
LOOKING AT THE IMPACTS OF TRANSFORMATIONAL LEADERSHIP SKILLS AND ORGANIZATIONAL CLIMATE ON JOB SATISFACTION AND BUSINESS PERFORMANCE

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Abstract

This research aims to determine the effect of transformational leadership skills and organizational climate on job satisfaction that affects the performance of the business at PT. Inti Jaya Purnama, Central Jakarta, DKI Jakarta. This research employed a quantitative research design with the survey method. The samples are 155 employees chosen using random sampling. Data are analyzed using the structural equation modeling based on Partial Least Squares (PLS-SEM) with the assistance of SmartPLS version 3.0. PLS is used in structural equation modeling based on a standardized coefficient of regression (β) that allows for the simultaneous examination of both the measurement and structural models. The research findings acquired via this approach are subsequently assessed 1) transformational leadership skills on job satisfaction with the value of t observation as much as 10.035 which is bigger than the t_{α} as much as 1.975 with the value of significance as much as 0.000 which is less than 0.05; 2) Organizational climate affects positively and significantly on job satisfaction with the value of t observation as much 4.955 which is bigger than the t_{α} as much as 1.975 with the value of significance as much as 0.000 which is less than 0.05; and 3) job satisfaction has a significant effect on business performance with the value of t observation as much as 22.687 which is bigger than the t_{α} as much as 1.975 with the value of significance as much as 0.000 which is less than 0.05.

Keywords: skill leadership transformational, organizational climate, job satisfaction and business performance

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Introduction

In an organizational context, humans take the lead role as one of the most paramount components. Lack of human involvement in an organization, despite the presence of essential variables, will hinder its function because humans function as the catalyst and primary decision-makers in shaping the trajectory of a company. Therefore, it plays a crucial role for a company in providing constructive advice in pursuing its goals. *PT. Inti Jaya Purnama* is a company engaged in civil and mechanic constructions in making sites and installation, such as storage tanks, building structures, piping, etc. To improve business performance, a company will keep strengthening the management team, modernize the equipment, and serve the customers better through hard work, quality and punch quality awareness, and fair transactions. With the types of business fields including other civil building construction Ytdl, Oil and Gas Installation, other construction installation Ytdl, car retail trade, The retail sales of oil lubricating in stores, the retail sales of various building materials, the retail sector includes the sale of other building material, as well as the provision of retail services through fee-based or contract arrangements.

The company often faces challenges related to its human resources. In organizational settings, leaders play an essential role in promoting the development of a prevailing organizational environment. Related to this, job satisfaction is a determinant factor for employee performance, which refers to the subjective experience of pleasure or discomfort shown by employees in their workplace. According to [Larson and Luthans \(2006\)](#), job satisfaction is a person's happy and positive emotional conditions because of evaluating the job or work experience concerned. The problems faced by *PT Inti Jaya Purnama* employees are related to their level of job satisfaction, which is reflected in various symptoms, including frequent absenteeism, lack of motivation, many complaints, subpar work performance, and low-quality output. These manifestations can be attributed to the company's overall lack of operational performance.

The role of leadership is an essential factor in achieving organizational goals. The effective use of resources remains dependent on proper management, which requires a pivotal role of leadership in overseeing the allocation and use of those resources by designated authorities. Leadership is how leaders influence their subordinates or employees, motivate them to carry out their tasks efficiently, and encourage a collaborative environment.

The importance of leadership integrity has a substantial impact on a company because our country's broader cultures continue to view those in leadership positions. Subordinates tend to imitate the behavior they observe every day. The actions taken by a leader have a direct impact on organizational management practices within the company under their control ([Patadungan & Maming, 2022](#)). Employee commitment and retention can be observed through their hard work and dedication. It can be reflected in their level of job satisfaction because dissatisfied employees may experience a lack of motivation and decreased performance. One of the things that cause employees to be dissatisfied is the organizational climate during the period. Furthermore, the atmosphere in the organization plays an essential role in encouraging employee productivity by creating a conducive work environment, which can cause employee satisfaction to increase in the ongoing work atmosphere ([Dewi & Hasniaty, 2017](#)). The organizational climate is still not good in *PT Inti Jaya Purnama*, and it has become a problem in the business organization. It is due to the work system that is considered quite complicated, leadership factors that lack coordination, and poor communication

between employees and leaders, causing a lack of conducive organizational climate such as a lack of togetherness between fellow workers.

