

The Influence of Work Motivation, Organizational Climate and Leadership Style on Employee Job Satisfaction at PT. XYZ

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ABSTRACT

This study aims to analyze the direct and positive influence of work motivation, organizational climate, and leadership style on employee job satisfaction, both partially and simultaneously. The research design used was descriptive and verificative. The sampling method used is a saturated sampling method, with a total of 40 respondents. The subject of this study was an employee of PT XYZ. The object of this study is work motivation, organizational climate, leadership style, and employee job satisfaction. The tools used are path analysis, multiple correlation analysis, coefficient of determination analysis and hypothesis testing with F test and t test. The results showed that work motivation, organizational climate, and leadership style on employee job satisfaction had a direct and positive influence both partially and simultaneously. If the company wants to have a high level of job satisfaction, employees must be given a boost in the form of motivation, a comfortable, supportive, and fulfilling organizational climate and have leaders who have an effective leadership style in accordance with employee needs. This research can be useful as advice and more understanding, to apply an effective leadership style it will play a good role for work motivation, organizational climate and employee job satisfaction.

Keywords: *Work Motivation, Organizational Climate, Leadership Style, Employee Job Satisfaction*

1. INTRODUCTION

Human Resources (HR) is the main asset for all companies, therefore quality human resources are needed. Meanwhile, according to Febriany, et al (2021: 33), in his research stated that the progress of a company is supported by its resources, if managed properly it can have a positive impact on the company. Conversely, if the management is not good, it will have a negative impact such as lack of enthusiasm at work so that finally a feeling of dissatisfaction with work arises within the employee. This issue is a challenge for all companies, including PT XYZ, which produces ice cubes in the form of blocks and tubes. This company distributes its products through branch offices spread across several areas of West Java.

PT XYZ to this day still remains market leader in West java. This is according to the company to continue to provide quality, innovative and competitive products and services as well as optimizing the resources owned by the company so that it can become market leader in Indonesia. This commitment is a joint commitment including to PT XYZ. In practice it is not easy to manage the resources that are owned, because the company must provide a sense of satisfaction to employees at work. Employee job satisfaction is an evaluation for an employee and the company. According to Hasibuan (2013), employee job satisfaction can be measured through Labour Turnover (LTO) employee. The following table shows the employee turnover rate in 2021.

Table 1. Employee Entry and Exit Rate Data for 2021

Year	Initial Total Employees	Get out	Enter	Final Total Employees	Turnover (%)
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2019	0	0	0	0	0
2020	0	0	0	0	0
2021	40	5	5	40	13

Source: PT XYZ, 2022

Based on Table 1. the percentage level can be calculated turnover employees at PT XYZ by using the formula Labour Turnover as follows: (Source: Hasibuan, 2010:118)

$$\text{Turnover} = \frac{\text{Number of Employees Leaving}}{\text{Number of Employees End of Year}} \times 100\%$$

$$\text{Turnover Year 2021} = \frac{5}{40} \times 100\% = 0,125 (13\%)$$

The results of calculating the percentage turnover rate for PT XYZ employees in 2021 show that the turnover rate is 13%. The turnover rate that occurs is included in the high category. According to Supriyanto and Machfudz (2010), the turnover rate is high when a company's turnover rate in a year exceeds 10%. Likewise, PT XYZ ideally applies an average annual turnover of 10%.

From the results of interviews and discussions with HR and General Supervision of PT and leadership style so that many employees feel dissatisfied at work, because employees often complain and feel dissatisfied with their work, which causes turnover.

According to Hasibuan (2013:202), indicators of job satisfaction include discipline, work enthusiasm and turnover. Discipline can be seen from the level of absence. The high level of employee absenteeism indicates a sense of dissatisfaction with their work. So employees choose to be absent from work. However, PT The following is Table 2 PT XYZ Attendance Data for 2021.

Table 2. Employee Attendance Data in 2021

Moon	Number of Employees (People)	Weekdays (Days)	Attendance Should (Days)	Actual Attendance (Days)	Number of Attendance (Days)	Attendance Rate (%)
	(1)	(2)	(1)x(2)=(3)	(3)-(5)=(4)	(5)	(5):[(1)x(2)]
January	40	25	1.000	972	28	3
February	40	23	920	884	36	4
March	40	26	1.040	1.002	38	4
April	40	26	1.040	1.004	36	4
May	40	22	880	846	34	4
June	40	25	1.000	1.000	0	0
July	40	26	1.040	1.040	0	0
Agust	40	24	960	960	0	0
September	40	22	880	866	14	2
October	40	21	840	819	21	3
November	40	23	920	887	33	4
December	40	23	920	904	16	2

Total	480	286	11.440	11.184	256	30
Average	40	24	953	932	21	3

Source: PT XYZ, 2022

Based on Table 2, it can be seen that the average percentage of employee absences reached 3%, which can be said to be high based on the tolerance limit applied by the company for absences of 1.5%. In line with Sanjaya (2015:45), an average absenteeism rate of 2% to 3% in one month is still categorized as good, but if it is more than 3% then the company is categorized as having poor discipline. The highest absenteeism rate occurred in February, March, April, May and November, namely 4%. The lowest absenteeism rates occurred in June, July and August because no employees were absent. A high level of absenteeism indicates a low sense of employee discipline. Employees who are often absent from work will think about leaving the company.

