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THE ROLE OF JOB SATISFACTION AS A MEDIATING INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CLIMATE ON EMPLOYEE PERFORMANCE

ABSTRACT

This study aims to analyze the effect of leadership and organizational Climate on employee performance, with job satisfaction as an intervening variable. The object of this research is PT Restu Sandhika. The sample in this study was determined by the census method using all 87 employees as respondents. The data collection method is a survey method with a questionnaire. The analysis technique used is the inferential analysis technique with Partial Least Square (PLS). The results found that leadership does not directly affect employee performance but has a significant effect on job satisfaction. Meanwhile, organizational Climate has a significant positive effect on employee performance and job satisfaction. In addition, job satisfaction can mediate the relationship between leadership and employee performance but cannot mediate the relationship between organizational Climate and employee performance.

Keywords: leadership, organizational Climate, job satisfaction, employee performance.

JEL Codes: J28, M12, M54, O15

INTRODUCTION

Human Resources (H.R.) needs special attention in a company because of its role in supporting company goals. Good human resource practices will increase the company's ability to attract and retain the best people (Angliawati & Fatimah, 2020). PT Restu Sandhika is a laundry service company. The exciting thing about PT Restu Sandhika is that it has a very wide range of business partners. Good washing results and customer satisfaction

are two measures in assessing employee performance.

In this company, employees are expected to work quickly to complete their work according to the target. However, over the past three years, there have been fluctuations in company performance, where the level of achievement of company performance from 2019 to 2021 averaged only 45.19%. This indicates that the company's performance each year could be more optimal because turnover cannot meet the company's

The problem experienced by the management of PT Restu Sandhika is in employee work behavior, which impacts reducing the quantity and quality of work completion. In this case, the leader becomes an essential factor in directing employees. Leaders who can improve performance can foster employee confidence in their duties. Support from leaders affects employee attitudes. In this case, leaders represent their employees and let employees judge their leaders. The results showed that leadership unites and directs the performance of group members toward achieving organizational goals. This is to the research of Lusigita (2017), Ginatra (2017), Anggreni et al. (2018), Torlak and Kuzey (2019), Paris and Pattiruhu (2020), and Putra et al. (2022), which state that leadership has a positive and significant effect on performance.

In addition to leadership, organizational Climate supports individual performance achievement. Organizational Climate is an employee's view of internal organizational functions such as decision-making and setting rules in the workplace. Organizational Climate can also leave an impression on employees' minds regarding the management of their work unit. This is related to the employee's perception of himself and the effectiveness of other coworkers in carrying out work and tasks. This is to the research of Berberoglu (2018), Putra et al. (2019), Martini and Widyani (2019), Pratama and Pasaribu (2020), and Sugiono et al. (2020), which found that organizational Climate has a significant positive effect on employee performance.

Job satisfaction is also a determining factor in employee performance. Job satisfaction is described as an individual's expression of the employee's level of well-being about his workload and activities. Job satisfaction reflects a person's feelings towards their job. This appears in the positive attitude of employees towards work and everything faced in their work environment. Job satisfaction can be created through the leadership system and organizational Climate, which will impact performance. This is to the research of Dharmanegara et al. (2016), Putra et al. (2019), Martini and Widyani (2019), Badrianto and Ekhsan (2020), and Kurniawati et al. (2021), which convey that increasing job satisfaction felt

by employees will improve individual employee performance.

Initial observations showed a difference in employee work results during the previous and current leadership periods. Other observations show problems in the organizational Climate, namely SOPs that must be appropriately implemented and SOP violations. This problem has an impact on the overall performance of the company. When considering the level of education, the average education level of employees at the junior and senior high school level does not have specific skills related to their work. This causes employees' level of understanding to be very different from different work behaviors. In addition, the imposition of strict rules creates various kinds of conflicts in internal employees.

HYPOTHESIS

Employee Performance

Mangkunegara (2017: 67) explains performance as the result of work, both in quality and quantity, achieved by a person carrying out tasks according to the responsibilities given. Robbins (2015: 260) suggests that there are five indicators of employee performance, namely as follows:

1. Quality of work is the employee's perception of the suitability of the work produced to company standards.
2. Quantity is the amount that can be produced compared to the specified target.
3. Timeliness is the output result of maximizing the time available.
4. Effectiveness is the level of use of organizational resources compared to the output produced.
5. Independence is the ability of employees to carry out their work functions.