Literature Review

Transformational leadership skills and indicators

According to Sibali (2012), transformative leadership is a theoretical approach that aims to inspire subordinates to go beyond typical performance levels. This leadership style has the potential to increase confidence, thus having a positive impact on their overall performance. Meanwhile, according to Hartiti (2013), transformative leadership is a leadership type that combines charismatic qualities, ideal persuasion, inspirational motivation, intellectual stimulation, and individual attention. Soft skills refer to the ability possessed by a person so that they can effectively manage their personal lives, group dynamics, and social interactions. These skills include interpersonal skills and self-regulation, which are essential for promoting optimal productivity and growth. Coulter (2010) argued that transformative leadership goes beyond charisma because it includes a leader's efforts to cultivate in subordinates the ability to critically evaluate both perspectives that have been established and those supported by the leader.

Therefore, *transformational leadership skill* is the ability possessed by leaders who can inspire their members to achieve maximum work performance. According to Hartiti (2013), transformational leadership skill indicators consist of:

- Charismatic, the charisma concept is considered an innate quality possessed exclusively by exceptional leaders. Charismatic leaders demonstrate their vision, abilities, and skills along with proactive actions within their organizations. As a result, these charismatic individuals become valued figures, examples, and sources for their followers.
- Idealistic influence, the concept of idealistic influence is a set of behaviors that trigger feelings of respect and trust from the individual being led. Idealistic influence refers to taking risks and prioritizing other people's interests while adhering to moral and ethical principles. Embraces a vision and purpose that inspires and encourages individuals to go beyond their interests in pursuit of collective goals.
- Inspirational motivation, a leader's function in motivating workers is reflected in their behavior, which consistently presents challenge, inspiration, and meaning to the work of their subordinates. It is achieved by the leader's ability to provide insight and challenge employees' tasks.
- Intellectual stimulation, a leader who exhibits a particular leadership style consistently encourages new ideas and innovative solutions from individuals under their guidance. In addition, a leader consistently encourages a culture that gives rise to the exploration and implementation of new methodologies in task execution. Leaders play an essential role in promoting innovation by effectively motivating people to nurture their creativity. The leader's intellectual contribution to his subordinates should be centered around efforts to enhance the capabilities of his subordinates.
- Individual consideration is demonstrated by a leader who is consistently associated with active listening skills and demonstrates special achievement-oriented and self-oriented attention from individuals under his guidance. It is manifested by a leader who consistently

demonstrates active listening skills with a special focus on addressing the achievement-related and self-related needs of the individuals under their guidance.

Organizational climate and indicators

Organizational climate has a significant impact on individuals and their work environment (Darodjat, 2015). Organizational climate refers to intrinsic characteristics of the work environment or psychological atmosphere in an organization as seen by the employee (Amelia et al., 2018). In general, it recognized that organizational climate has a significant impact on the attitude and behavior shown by employees about their work. Meanwhile, according to Wulantika and Koswara (2017), the concept of organizational climate refers to a collection of descriptors that describe the unique qualities of an organization and make it different from other organizations. This descriptor contributes to the individual perspective that each member of the company has when viewing and evaluating it. The indicators of organizational climate are:

- Responsibility is the extent to which staff in a company effectively perform assigned activities and achieve results.
- The identity of individuals in the organization is characterized by staff complying with Standard Operating Procedures (SOP) to keep discipline in their work and effectively pursue company goals.
- The warmth between staff refers to the level of interpersonal connection between staff, especially in contributing to the creation of effective communication in the organization.
- Support refers to helping and offering help among employees to create a comfortable atmosphere in the organization.
- Conflict is a phenomenon that can be measured quantitatively and appears when employees involved in problem-solving come from a different point of view possessed by an individual or group (Darodjat, 2015).