Low levels of absenteeism can be caused by a lack of work motivation that arises within employees or encouragement from fellow workers. According to Robbins and Judge (2016: 128), there are five factors that can influence work motivation, namely psychological, security, social, appreciation and self-actualization. To fulfill psychological factors, material things in the form of money are needed to meet life's needs. This money is obtained from salaries and compensation provided by the company. If the salary and compensation provided by the company are sufficient, employee satisfaction at work will increase and they will be more motivated to work well. The following is Table 3 of PT XYZ employee compensation data.

Table 3. Employee Compensation Data for 2021

Department	Salary	Compensation		
		Allowances		
		BPJS Kesehatan	Transpot	THR
Non Operational				
Manager	✓	✓	✓	✓
Assistant Finance and General Manager	✓	✓	✓	✓
HR and General Supervision	✓	✓	✓	✓
Financial Supervision	✓	✓	-	✓
Sales Supervision	✓	✓	-	✓
Financial staff	✓	✓	-	✓
Billing Staff	✓	✓	-	✓
Operational				
Production Supervision	✓	✓	-	✓
Distribution staff	✓	✓	-	✓
Production Administration Staff	✓	✓	-	✓
Machine operator	✓	✓	-	✓
Operator Derek	✓	✓	-	✓
Cashier	✓	✓	-	✓
Production Maintenance	✓	✓	-	✓
Distribution Es Tube	✓	✓	-	✓
Steward's Assistant	✓	✓	-	✓

Helmsman ✓ ✓ - ✓

Source: PT XYZ, 2022

Based on Table 3, an employee receives salary and benefits. The salaries given to PT XYZ employees follow the Decree of the Governor of West Java Number; 561/Kep.774-Yanbangsos/2020, namely IDR 2,530,182.63.- because geographically it is included in Sukabumi City. Meanwhile, the benefits obtained include BPJS health benefits and Holiday Allowances (THR). This difference in transportation allowances is based on the results of interviews in the HR and General Supervision section on December 1 2022 which are only given to Managers, Assistant Managers, and HR and General Supervision because these positions represent the Sukabumi Sales Office which is required to report monthly sales results, progress and problems. company and attended the invitation of the central leadership based in Bandung. If this happens in the work environment, it will cause problems such as social jealousy between fellow employees and decreased work motivation which will impact their success at work and create an unfavorable organizational climate.

According to Darodjat (2015: 85), organizational climate is something that can be measured in the work environment, both directly and indirectly influencing employees and the work in which they work. The following is table 4 of the results of the initial survey in December 2022 of 30 PT XYZ employees.

