



Interaction of Leadership Style and Work Environment: Implications for Employee Satisfaction

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Abstract

The objective of this study is to determine how the work environment and the style of leadership affect job satisfaction. Sample penelitian terdiri dari tiga puluh tiga responden. A survey was used as part of the data collecting process, along with samples and SPSS version 21 for analysis and testing. According to the study's findings, workplace environment (H2) and leadership style (H1) both have a significant impact on employee job satisfaction. In addition, work environment (H2) and leadership style (H1) have a simultaneous effect on employee job satisfaction (Y). Its management ramifications give managers and leaders strategic insights to establish a productive workplace environment and implement an appropriate leadership style. Managers need to understand that a supportive, communicative, and collaboration-oriented leadership style can increase employee engagement and satisfaction. In addition, ensuring a comfortable, safe, and productivity-supporting work environment is also an important factor that contributes to job satisfaction. Managers must continue to monitor and evaluate working conditions and provide training for leaders to improve their ability to understand employee needs.

Keywords: Workplace Culture, Leadership Style, Position Satisfaction.

Abstrak

Tujuan dari penelitian ini adalah untuk menentukan bagaimana lingkungan kerja dan gaya kepemimpinan mempengaruhi kepuasan kerja. Sampel penelitian terdiri dari tiga puluh tiga responden. Survei digunakan sebagai bagian dari proses pengumpulan data, bersama dengan sampel dan analisis menggunakan SPSS versi 21. Berdasarkan temuan penelitian, lingkungan kerja (H2) dan gaya kepemimpinan (H1) memiliki dampak signifikan terhadap kepuasan kerja karyawan. Selain itu, lingkungan kerja (H2) dan gaya kepemimpinan (H1) secara simultan berpengaruh terhadap kepuasan kerja karyawan (Y). Implikasi manajerial dari penelitian ini memberikan wawasan strategis bagi para manajer dan pemimpin dalam menciptakan lingkungan kerja yang produktif serta menerapkan gaya kepemimpinan yang sesuai. Manajer perlu memahami bahwa gaya kepemimpinan yang suportif, komunikatif, dan berorientasi pada kolaborasi dapat meningkatkan keterlibatan serta kepuasan karyawan. Selain itu, memastikan lingkungan kerja yang nyaman, aman, dan mendukung produktivitas juga merupakan faktor penting yang berkontribusi terhadap kepuasan kerja. Manajer harus terus memantau dan mengevaluasi kondisi kerja serta memberikan pelatihan bagi para pemimpin agar dapat meningkatkan kemampuan mereka dalam memahami kebutuhan karyawan.

Kata kunci: Budaya Kerja, Gaya Kepemimpinan, dan Kepuasan Jabatan

JEL Classification: M12, J28, O15

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1. Introduction

The business can accommodate its workers' demands well, such as achieving work goals, work environment dynamics, and other elements that help them work, it is called contentment at work. This mindset can be reflected in various things, such as high levels of morale, discipline, and work performance. According to Wibowo (2014) said that a person's Job satisfaction is defined as an individual's general attitude toward their work, which represents the disparity between the amount of gratitude they believe they should receive and the amount they receive from their workplace. Job satisfaction is the state of being content with one's work, and it affects employee attitudes and their work environment.

Effendi (2014) Leadership is an activity of influencing with the ability to convince others to direct the process of achieving predetermined organizational goals. Then according to Hasibuan (2017) stated that: Leadership is the way a leader influences his subordinates to be willing to work together and work productively to achieve organizational goals.

A leader uses his/her leadership approach to influence the actions of others. The behavior of a leader can be influenced by their style of his/her employees. Each style has advantages and disadvantages. Leaders will employ a style of leadership that is appropriate for their skills and personality. In essence, a leader is someone who can empower human resources or other resources inside an organization to accomplish a certain objective, according to Setiawan (2016). To put it another way, strong leaders motivate their followers to make sure that company objectives are achieved.