Job Satisfaction

Afandi (2018: 74) reveals job satisfaction as a positive attitude that includes feelings and behavior toward his job through an assessment of one of the jobs as a sense of appreciation for achieving one of the important values of work. Robbins and Judge (2016: 18) state that there are

five indicators of job satisfaction:

1. The job itself is an opportunity for employees to accept responsibility and progress.
2. Salary is the amount of money employees receive.
3. Promotion is an opportunity for growth.
4. Supervision is the company's ability to provide technical assistance.
4. Warmth between employees is the interaction between employees in establishing communication.
5. Support is defined as a situation of mutual assistance and support between employees.
6. Conflict is defined as the ability of employees to solve problems in differences of opinion between individuals or groups.

Leadership

According to Sutrisno (2016: 213), leadership is a process of mobilizing others by leading, guiding, and influencing others to do something so that the expected results are achieved. According to Kartono (2014: 159), a person's leadership can be seen and assessed from several indicators as follows:

1. The ability to make decisions is an approach to taking the most appropriate action.
2. The ability to motivate is the driving force that causes a member of the organization to be willing to move his abilities.
3. Communication skills convey messages, ideas, or thoughts to others.
4. The ability to control subordinates is the ability to use position power effectively in the long-term interests of the company.
5. Responsibility is an obligation that must bear, bear responsibility, bear everything or give responsibility and bear the consequences.
6. Emotional control is the leader's ability to control emotions.

Organizational Climate

According to Wirawan (2012: 121), organizational Climate is the quality of the internal environment that is relatively ongoing; organizational Climate is a collection and pattern of work environment that determines the emergence of motivation from organizational members. Indicators of Organizational Climate, according to Darodjat (2015: 85), are as follows:

1. Responsibility is defined as how the implementation of tasks and
2. Achievement of employee results within the company.
3. Individual identity in the organization

means the suitability of employees to carry out their work according to the Standard Operating Procedure (SOP).

Based on this explanation, the following hypothesis is proposed:

- H1: Leadership has a positive and significant effect on employee performance.
- H2: Leadership has a positive and significant effect on job satisfaction.
- H3: Organizational Climate has a positive and significant effect on employee performance.
- H4: Organizational Climate positively and significantly affects employee job satisfaction.
- H5: Job satisfaction has a positive and significant effect on employee performance.
- H6: Job satisfaction mediates the effect of leadership on employee performance.
- H7: Job satisfaction mediates the effect of organizational Climate on employee performance.

METHOD

The research location was conducted at PT Restu Sandhika. The scope of this study includes a discussion of the effect of leadership and organizational Climate on employee performance through job satisfaction. The sample in this study was determined using saturated sampling; the entire population was used as a sample of 87 employees. The data collection method used was a survey using a questionnaire.

Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used is inferential analysis with the Partial Least Square tool.

RESULTS AND DISCUSSION

Table 1. Baseline Effect of Visa Exemption on Exports

Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Climate -> Job Satisfaction	0.165	0.164	0.079	2.083	0.038
Organizational Climate -> Job Performance	0.283	0.290	0.098	2.896	0.004
Leadership -> Job Satisfaction	0.692	0.695	0.061	11.340	0.000
Leadership -> Job Performance	0.216	0.212	0.122	1.770	0.077
Job Satisfaction -> Job Performance	0.417	0.416	0.126	3.318	0.001
MEDIATION EFFECT					
Organizational Climate -> Job Satisfaction -> Job Performance	0.069		0.040	1.716	0.087
Leadership -> Job Satisfaction -> Job Performance	0.289		0.091	3.164	0.002

Effect of Leadership on Employee Performance

Based on the results, the analysis of the effect of leadership on employee performance is obtained statistic (1.770) < table (1.96) with a significance level of 0.077 > 0.05. This means H_1 is rejected, which means that leadership has no significant effect on employee performance at PT Restu Sandhika. The coefficient β_1 of 0.216 indicates that applying better leadership cannot significantly improve employee performance at PT Restu Sandhika.

Leadership describes the relationship between leaders and followers, and the leader's ability to direct his subordinates will determine the extent to which his employees will achieve the leader's goals or expectations. In this study, it was found that leadership had no impact on improving performance. At PT Restu Sandhika, respondents' perceptions related to leadership in the company were excellent. However, there are

still two indicators used that have a value below the average, namely the leader's ability to use power effectively, the leader's communication skills with employees still need to improve, and the leader is still considered not good enough to provide support to employees. This can cause leaders at PT Restu Sandhika not to be able to improve the performance of their employees. This is to the results obtained by Marjaya and Pasaribu (2019), Tulhusnah et al. (2020), and Novitasari and Asbani (2020), who found that leadership had no significant effect on employee performance. However, it is different from the research of Torlak and Kuzey (2019), Paais and Pattiruhu (2020), and Putra et al. (2022), who found that leadership has a significant positive effect on employee performance.