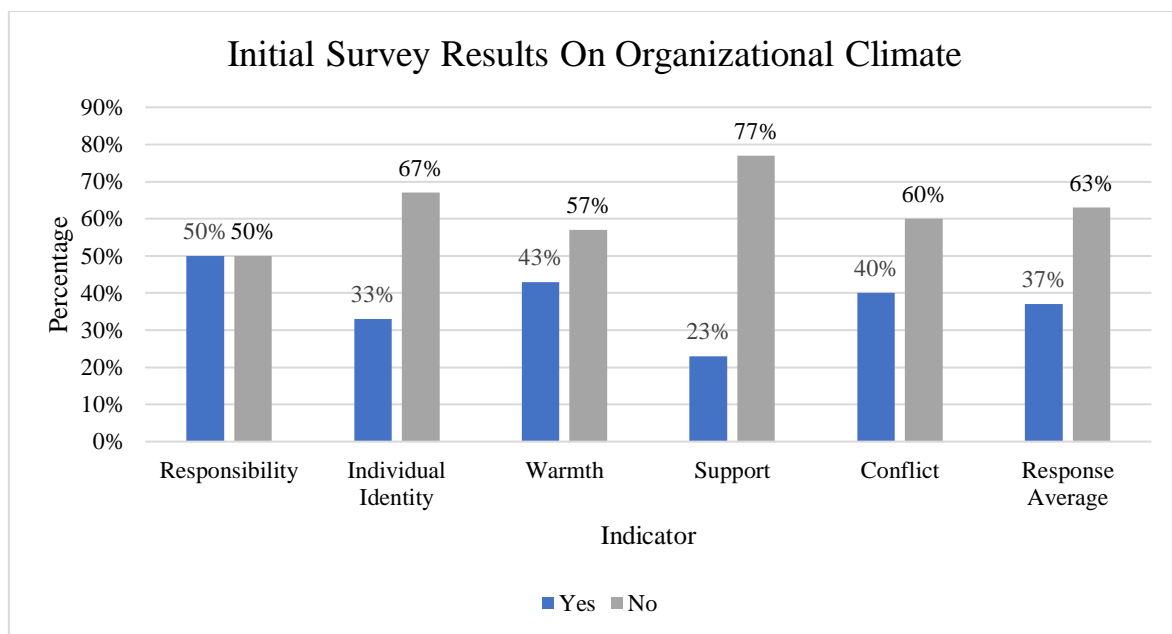
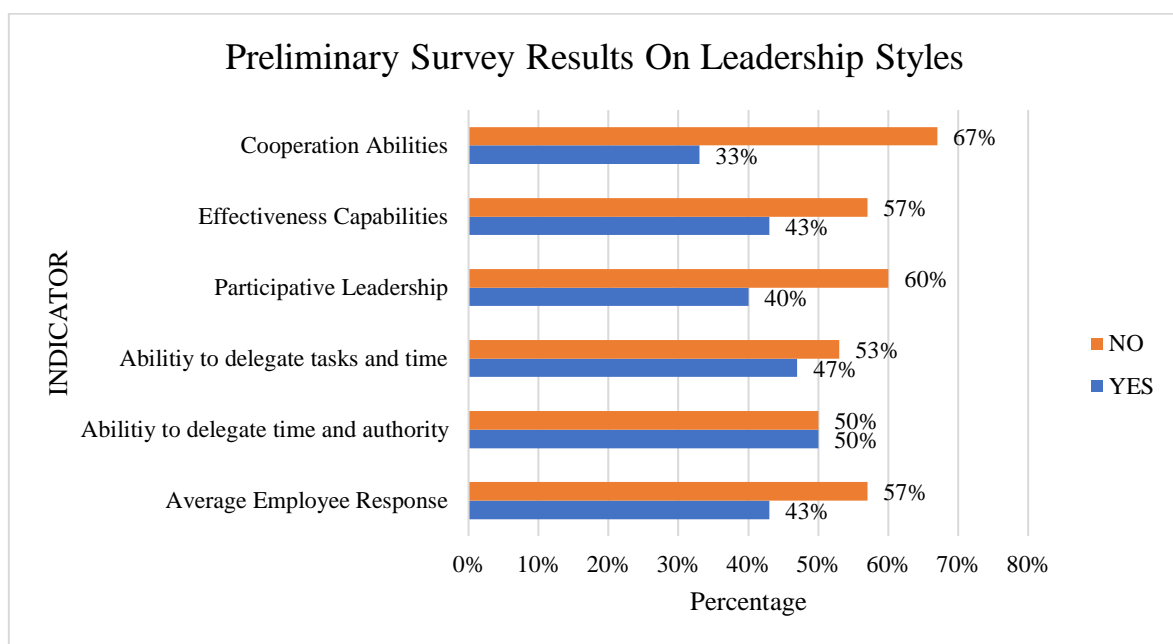


Figure 1. Initial Survey Results on Organizational Climate

Based on Figure 1, it shows that the organizational climate at PT XYZ is still not good and has not created a comfortable organizational climate for employees. It can be seen from the average employee response to the organizational climate variable that 63% of employees stated that the organizational climate in the company was said to not feel a good climate and the remaining 37% stated that the organizational climate in the company was said to feel a good climate. The highest and lowest indicator ratings were found in the support indicator, 77% of employees stated that leaders and fellow employees did not provide support to each other in terms of completing work and the remaining 23% of employees stated that leaders and fellow employees provided support for

each other in terms of completing work. If this still happens in the work environment, a comfortable climate for employees will not be created.

Job satisfaction, motivation, organizational climate depend on a leader. According to Hasibuan (2013:203) one of the factors that influences job satisfaction is leadership attitude. Because leaders as the driving force of an organization play a very important role in creating a work atmosphere that can influence employee behavior. Apart from that, leaders also play a role in encouraging or motivating their employees. Good and bad organizational climate, and whether an employee is satisfied or not at work depends on how the leader is. According to Rivai (2018:27), leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it could also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader. The following is Table 5 of the results of an initial survey in December 2022 of 30 PT XYZ employees.



Source: Pre Research Survey, Processed Data, 2022

Figure 2. Initial Survey Results Regarding Leadership Style

Meanwhile, Figure 2 shows that the leadership style possessed by the leadership of PT XYZ is still low and not optimal in carrying out its functions. It can be seen from the average employee response to the leadership style variable, as many as 57% of employees stated that the leadership style in the company was said to not be running optimally in carrying out its functions and the remaining 43% of employees stated that the leadership style in the company was said to be able to run optimally in carrying out its functions. The highest and lowest indicator ratings were in the collaboration ability indicator, 67% of employees stated that leaders did not always take the time to evaluate their work. and 33% of employees stated that leaders always take time to evaluate work. If this is not done it will have an impact on leadership effectiveness. So that the leadership does not know the situation and conditions in the field. Therefore, it is thought that employee job satisfaction is not achieved because work motivation, organizational climate and leadership style are not optimal in carrying out their functions.