Job satisfaction and indicators

Mangkunegara and Prabu (2017) defined job satisfaction as derived from the subjective experience of employees dealing with their work in the whole condition. According to Samsuni (2017), the job satisfaction concept is a broad assessment of a person's attitude towards their work. In other words, when a job is perceived to be enjoyable, it is perceived to contribute to leader satisfaction, and vice versa. Wibowo (2016) stated job satisfaction refers to the broad feelings that individuals have toward their jobs and reflects the difference between expectations and the level of compensation they receive. The conclusion is that job satisfaction is a significant factor that is influenced by individual values, beliefs, and differences in employees' expectations about their rewards.

According to Mangkunegara and Prabu (2017), indicators that affect the level of job satisfaction in this research are:

- Turnover rate, there is a positive correlation between high job satisfaction and low turnover, while employees with low job satisfaction tend to have higher turnover rates.

- Absenteeism rate, employees who experience dissatisfaction are more likely to be absent from their work.
- Career development affects the satisfaction of each employee at work because if a company does not have good career development, the employees will feel dissatisfied.
- Job level, there is a positive correlation between job level and job satisfaction, where employees who show maximum work performance can work more strongly and actively contribute to ideas while showing creativity in their duties and vice versa.

Business Performance and indicators

Business performance refers to the results achieved through the achievement of internal and external goals in a company (Lin et al., 2008). Meanwhile, Santos and Brito (2012) argued that one of the most significant concepts in the field of corporate strategy. This particular idea has great relevance. In addition, business performance refers to the results assessment of the company's actions concerning the stated objectives. Objectives in the strategy development stage of the strategic management process often relate to profitability, market share, and cost reduction, which serve as indicators of the company's success after strategy implementation (Wheelen et al., 2018).

Based on the above definition, the conclusion is that business performance refers to the condition of the company in which operational results are in line with predetermined goals and standards, thus effectively and efficiently measuring the success of the company's strategy. Business performance indicators as proposed by Santos and Brito (2012) consisted of: 1) growing market share, 2) growing assets, 3) growing net revenue, 4) growing net income, and 5) growing employees.

Methodology

Research design, research site, and sample

This research used a quantitative survey approach. This approach has been widely used in research for a long time. The quantitative method is used in this research because of the use of numerical data (Sugiyono, 2011). The variables in this research were transformational leadership skills, organizational climate, job satisfaction, and business performance at *PT Inti Jaya Purnama Objek Central Jakarta, DKI Jakarta*. A population is a group of humans with a special characteristic that is interesting to study. Silaen (2018) stated population is referred to as univum (universe), including living or dead entities. The population in this research was 252 employees of *PT Inti Jaya Purnama, Central Jakarta, DKI Jakarta*. According to Sugiyono (2011), a sample is an essential element of the population's attributes and quantities. Meanwhile, the population size is substantial, and the feasibility of studying the entire population is limited due to factors researchers could use samples taken from the existing community. The sampling technique used a random sample, where every employee of *PT Inti Jaya Purnama Jakarta Central, DKI Jakarta* had the same opportunity as a respondent in this research. The Slovin formula was used to determine the sample:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = number of samples
- e = error tolerance of 5% (0,05)
- N = population
- 1 = constant

$$\begin{aligned} n &= \frac{252}{1 + 252 (0,05)^2} \\ &= \frac{252}{1,63} \\ &= 154,601227 = 155 \end{aligned}$$

Based on the above calculations, 155 employees of *PT. Inti Jaya Purnama Jakarta Pusat, DKI Jakarta* were used as samples.

