Y) is 4.615
- 2) Work Environment Contribution (X_2) which directly influences job satisfaction (Y) is 3.823
- 3) The simultaneous contribution of Leadership Style (X_1) and Work Environment (X_2) which directly influences job satisfaction (Y) is 13.806, influenced by other factors not explained in the research.

Discussion

The Influence of Leadership Style on Job Satisfaction

Based on the research results, the Leadership Style variable has a significant effect on job satisfaction. This is proven by the research results which show the calculated t value (4.615) > t table (1.997) Probability value (sig) of 0.000 < α (0.05) so the hypothesis states that there is a significant influence between Leadership Style on job satisfaction. the truth. It can be concluded that Leadership Style has a positive and significant effect on Job Satisfaction in the Supply Department of PT Indocement Tungal Prakarsa Tbk. The results of this research are consistent with the results of research (Sofiyanti & Najmudin, 2023) which states that Leadership Style has a significant positive effect on Job Satisfaction. Where Leadership Style is one of the most important factors in determining Job Satisfaction, if Leadership Style meets or exceeds employee expectations, it directly leads to Job Satisfaction.

The Influence of the Work Environment on Job Satisfaction

Based on the research results, the Work Environment variable has a significant effect on Job Satisfaction. This is proven by the research results which show the calculated t value (3.823) > t table (1.997) Probability value (sig) of 0.000 < α (0.05) so that the hypothesis states that there is a significant

influence between the Work Environment and Job Satisfaction. the truth. It can be concluded that the Work Environment has a positive and significant effect on Job Satisfaction in the Supply Department of PT Indocement Tunggall Prakarsa Tbk. The results of this research are consistent with the results (Chaubey et al., 2019) which stated that the Work Environment Variable has a positive and significant effect on the Job Satisfaction of M2 Fashion online employees. Where the Work Environment is one of the most important factors in determining Job Satisfaction, if the Work Environment meets or exceeds expectations employees, it directly leads to employee job satisfaction.

The Influence of Leadership Style and Work Environment on Job Satisfaction

Based on the F test, the calculated F value (13.806) > F table (3.14) Probability value (sig) of $0.000 < \alpha$ (0.05) shows that H_0 is rejected and H_1 is accepted, which means that Leadership Style and Work Environment have a relationship in the same direction as Job satisfaction means that as leadership style and work environment improve, job satisfaction will increase, and vice versa. So that the hypothesis can be proven true. It can be concluded that Leadership Style and Work Environment jointly have a positive and significant effect on Job Satisfaction in the Supply Department of PT Indocement Tunggall Prakarsa Tbk. The results of this research are in line with the results of research ((Khairunnisa & Nadjib), which states that Leadership Style and Work Environment influence Job Satisfaction. This research explains that satisfaction arises because Leadership Style and Work Environment can have the appropriate and expected impact on the Leadership Style received by employee job satisfaction.

4. CONCLUSION

Based on the research that has been carried out, several conclusions can be drawn as follows, there is a positive and significant influence between Leadership Style on job satisfaction in the Supply Department of PT Indocement Tunggall Prakarsa Tbk. This is proven by research results which show the influence of Leadership Style on job satisfaction with a calculated t value > t table ($4.615 > 1.997$) with a Probability (sig) value of $0.000 < \alpha$ (0.05).

There is a positive and significant influence between the Work Environment on job satisfaction in the Supply Department of PT Indocement Tunggall Prakarsa Tbk. This is proven by research results which show the influence of the work environment on job satisfaction with a calculated t value > t table ($3.823 > 1.997$) with a probability (sig) value of $0.000 < \alpha$ (0.05).

There is a positive and significant influence between Leadership Style and Work Environment on job satisfaction in the Supply Department of PT Indocement Tunggall Prakarsa Tbk. This is proven by the results of the Fcount > Ftable value, namely ($13.806 > 3.14$) with a Probability (sig) value of $0.000 < \alpha$ (0.05).

The results of the research show that, in the Supply Department of PT Indocement Tunggall Pralkalrsal Tbk, the sales leadership team has the largest share of sales leadership skills. Managers can justify the results of this research by ensuring that staff members always have time to consult with superiors and are motivated to complete their tasks. To increase employee job satisfaction, the philosophy of telling, participatory and delegative leadership should be applied as an addition to the telling style. To improve the physical work environment facilities in the Supply Department of PT Indocement Tunggall Prakarsa Tbk. Some ideas that can be implemented are creating special areas for noisy equipment, such as photocopiers, and keeping areas around employee desks clean to increase comfort. If there is no physical work space, instead holding special events periodically can strengthen relationships between existing and new employees, ensure there are no gaps in task completion, and allow new employees to gain a deeper understanding of each company's unique culture. Increase employee job satisfaction in the Supply Department of PT Indocement Tunggall Prakarsa Tbk by increasing the quality and volume of supervisory guidance, including non-binding supervision, taking into account employee input and sentiment regarding their work, and simplifying the promotion process to provide equal opportunities for every employee to advance in their career. This is done to

prevent prospective workers from leaving the Supply Department of PT Indocement Tunggall Prakarsa Tbk.

There are several limitations in this research: First, the scope of the research only focuses on one company, namely the Supply Department of PT Indocement Tunggall Prakarsa Tbk. This means that the research results cannot necessarily be generalized to other companies that have different characteristics. Second, the variables studied only focus on Leadership Style and Work Environment, so other important variables such as employee performance have not been included in the analysis. Third, the research sample is only limited to 67 employees, so the results do not represent the entire consumer population of the Supply Department of PT Indocement Tunggall Prakarsa Tbk. Fourth, data collection uses questionnaires and interviews so that respondent subjectivity is difficult to avoid. Several suggestions for expanding the scope of research include: first, expanding the research area to similar companies so that the results can be generalized. Second, adding work discipline and employee performance variables to the research model. Third, take a larger number of samples, for example all consumers of the Supply Department of PT Indocement Tunggall Prakarsa Tbk. Fourth, data collection does not only use questionnaires and interviews but also direct observation.

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