Therefore, it is necessary to conduct research which aims to analyze the direct influence of work motivation, organizational climate and leadership style on the job satisfaction of PT XYZ employees. For companies, this research is useful as consideration in making decisions on policy development and increasing employee job satisfaction. Apart from that, it is hoped that the research results can contribute ideas to other related research.

2. LITERATURE REVIEW

Management is the science and art of managing the process of using human resources and other resources effectively and efficiently to achieve a certain goal (Hasibuan, 2016; Afandi, 2018; Abdullah, 2014). Human resource management is the science and art that regulates the relationships and roles of the workforce so that they are effective and efficient so as to help achieve company, employee and community goals (Hasibuan, 2017; Sunyoto, 2015; Bangun, 2015).

Job satisfaction is an emotional attitude that is fun and loves work, this attitude is manifested in work ethic, discipline and work performance. Satisfied employees will be more productive than dissatisfied employees (Hasibuan, 2013; Robbins and Judge, 2015; Afandi, 2018). Work motivation is a process that explains a person's strength, direction, and persistence in an effort to achieve goals (Robbins and Judge, 2015; Mulyadi, 2018; Sunyoto, 2015).

Organizational climate as something that can be measured in the work environment both directly and indirectly affects employees and their jobs where they work (Darodjat, 2015; Wirawan, 2009; Stringer, 2002). Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader (Rivai, 2018; Busro, 2018; Soekarso, 2015).

Hypothesis Development

Work motivation is very influential for an employee, work motivation given by colleagues and leaders will have a positive impact on employee job satisfaction. Research was conducted by Prasetyo, et al (2020), which proved that work motivation affects employee job satisfaction.

Organizational climate is a series of characteristics of the work environment, which are assessed directly or indirectly by employees which can influence employee behavior, so that employees will feel satisfaction at work if the organizational climate is positive or good. Research was conducted by Azdanal, et al (2021), which proved that organizational climate variables had a positive and significant influence on employee job satisfaction.

Leadership style is a way for a leader to influence the behavior of subordinates which aims to encourage work passion, job satisfaction, and high employee productivity so that the company can achieve maximum goals. The research was conducted by Mukmin and Prasetyo (2021), which proved that the leadership style variable has a significant effect on employee job satisfaction.

Employee job satisfaction is very important in an organization, because if an employee is more satisfied in his job, he will work much better. Job satisfaction is an attitude of employees towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. The work situation is obtained in the organizational climate, the better the climate in a company, the impact on employee job satisfaction. The rewards received at work are found in the work motivation given by the company for the

dedication given by employees to the company, the size of the rewards given to employees depends on the size of the burden and responsibility given, and finally cooperation between employees can be realized how a Leaders can influence their employees to create a sense of cooperation among employees. Based on the research of Adrian and Arianto (2022), which states that the variables of work motivation, organizational climate, and leadership style have a simultaneous influence on employee job satisfaction. Based on expert opinion and research that has been done, the following hypotheses are: 1) It is suspected that there is a direct and positive effect of work motivation on employee job satisfaction (H_1); 2) It is suspected that there is a direct and positive effect of organizational climate on employee job satisfaction (H_2); 3) It is suspected that there is a direct and positive effect of leadership style on employee job satisfaction (H_3); 4) It is suspected that there is a direct and positive effect of work motivation, organizational climate, and leadership style on employee job satisfaction (H_4). While the following frame of mind:

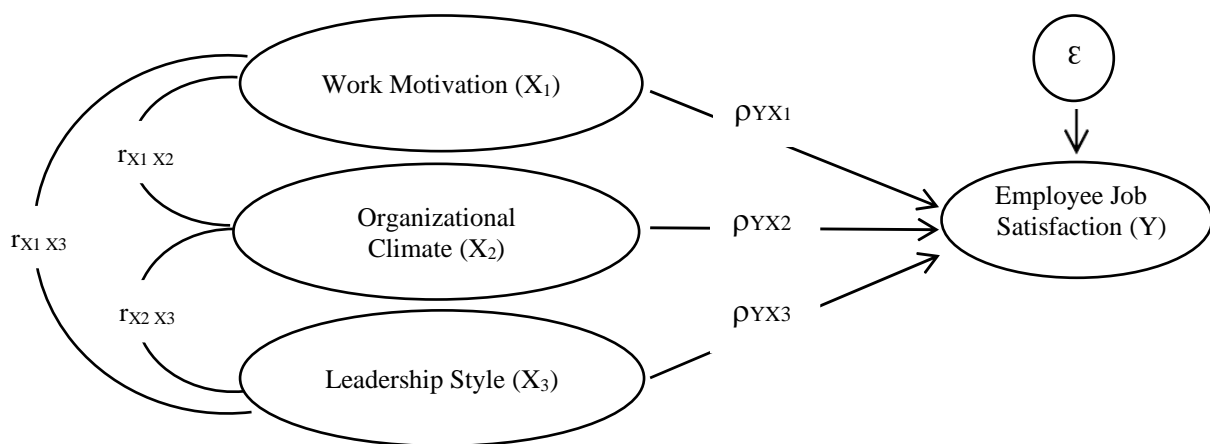


Figure 3. Thinking Framework

3. METHODS

Research Design

Quantitative approach is used to explain the influence of research using variables path analysis, t test, and F test. In accordance with its objectives, this study was designed as research descriptive and verification. The number of samples used in this study were 40 people. According to Sugiyono (2018), technique non probability sampling is a sampling technique that does not provide equal opportunities or opportunities for each member element to be selected as a sample, another term for saturated sampling is census.

Data collection was carried out through: 1) distributing questionnaires based on indicators for each variable; 2) conduct in-depth interviews (indepth interview) to complete the analysis; 3) literature study to obtain secondary data. Questionnaire result data were processed with qualitative and quantitative approaches. This type of questionnaire uses a closed questionnaire with an ordinal scale which is raised to an interval scale using method of successive interval through programs microsoft excel.

Calculations using path analysis by: 1) calculating multiple regression coefficients using a model; 2) calculate the path coefficient with the model; 3) calculate the coefficient of determination; 4) calculate the effect simultaneously and partially. Referring to Sugiyono (2017) testing the hypothesis through the F test with an F value_{table} of 2.870 and the t test with a value of t_{table} 1,697. Calculation of F values and t values with the formula:

$$F = \frac{R^2 / K}{(1 - R^2)(n - K - 1)}$$

Information:

- F : The coefficient F
 R : Correlation coefficient
 n : Number of samples
 K : Number of exogenous variables

$$t = \frac{r(n - 2)}{(1 - r^2)}$$

Information:

- t : t_{hitung} which is then compared with t_{tabel}
 r : correlation coefficient
 r^2 : coefficient of determination
 n : the amount of data or observations

Data Analysis

The validity test is the equation of the data reported by the researcher with the data obtained directly that occurred in the research subjects referring to Sugiyono (2018) the questionnaire statement items are said to be valid at least 0.3 where item total correlation above 0.3 is categorized as a valid item, meanwhile item total correlation below 0.3 is invalid and will be removed from further analysis. The reliability test is related to the degree of consistency or accuracy of the data at certain time intervals. According to Sugiyono (2018), an instrument is said to be reliable if the alpha is 0.6 or more.

The classic assumption test shows that the research model really fulfills the basic assumption requirements in regression analysis, namely: 1) the normality test explains that the model is normally distributed using uji kolmogorov-smirnov refers to Ghozali (2013) where the probability value(sig) kolmogorov-smirnov above 0.05 or statistical data forms a bell curve; 2) the multicollinearity test explains that the model does not find a correlation between the independent variables referring to Ghozali (2013) to detect multicollinearity through tolerance value with a value above 0.05 and variance inflation factor with a value below 5; 3) the heteroscedasticity test explains that variance model is not the same from residual one observation to another is fixed, then the model is good to use referring to Ghozali (2016) testing heteroscedasticity through graphical observations scatterplot between values from the front with the residualsres. The following is the operationalization of variables.

Table 4. Variable Operationalization

Variable	Operational definition	Indicator	Source
Work motivation	Work motivation is a process that explains the strength, direction, and persistence of a person in an effort to achieve goals.	1. Award 2. Life Needs 3. Social Relations 4. Success in Work	Robbins and Judge (2015); Mulyadi Sunyoto (2018); (2015).
Organizational Climate	Organizational climate as something that can be measured in the work environment either directly or indirectly affects employees and	1. Responsibility 2. Individual Identity 3. Warmth 4. Support 5. Conflict	Darodjat (2015); Wirawan (2009); Stringer (2002).

	their jobs where they work.		
Leadership Style	Leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader.	<ol style="list-style-type: none"> 1. Cooperation Ability and Good Relationship 2. Effectiveness Ability 3. Participatory Capability 4. Ability to Delegate Tasks and Time 5. Ability to Delegate Time and Authority 	Rivai (2018); Busro (2018); Soekarso (2015).
Employee Job satisfaction	Job satisfaction is an emotional attitude that is fun and loves work, this attitude is manifested in work ethic, discipline and work performance.	<ol style="list-style-type: none"> 1. Discipline 2. Work Morale 3. Turnover 	Hasibuan (2013); Robbins and Judge (2015); Afandi (2018).

4. RESULTS AND DISCUSSION

PT XYZ is a branch company that distributes products to various areas in Sukabumi Regency. This company has 40 employee members with the majority being male, 95 percent of which shows that the company needs employees who are physically stronger because the majority of jobs are field work. Age 41-50 years by 50 percent this shows that employees are of productive age to work. Employees with high school education are 63 percent, this shows that the work done in this company only requires skill which is not very complex. Length of work <5 years by 33 percent indicates that the majority of employees do not have sufficient experience in doing work and still need training to improve their abilities at work. Recapitulation of employee responses to research variables can be seen in Figure 4.