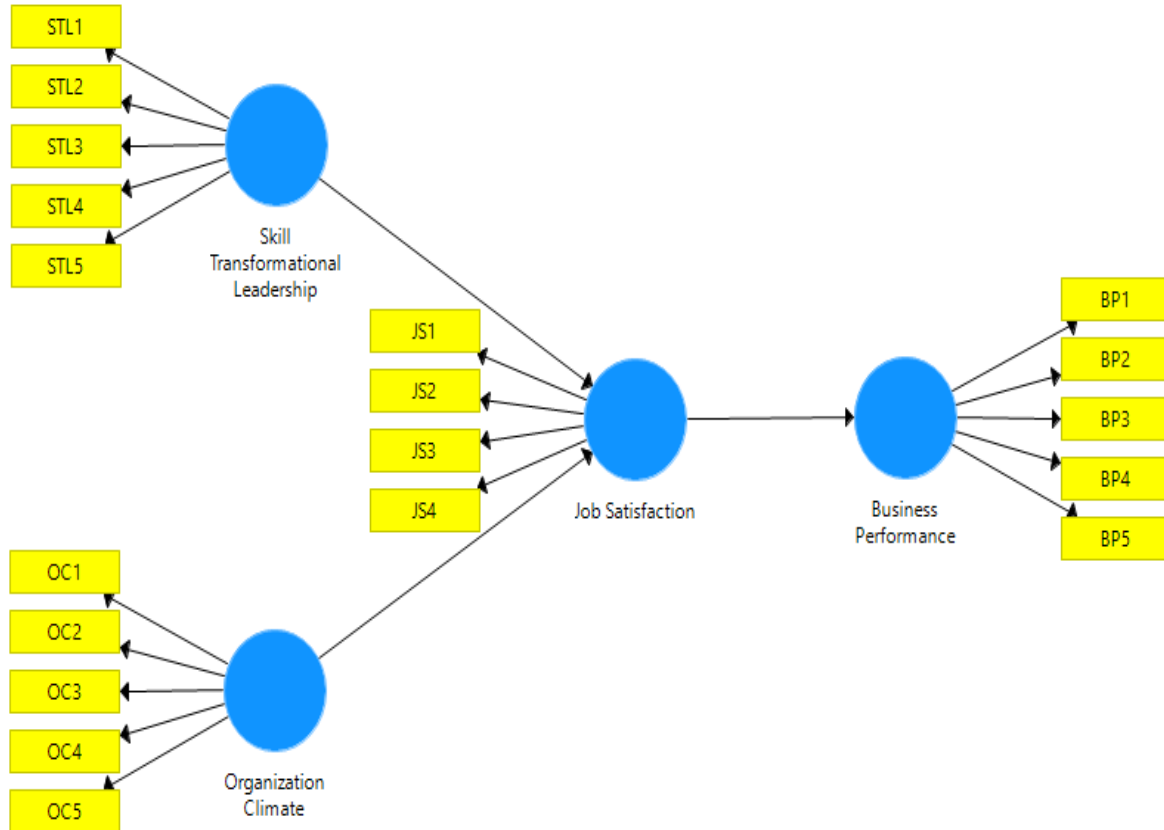
Data collection and analysis

In this research, primary data were used as data derived from respondents using a questionnaire that would be used to explain the impact of transformational leadership skills and organizational climate on job satisfaction, which had an impact on business performance. In this research, the data were collected through a questionnaire. The questionnaire is a means of collecting data through questions given to respondents. In this research, Structural Equation Modeling is based on Partial Least Square with SmartPLS software tool version 3.0. Based on the findings obtained from the collected research data, it is possible to determine and evaluate the effectiveness of the following analytical approaches.

The measurement model serves to connect indicators with their latent variables. Convergence validity can be evaluated by examining the measurement model, specifically by evaluating the correlation between component/point scores and the resulting construct score using the Partial Least Square (PLS) approach. When the correlation between the construct and the indicator reflectively exceeds 0.50, then the indicator has reflected the construct (latent variable) (Purwanti & Chasanah, 2022). Meanwhile, the discriminant validity process is carried out by comparing the average variance extracted (AVE) with a value of > 0.5. The AVE formula is as follows: $AVE = \lambda_i^2 + \text{ivar}(\epsilon_i)$, and the composite reliability value should be > 0.6 (Ghozali, 2008).