This is proven by several studies that influence Leadership Style on Employee Job Satisfaction showing the results of the Gap Ini research Putu Rista (2018), Suranti, Leony, Sumarsi, Mariana (2019), M. Akbar, Anisa. S, Tommy, Modziik. P, Rumengan (2021), Nurdin, Tjipto. D, Akhmad (2022), Limpo, Anastasia (2023), stated that the results of the leadership style research had a positive and significant effect on job satisfaction. While Rini. A (2018), Mella. A, Seno. A (2021), Hendri. J (2022), Hendrik (2023) The results of the study showed that leadership style did not have a positive and insignificant effect on employee job satisfaction.

Another factor that the workplace environment is something that a business must take into account when fostering job happiness. According to Darmadi (2020:242), the work environment consists of things that are present around employees and encourage them to fulfill their responsibilities, such as air conditioning and well-lit areas. It is thought that by keeping an eye on the workplace, can increase work enthusiasm. Workers who do their jobs and work must be aware of their workplace since it is one of the elements that may motivate them to perform at their best for the advancement of the company.

Enny (2019) asserts that a person's work environment encompasses everything from the tools in their immediate surroundings to their working methods and arrangements, whether they are done individually or among coworkers or employees It could affect employees' job happiness while they carry out their responsibilities. to get the best possible outcomes. The atmosphere or circumstances surrounding the workplace's location can thus be described as the work environment, according to Kasmir (2018) of rooms, layouts, facilities and infrastructure. Then according to Mahmudah (2019) that everything around employees or having the potential to affect their job happiness while they perform their jobs in order to produce the finest work results is considered the work environment. To improve employee work in a productive manner, the workplace has amenities that assist staff in completing tasks company.

This proves the results of research pertaining to how employee job satisfaction is impacted by the workplace Research Gap Rini. A, Ini Putu Rista, (2018), Dias. A, Intan. P, Suranti, Leony, Mariana (2019), M. Akbar, Anisa. S, Mella. A, Seno. A, Tommy, Modziik. P, Rumengan (2021), Nurdin, Tjipto. D, Hendri. J, Akhmad (2022), Hendrik (2023), that employee job happiness is positively and significantly impacted by the workplace. According to Limpo and Anastasia et al. (2023) and Sumarsi (2019), job satisfaction is not significantly impacted by the work environment.

Hasibuan (2019) said that having a positive emotional attitude and loving one's work are the hallmarks of job happiness. Workplace morale, discipline, and output all reflect this mindset. Work, outdoors work, and a mix of both indoor and outdoor employment are all sources of job satisfaction. Afandi (2017) Positive attitudes of employees, including sentiments and actions appreciate their efforts out of appreciation for getting to one of the goals of their jobs, are known as job satisfaction. important values of their work.

2. Literature Review and Hypothesis

Job satisfaction

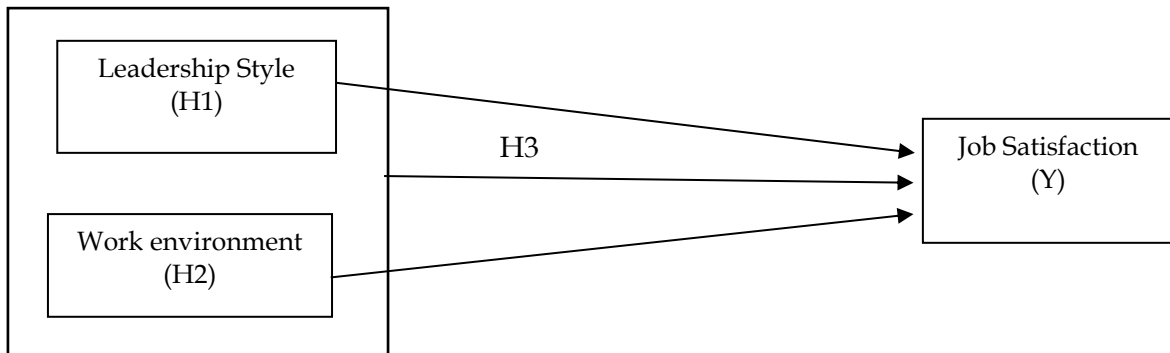
Handoko (2020) defines job satisfaction as an employee's pleasant or unpleasant income regarding their work, this feeling is demonstrated by the worker's positive attitude about their job and all they encounter at work. Job satisfaction, according to Hasibuan (2017), is an emotional attitude that is pleasant and loves one's job. Work morale, discipline, and work performance reflect this perspective. According to Kasmir (2018) stated that: Feelings of delight or pleasure, or enjoying someone both before and after working, are examples of job satisfaction. The reason for this is that the employee Job satisfaction can affect work behavior, such as being diligent, productive, or lazy, or it might be connected to other behaviors that are important to the company.