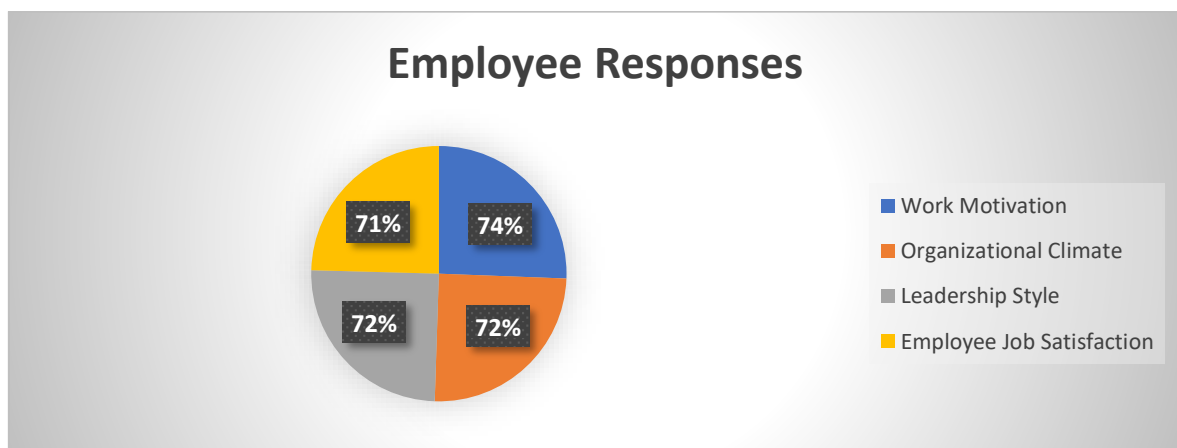


Figure 4. Recapitulation of Employee Responses to Work Motivation, Organizational Climate, Leadership Style and Employee Job Satisfaction
 Source: Processed Data (2023)

Employee responses of 74% stated high work motivation, because work motivation gives encouragement to employees in completing work. 72% stated that the organizational climate was very good, because the work atmosphere provided comfort to employees in achieving the company's goals that had been set. 72% stated that the leadership style was very good, because leadership style can influence employees to complete their work on time. 71% stated that employee job satisfaction is very high, this is because employees feel satisfied and enjoy working with colleagues who are full of responsibility, discipline and provide creative thinking. The results of path analysis can be seen in Table 5.

Table 5. Recapitulation of the Effect of Work Motivation (X_1) Organizational Climate (X_2) and Leadership Style (X_3) on Employee Job Satisfaction (Y)

Variable		Path Coefficient		R ²	Influence		
Exogenous	Endogenous	Partial	Simultaneous		Direct (%)	Indirect (%)	Total (%)
Work motivation		0,191			3,64	1,04	4,69
Organizational Climate	Job Satisfaction	0,360	71,531	0,856	12,96	2,49	15,45
Leadership Style		0,395			15,60	2,58	18,18
Amount					32,2	6,11	38,32

Source: Processed Data (2023)

Processing results with software SPSS 25 followed by manual calculations, the following explanation:

1. Work motivation path coefficient (X_1) on employee job satisfaction (Y) obtained (r_{yx1}) of 0.191 or 3.64 percent is the direct influence weight (Partial) work motivation variable on employee job satisfaction.
2. Organizational climate path coefficient (X_2) on employee job satisfaction (Y) obtained (r_{yx2}) of 0.360 or 12.96 percent is the direct influence weight (Partial) organizational climate variable on employee job satisfaction.
3. Leadership style path coefficient (X_3) on employee job satisfaction (Y) obtained (r_{yx3}) of 0.395 or 15.60 percent is the direct influence weight (Partial) variable leadership style on employee job satisfaction.

The magnitude of the influence of work motivation, organizational climate, and leadership style on employee job satisfaction is shown by the value of the coefficient of determination (R^2) of 0.856 or 85.6 percent. This means that if work motivation is good, the organizational climate is positive, and the leadership style is good, it will increase employee job satisfaction. The remaining 14.4 percent is the effect of other factors not examined (residue). The path coefficient for other factors of 0.379 is obtained through the following calculation:

$$P_{Y\epsilon} = \sqrt{1 - R_{yx}^2} = 0,379$$

The structural equation for the model of the influence of work motivation, organizational climate, and leadership style on employee job satisfaction is obtained: $Y = 0.191 X_1 + 0.360 X_2 + 0.395 X_3 + 0.379$. Model diagrams and path coefficients can be seen in Figure 5.