Effect of Leadership on Employee Performance

Based on the results of the analysis of the effect of

leadership on organizational commitment, it is obtained that statistic (11.340) > table (1.96) with a significance level of 0.000 < 0.05. This means

The coefficient β_2 of 0.390 indicates that the better the leadership applied, the more job satisfaction will increase significantly.

Good leadership can be a role model, providing motivation and a sense of comfort for its employees. Good leadership can also create a conducive atmosphere so that employees feel comfortable and cared for. In this study, leadership influences job satisfaction, as indicated by respondents' perceptions regarding their leaders as being in the excellent category. This is because the leader at PT Restu Sandhika can take responsibility and control his emotions so that employees feel satisfied with his leadership. The role of the leader at PT Restu Sandhika is vital to match the desired goals. The tendency of leadership to describe a close relationship with subordinates by being willing to accept subordinate consultations and provide welfare will lead to employee satisfaction at work because they feel like they are considered family, so there is no boundary between subordinates and superiors. Several studies have proven that job satisfaction is influenced by leadership. The results of research by Lusigita (2017), Ginatra (2017), Meng (2019), Paris and Pattiruhu (2020), and An et al. (2020) state that leadership plays a positive and significant role in job satisfaction.

Effect of Organizational Climate on Employee Performance

Based on the results, the analysis of the effect of organizational Climate on employee performance, statistic (2.896) > table (1.96) with a significance level of 0.004 < 0.05. This means h_3 is accepted, which means that the organizational Climate has a positive but insignificant effect on the performance of employees of PT Restu Sandhika. The coefficient β_3 of 0.283 indicates that the relationship is unidirectional; a better climate can significantly improve employee performance.

Organizational Climate refers to sharing the perceptions, feelings and attitudes of

h_2 is accepted, which means that leadership significantly positively affects job satisfaction in PT Restu Sandhika employees.

organizational members about the essential elements of the organization that reflect the norms, values, and attitudes of organizational culture and influence individual behavior either positively or negatively. An organizational climate must be created in a company as well as possible to achieve the best employee performance. At PT Restu Sandhika, the state of the organizational environment reflected in the organizational Climate is in a suitable category. This is created because every employee is always willing to help each other and provide support between employees, and conflicts that occur in the company can always be adequately resolved. This organizational Climate can generate work motivation and focus on reasonable perceptions that can be assessed and ultimately directly influence employee performance.

This is in accordance with the results of research conducted by Berberoglu (2018), Putra et al. (2019), Martini and Widayani (2019), Pratama and Pasaribu (2020), and Sugiono et al. (2020), which found that the organizational Climate has a positive and significant effect on performance, where the organizational Climate is able to improve employee performance.

Effect of Organizational Climate on Job Satisfaction

Based on the results of the analysis of the effect of organizational Climate on employee commitment, the obtained statistic (2.083) > table (1.96) with a significance level of 0.038 < 0.05. This means h_4 is accepted. This explains that organizational Climate has a significant positive effect on job satisfaction among employees of PT Restu Sandhika. The coefficient β_4 of 0.165 indicates that the better the organizational Climate, the more employee job satisfaction will increase. Organizational Climate is the quality of an organization's internal environment that is relatively ongoing, experienced by members of the organization, influences their behavior and can be described in terms of a set of characteristics or properties of the organization.

The organizational Climate will create a pleasant working atmosphere. In this study, the Climate at PT Restu Sandhika is good. This is because the relationship between employees is good. A positive organizational climate will encourage employees to interact with each other, establish cooperation between sections, and minimize obstacles that may exist in the organization so that a feeling of pleasure will be created in the minds of employees and ultimately create a sense of satisfaction in employees.

Some studies say that organizational Climate influences job satisfaction. Research by Damar et al. (2017), Pecino et al. (2019), Pratama and Pasaribu (2020), Sugiono et al. (2020), and Pratama (2020) state that organizational Climate has a positive and significant effect on job satisfaction.

Effect of Job Satisfaction on Employee Performance

Based on the results, the analysis of the effect of employee commitment on employee performance, is obtained count $(3.318) > \text{statistic } (1.96)$ with a significance level of $0.001 < 0.05$. This means H_5 is accepted, which means that job satisfaction has a significant positive effect on the performance of employees of PT Restu Sandhika. The coefficient β_5 of 0.417 indicates that the higher satisfaction felt by the employee will improve employee performance.