Leadership Style

Badeni (2017) leadership style is the overall pattern of leader actions explicitly and implicitly. According to Hasibuan (2016) explains that a leader is According to him, leadership is the method by which leaders mold their followers' conduct to encourage cooperation and efficient work toward the organization's objectives. He exemplifies the use of power and leadership to instruct subordinates to finish a portion of their work so that achieve organizational goals. Kartono (2017) defines leadership style as the traits, routines, disposition, attitude, and character that set a leader apart in interacting with others.

Work environment

Enny (2019) The term "work environment" refers to everything that surrounds employees and can affect their job satisfaction and ability to perform their jobs to the best of their abilities. Workplace facilities help employees finish tasks assigned to them in order to enhance employee work in a company. The atmosphere or conditions around the workplace's location, including the rooms, layouts, infrastructure, and working relationships with coworkers, define the work environment, according to Kasmir (2018). Conversely, Edy (2017) asserts that The infrastructure and workspaces surrounding employees that could affect their performance are all included in the work environment the execution of the work.

Framework for Research Concepts**Figure 1. Framework for Research Concepts****Hypothesis for Research****Leadership Style's Effect on Employee Job Satisfaction**

Hasnawati & Muchtar (2021) Leadership style is the capacity of an individual to guide, influence, motivate, and control others or subordinates in order to do a task deliberately and willingly in order to reach a certain objective. Job satisfaction among employees is directly correlated with leadership style. High levels of work excitement can be fostered by a leader's style. A bad leadership style might make employees less satisfied with their jobs. According to studies by Ni Putu (2018), Intan Purnama, Sumarsi, Mariana, Suranti, and Leony (2019), Tommy, Rumengan, Modziik, and M. Akbar (2021), Akhmad, Nurdin, and Tjipto (2022), and Limpo, Anastasia (2023), leadership style has a favorable and noteworthy impact on job satisfaction.

H1: There is an influence of Leadership Style on Job Satisfaction of Bina Dharma Vocational School Employees.

The Impact of the Workplace on Job Contentment

Sedarmayanti (2017) The equipment and supplies used, the surroundings in which one works, one's work techniques, and one's work arrangements, both individually and collectively, make up one's work environment. Employee There is a direct correlation between the work environment and job happiness. While a negative work environment might reduce employee job satisfaction a favorable work environment might boost such satisfaction. Considering earlier studies carried out by Akhmad (2022) and Mariana (2019) Employee job happiness is positively and significantly impacted by the workplace. The study's findings are consistent with Pegi's investigation. P. (2013), Employee job satisfaction is positively and significantly impacted by the work environment, as demonstrated by Rini, A., Ni Putu Rista, (2018), Dias, A., Intan, P., Suranti, Leony, Mariana (2019), M. Akbar, Anisa, S., Mella, A., Seno, A., Tommy, Modziik, P., Rumengan (2021), Nurdin, Tjipto, D., Hendri, J, Akhmad (2022), and Hendrik (2023).

H2: There is an influence of the work environment on the job satisfaction of Bina Dharma Vocational School employees.