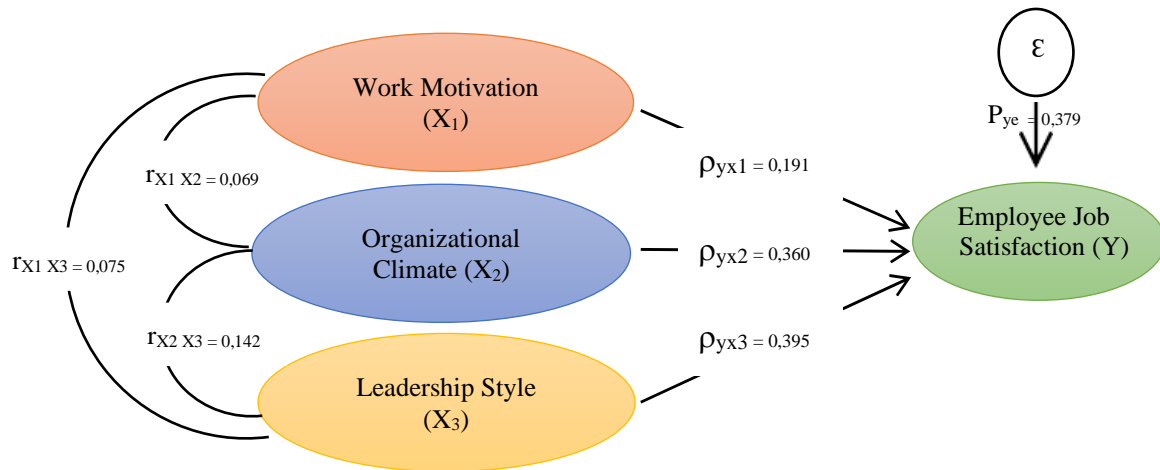


Figure 5. Path Diagram and Coefficient

Hypothesis testing Partial conducted to see the meaning of each variable using the t test. Usually proposed two models of testing the null hypothesis (H_0) and the alternative hypothesis (H_a). So the t-test is used to test the hypothesis accepted or rejected. The results of hypothesis testing can be seen in Table 6.

Table 6. Partial Hypothesis Testing Results

Hypothesis	t _{count}	t _{table}	Sig	Decision	Conclusion
$\rho_{yx1} = 0$	1,704	1,697	0,047	H ₀₁ ditolak	Signifikan
$\rho_{yx2} = 0$	1,864	1,697	0,025	H ₀₂ ditolak	Signifikan
$\rho_{yx3} = 0$	2,632	1,697	0,016	H ₀₃ ditolak	Signifikan

Source: Results of Statistical Data Processing with SPSS Version 25.00, 2023

The t test statistic is used to test the direct effect of exogenous variables on endogenous variables where the results (H_0 accepted/rejected) are determined by the comparison between the t values_{count} with t value_{table} or it can be seen from its significance value:

1. Direct and Positive Effect of Work Motivation on Employee Job Satisfaction
 Value t_{table} obtained from the t table for $\alpha = 0.05$ with degrees of freedom (db) = 40-3-1 = 36 of 1.697. Then t_{count} of 1.704 greater than t_{table} of 1.697 and when viewed from a significance value of 0.047 is smaller than 0.05. Until H_{a1} accepted and H_{01} rejected, meaning that work motivation has a direct positive and significant effect on employee job satisfaction.
2. Direct and Positive Effect of Organizational Climate on Employee Job Satisfaction
 Value t_{table} obtained from the t table for $\alpha = 0.05$ with degrees of freedom (db) = 40-3-1 = 36 of 1.697. Then t_{count} of 1.864 greater than t_{table} of 1.697 and when viewed from a significance value of 0.025 is smaller than 0.05. Until H_{a2} accepted and H_{02} rejected, meaning that organizational climate has a direct positive and significant effect on employee job satisfaction.
3. Direct and Positive Influence of Leadership Style on Employee Job Satisfaction
 Value t_{table} obtained from the t table for $\alpha = 0.05$ with degrees of freedom (db) = 40-3-1 = 36 of 1.697. Then t_{count} of 2.632 greater than t_{table} of 1.697 and when viewed from a significance value of 0.016 it is smaller than 0.05. Until H_{a3} accepted and H_{03} rejected, meaning that the leadership style directly has a positive and significant effect on employee job satisfaction.

Hypothesis testing simultaneous carried out to see the meaning of the variables together using the F test. Two models of testing the null hypothesis are usually proposed (H_0) and the alternative hypothesis (H_a). So the F-test is used to test the hypothesis accepted or rejected. The results of hypothesis testing can be seen in Table 7.