Job satisfaction can not only be understood from the physical aspect of the job itself but also from the non-physical side. Job satisfaction is related to the physicality of carrying out their work tasks, the conditions of their work environment, their interactions with their coworkers, and the relationship system between them. Positive emotional feelings from within employees caused by internal and external factors will cause these employees to work well. In this study, job satisfaction was able to improve performance. This means that, on average, employees at PT Restu Sandhika have a good level of satisfaction, mainly because the tasks given are based on their abilities, which have the highest value. Only one point is in the category of good enough, namely the level of satisfaction with salary. However, this can be balanced with

management's ability to build relationships with their employees because a person's emotional feelings significantly impact one's behavior in action. The satisfaction felt because what is expected is what is obtained will directly encourage the employee to work and achieve company goals.

Research conducted by Dharmanegara et al. (2016), Putra et al. (2019), Martini and Widyani (2019), Badrianto and Ekhsan (2020), Kurniawati et al. (2021) state that job satisfaction has a positive and significant effect on employee performance.

The Role of Job Satisfaction in Mediating the Effect of Leadership on Employee Performance

Based on the results and the analysis of the effect of leadership on employee performance through the mediating role of satisfaction variables, it can be explained that the relationship between leadership and job satisfaction is significant, as is the relationship between satisfaction and performance. In addition, the direct relationship between leadership and employee performance without going through job satisfaction shows a significant effect, so it can be concluded that organizational commitment is partially mediated.

Performance is the result of employee work produced during a specific period. In this case, employees will get good results when encouraged to work better. In this study, leadership influences employee performance through job satisfaction. This means that the leader at PT Restu Sandhika has become a leader who provides a sense of satisfaction to his employees to increase the work of his employees. This is formed by a good relationship between superiors and subordinates, where the leader can motivate and direct so that coordination and communication are perfect and impact employees' willingness to work optimally. So that employees feel able to complete work according to company quality standards, work effectively and efficiently to support company performance, and complete work according to the targets set by the company. These results are based on research by Lusigita (2017), Ginatra (2017), and Paris and Pattiruhu (2020), which state that job satisfaction can mediate the relationship between leadership and employee performance.

The Role of Job Satisfaction in Mediating the Effect of Organizational Climate on Employee Performance

Based on the results, the analysis of the effect of organizational Climate on employee performance through the mediating role of job satisfaction variables, it can be explained that the relationship between organizational Climate and job satisfaction has a significant relationship, as well as the relationship between job satisfaction and performance is also significant. In addition, the direct relationship between organizational Climate and employee performance without going through job satisfaction shows a significant effect, so it can be concluded that organizational commitment is a perfect mediation.

Performance cannot stand alone; it relates to job satisfaction and organizational Climate. In this study, job satisfaction could not mediate the effect of organizational Climate on employee performance. This means that at PT Restu Sandhika, the Climate that occurs is already in a suitable category for supporting the performance of each employee. The organizational Climate in this company directly impacts employee behavior because of the relationship between employees, which has been well established, and every problem can be adequately solved through intervention from the leadership. This causes the Climate at PT Restu Sandhika always to be controlled. This is different from the case in Pratama and Pasaribu's research (2020), Sugiono et al. (2020), and Pratama (2020), which state that satisfaction can mediate the relationship between organizational Climate and performance.

CONCLUSION

This research contributes to existing theories because it claims that the relationship between leadership and employee performance indirectly affects job satisfaction. The organizational Climate does not require organizational commitment as a mediator between these relationships. This research can prove the relationship between leadership variables, organizational Climate, job

satisfaction and employee performance, which is expected to contribute to the development of science, especially in human resource management. However, the results of this study can only be generalized to other industries and are only quantitative with further deepening the antecedents like experimental research.

To the management at PT Restu Sandhika, it is hoped that it can improve the relationship between leaders and employees, which can be focused on the effective use of power through the management function, namely controlling so that better control can produce the best performance. In addition, it is also expected to create a more conducive work climate to improve employee performance. This can be done by communicating with employees, especially regarding work implementation based on the SOP. This can be done through discussion and evaluation of problems found to encourage employees' willingness to work better and conduct training to improve target achievement. The management of PT Restu Sandhika is also expected to be considered properly and correctly related to employee satisfaction. This is focused on employee satisfaction with salary by providing information and understanding to employees on performance appraisals conducted by management, which are used as a measure of salaries.

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