The Impact of Workplace Culture and Leadership Style on Job Satisfaction

Good Leadership Style and a Job satisfaction among employees will rise in a conducive work environment. This is reinforced by previous research according to Pegi Plangiten (2013), Ni Putu Rista (2018), Akhmad, Nurdin and Tjipto (2022), Intan Purnama, Mariana (2019), Suranti and Leony (2019), Tommy, Modziik Petter, Rumengan, M. Akbar and Anisa Silvianita (2021) that job satisfaction is directly and favorably impacted by both the work environment and leadership style.

H3: There is an influence of Leadership Style and Work Environment together on Job Satisfaction of Bina Dharma Vocational School Employees

3. Data and Method

Research Object

A variable that is the subject of a study is the object of investigation. This study's focus is on workplace, style of leadership, and Employee Job Satisfaction.

Research methods

The research above may be said that the research technique is a scientific approach to gathering information about a study item with the goal of solving a problem.

Population and Sample

The study's population consisted of all 33 instructors and staff members that worked at SMK Bina Dharma. The study's sample was all employees of SMK Bina Dharma, SMK Bina Dharma has a total of 33 teachers and employees, which allows the research to be conducted comprehensively (census) without the need for sampling techniques. This ensures that the data obtained is more accurate and representative. totaling 33 teachers and employees.

Method of collecting data

The data source utilized in this investigation by gathering information by sending questionnaires to the research subjects to be targeted, namely SMK Bina Dharma employees. In addition, data is also obtained from relevant literature studies from the study.

Data collection technique

The scale that is often used in compiling questionnaires is the interval scale or often called the LIKERT scale.

4. Results

Normality Test

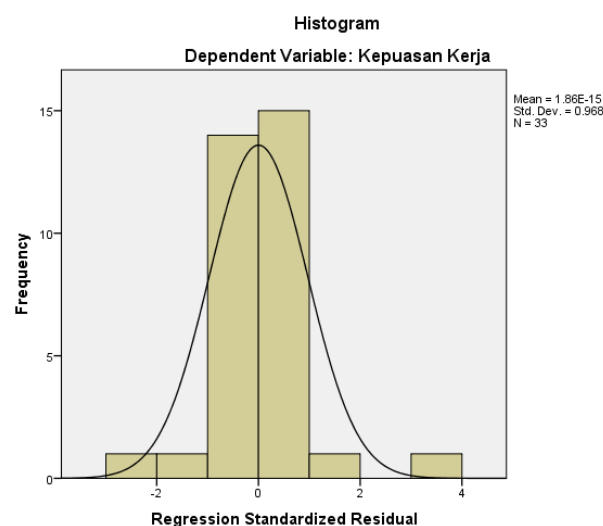


Figure 2. Histogram Graph

Based on the histogram graph display in Figure 4.6, the histogram graph displays a pattern of a normal distribution. This demonstrates that the regression model meets the normality assumption.

Multicollinearity Test

Table 1. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.287	.894		1,439	.160	
	Leadership Style	.316	.109	.321	2,888	.007	.145 6,912
	Work environment	.470	.078	.668	6,010	.000	.145 6,912

Source: Processed Data (2024)

Table 1's data output on the impact of leadership style and work environment on worker job satisfaction shows that tolerance is greater than 0.1 and all VIF values are less than 10, suggesting that there is no multicollinearity, so the multicollinearity test is met.