Table 7. Simultaneous Hypothesis Testing Results

Hypothesis	F _{count}	F _{table}	Sig	Decision	Conclusion
$P_{yx} = 0$	71,531	2,870	0,000	H ₀ is rejected	Significant

Source: Results of Statistical Data Processing with SPSS Version 25.00, 2023

The F test statistic is used to test the direct effect of exogenous variables together on endogenous variables where the results (H_0 accepted/rejected) are determined by the comparison between the F values_{count} with F grade_{table} or it can be seen from its significance value:

Direct and Positive Influence of Work Motivation, Organizational Climate, and Leadership Style on Employee Job Satisfaction

Nilai F_{table} obtained from the t table for $\alpha = 0.05$ with degrees of freedom (db) = $40 - 3 - 1 = 36$ of 2.870. Then F_{count} of 71.531 greater than F_{table} of 2.870 and when viewed from a significance value of 0.000 it is less than 0.05. So that H_a is accepted and H_0 rejected, meaning that work motivation, organizational climate, and leadership style directly have a positive and significant effect on employee job satisfaction.

Discussion

Direct and Positive Effect of Work Motivation on Employee Job Satisfaction

High work motivation will encourage employees to feel excited and involved in their tasks. When employees feel motivated, they will feel satisfied at work and more dedicated in carrying out their tasks, increasing work productivity and efficiency. Supported by the research results of Wiraatmaja and Hawignyo (2021) that work motivation has a direct and positive effect on employee job satisfaction. (Rustini and Muslichah, 2022; Rivaldo and Ratnasari, 2020; Meidita, 2019)

Direct and Positive Effect of Organizational Climate on Employee Job Satisfaction

An adequate organizational climate creates a comfortable, supportive, and fulfilling work environment for employees. Factors such as good relations between employees and management, career support and development, positive corporate culture and values, opportunities for participation in decision-making, and recognition and reward fair, all of which contribute to employee job satisfaction. Supported by the results of research by Kesawa et al (2016) that organizational climate has a direct and positive effect on employee job satisfaction. (Mahendra and Subudi, 2020; Dharma, 2019)

Direct and Positive Influence of Leadership Style on Employee Job Satisfaction

An effective leadership style and in accordance with the needs of employees can increase employee job satisfaction. It is important for leaders to understand effective and sufficient leadership styles to achieve employee job satisfaction. Leaders who can adopt a leadership style that motivates, encourages participation, and provides support will create a positive work environment, increase employee job satisfaction, and encourage better productivity and performance in the organization. Supported by the results of Fitrianti and Saragih's research (2020), that leadership style has a direct and positive effect on employee job satisfaction. (Tampubolo, 2021; Harahap and Khair, 2019; Hidayat et al, 2018; Astuti and Iverizkinawati, 2018)

Direct and Positive Influence of Work Motivation, Organizational Climate, and Leadership Style on Employee Job Satisfaction

Overall, work motivation, organizational climate, and leadership style interact and have a mutually reinforcing influence on employee job satisfaction. Employees who are motivated, work in a positive organizational climate, and are led by effective leaders tend to feel more satisfied with their jobs. Organizations that recognize the importance of these factors can create a productive, harmonious and sustainable work environment. Supported by the results of Andriani's research (2022) which shows that work motivation, organizational climate, and leadership style have a direct and positive effect on employee job satisfaction.

Relationship of Motivation with Organizational Climate

Work motivation has a positive relationship with organizational climate. The results of this study are supported by Stringer (2002:122) who says that organizational climate is a collection of environmental patterns that determine employee motivation.

Organizational Climate Relationship with Leadership Style

Organizational climate has a positive relationship with leadership style. The results of this study are supported by Glimer in Mulyadi (2015: 101) which states that organizational climate is a hallmark of a workplace that is formed from the attitudes, behavior, and personality of all employees, including a leader.

Relationship between Leadership Style and Work Motivation

Work motivation has a positive relationship with leadership style. The results of this study are supported by Pinder in Mulyadi (2015: 52) stating that work motivation can arise either from employees or from outside given by a leader who encourages them to start working behavior according to a certain format, direction, intensity, and period of time.

CONCLUSION

Based on the results of research on work motivation, organizational climate, and leadership style on employee job satisfaction, it is positive and significant because work motivation and job satisfaction provide motivation, both from oneself and the leader at work and are supported by a good organizational climate, and having a good leader, then will help employees complete their work. If work motivation, organizational climate, positive leadership style will be directly proportional to employee satisfaction at work. Job satisfaction is created due to fair remuneration or compensation, employee placement, workload, work atmosphere, leader's attitude, and work attitude.

The theoretical implication of this research is that PT XYZ needs to pay attention to employee work motivation by conducting training that can improve employee abilities. PT XYZ needs to improve internal communication, establish good relationships, and create a healthy work environment. PT XYZ needs to improve its leadership effectiveness in giving orders or instructions in carrying out work by setting an example for its employees. PT XYZ must place the right position in accordance with the expertise of employees, work content that is not monotonous, and workload that is in accordance with work volume, norms, and time.

The limitation of this research is that it only uses a relatively small sample (40 respondents) so the results are not optimal and further research can be directed at a larger sample and add variables that influence employee job satisfaction such as fair remuneration, compensation, employee placement, workload, work atmosphere, leader attitudes, and job attitudes.

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