Heteroscedasticity Test

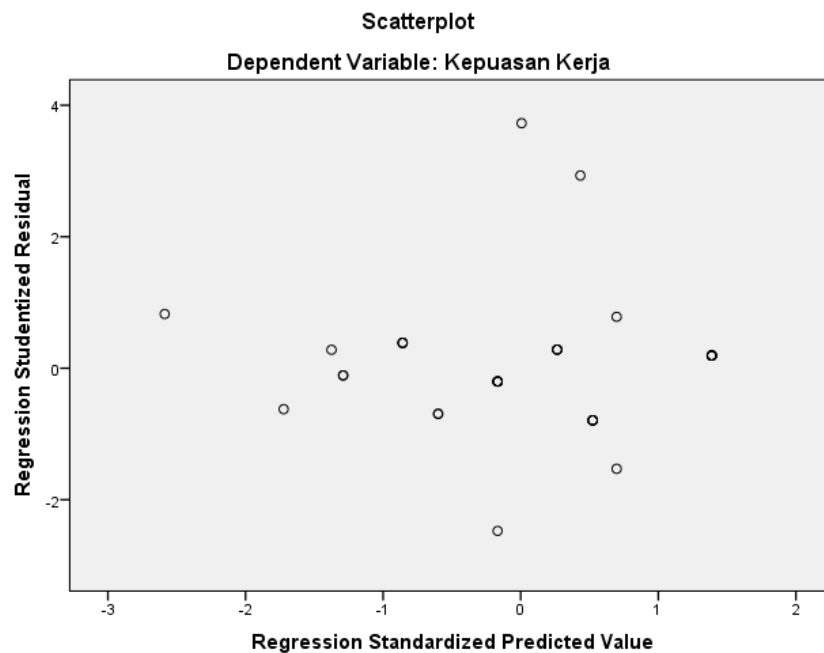


Figure 3. Scatterflot Graph: Employee Satisfaction Variable

It is evident from the accompanying image that there is a distinct pattern and that the points on the Y axis narrow unevenly above and below the number 0. Therefore, since the regression model does not exhibit heteroscedasticity, it is suitable for use.

Multiple Regression Analysis

Table 2. Multiple Regression Test Results

Model	Coefficients ^a			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1	(Constant)	1.287	.894		1,439	.160
	Leadership Style	.316	.109	.321	2.888	.007
	Work environment	.470	.078	.668	6.010	.000

Source: Processed Data (2024)

The constant value (a) of 1.287 According to the table above, employee job satisfaction is 1.287 if the Leadership Style and Work Environment are both equal to 0. If the Leadership Style rises, the coefficient value will be 0.316 by one unit and other variables remain constant, then Employee Job Satisfaction increases by 0.316. If the Leadership Style decreases, then Job Satisfaction decreases. The coefficient value of When the work environment rises, it will be 0.470 by one unit and other variables remain constant, then Employee Job Satisfaction increases by 0.470. If the Work Environment decreases, then Job Satisfaction decreases.

Hypothesis Testing Partial Test (t-Test)

Table 3. Partial Test Results (t-Test)

Model	Unstandardized Coefficients			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1	(Constant)	1.287	.894		1,439	.160
	Leadership Style	.316	.109	.321	2.888	.007
	Work environment	.470	.078	.668	6.010	.000

Source: Processed Data (2024)

The At a significance threshold of 0.007, the Leadership Style variable's (X1) t-value is 2.888. Given the significance threshold of 0.007 < significant probability $\alpha = 0.05$ and the t-value of 2.888 > t-table value of 2.042, H_a is accepted while H_0 is rejected. This indicates that, to a certain degree, job satisfaction is greatly influenced by the leadership style variable.

The t-value The Work Environment variable (X2) is 6.010 at a significance level of 0.000. Because the t-value of 6.010 > 0.05 and the significance criterion of 0.000 < significant probability $\alpha = 0.05$, H_a is accepted and H_0 is denied. t-table value of 2.042. This indicates that the environment variable significantly affects employees to a partial degree Job Satisfaction.

Simultaneous Test (F Test)**Table 4. Simultaneous Test Results (F Test)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105,878	2	52,939	264,642	.000b
	Residual	6.001	30	.200		
	Total	111,879	32			

Source: Processed Data (2024)

The computed F value, with a probability of 0.000, is 264.642 based on the information provided. It is possible to draw the conclusion that the dependent variable is significantly impacted by all independent variables combined, including leadership style and work environment. Job satisfaction among employees because the computed $F 264.642 > F \text{ table } 3.316$ and the probability is less than 0.05. Thus, H_a is accepted and H_o is rejected.

5. Discussion**The Influence of Leadership Style on Job Satisfaction of Bina Dharma Vocational School Employees**

Based on table 3 From the foregoing, it is clear that employee job satisfaction is significantly impacted by leadership style. Job satisfaction among employees is directly correlated with leadership style. High levels of work excitement can be fostered by a leader's style. A bad leadership style might make employees less satisfied with their jobs. This suggests that the kepemimpinan procedures that school officials employ have a direct connection to employee work satisfaction levels. Effective kepemimpinan can increase employee work satisfaction and productivity, while less effective kepemimpinan can decrease employee job satisfaction. Research by Putu (2018), Intan Purnama, Sumarsi, Mariana, Suranti, Leony (2019), Tommy, Rumengan, Modziik, M. Akbar (2021), Akhmad, Nurdin, Tjipto (2022), and Limpo, Anastasia (2023) is consistent with this study's findings. Job satisfaction among employees is significantly impacted by leadership style.

The Influence of Work Environment on Job Satisfaction on Job Satisfaction at SMK Bina Dharma

Table 3 above suggests that employee job satisfaction is significantly impacted by the work environment. Employee job satisfaction is directly correlated with the work environment. An unfavorable work environment can lower employee job satisfaction, whereas a favorable work environment might improve it. job satisfaction. Constructive work environments can increase employees' work output, whereas less conducive Workplaces may encourage productivity and serenity. This demonstrates how social and psychological aspects of the workplace, in addition to physical aspects, influence workers' motivation and job satisfaction. The findings of this investigation align with those of studies carried out by Putu (2018), Hendri Jopana, Akhmad, Nurdin and Tjipto (2022), Dias Alfari, Intan Purnama, Suranti and Leony (2019), Modziik, Mela Astuti, Rumengan, Seno Andri, Tommy, M. Akbar and Anisa Silvianita (2021), Hendrik (2023) showing that employee job satisfaction is positively and significantly impacted by the work environment.

The Influence of Leadership Style and Work Environment on Employee Satisfaction at SMK Bina Dharma

Table 4 above shows that the variables The results of the hypothesis test show that both leadership style and work environment have a significant impact on employee job satisfaction simultaneously. Effective leadership and a healthy work atmosphere will increase employee job satisfaction. This implies that the most important factor in determining the optimal

workplace for workers is the blend of strong leadership and a comfortable workplace. With capable leadership and a helpful team environment, employees consistently feel more valued, motivated, and have higher levels of contentment at work. This aligns with studies carried by Putu Rista (2018), Akhmad, Nurdin and Tjipto (2022), Intan Purnama, Mariana (2019), Suranti and Leony (2019), Tommy, Modziik Petter, Rumengan, M. Akbar and Anisa Silvianita (2021) It demonstrates how both the work environment and the leadership style affect employees' job happiness. However, research conducted in 2024 by Nabilla Rizkya revealed that leadership style and work environment have no discernible impact on employees, contradicts these findings. Satisfaction.

6. Conclusion

From The discussion the following conclusions can be drawn about the impact of leadership style and work environment on employee job satisfaction at SMK Bina Dharma: Employee job satisfaction and leadership style are positively and significantly correlated. This link has an impact on Job satisfaction is significantly impacted by both the work environment and leadership style at the same time of Bina Dharma Vocational School Employees.

Managerial implications

Leaders must implement supportive, communicative, and collaborative leadership and provide a safe, secure, and productive work environment to increase employee motivation, performance, and satisfaction.

Recommendation

Considering the findings and conclusions above, the following suggestions are given: leaders should better understand and comprehend and provide more support to their employees when conducting discussions for a purpose, because if leaders are able to apply the right leadership style and can discuss with subordinates, employee job satisfaction will increase and the company's planned goals will be completed optimally.

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