The structural model is a model that connects constructs (latent variables). Structural model measurement is assessed with the following conditions: 1) at least the value of $R^2 > 0,19$ (Chin, 1988) with a substantial R^2 value of 0,67; 2) f^2 value of 0,02; 3) Q^2 value > 0; 4) The path coefficient value uses the standard regression coefficient (β) (Purwanti & Chasanah, 2022). The relationship model between variables is as follows:

Figure 1. *Research model*



Hypothesis testing

The bootstrap resampling approach, created by Geisser and Stone, is used for hypothesis testing of parameters β , γ , and λ (Ghozali, 2008). The criteria for acceptance or rejection of the hypothesis can be done by comparing the values of t_0 or t observation with $t\alpha$ or t table as follows (Hartanto & Abdillah, 2015):

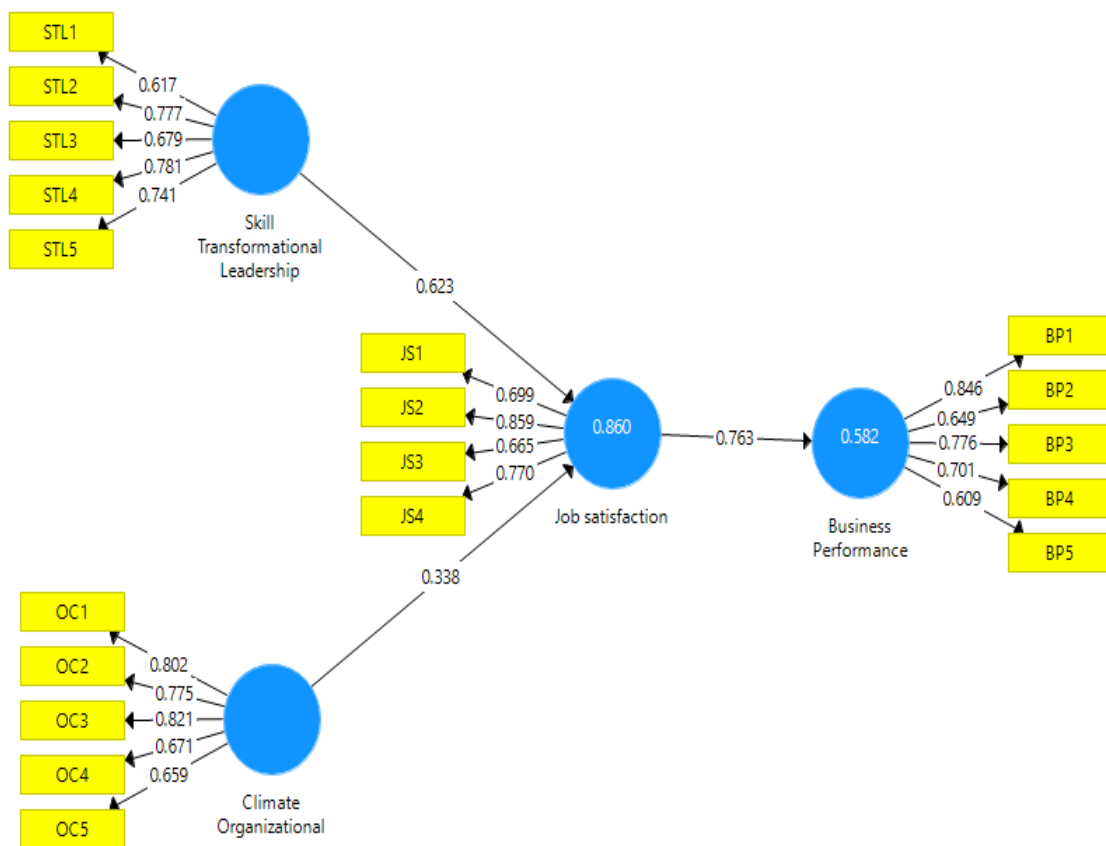
1. If t_0 or t observation $> t\alpha$ or t table, and the significance level $< 0,05$, then H_0 is rejected, and H_1 is accepted.
2. If t_0 or t observation $< t\alpha$ or t table, and the significance level $> 0,05$, then H_0 is accepted and H_1 is rejected.

Findings and Discussion

Outer Model Analysis

Outer model testing is a method to establish the relationship between constructs (latent variables) and their indicators. This process includes evaluating convergent validity, discriminative validity, and reliability. Convergence validity is declared fulfilled when the factor loading value is greater than 0.7. The results show the factor loading value is greater than 0.7 (Ghozali, 2008). Thus, this research has met convergent validity.

Figure 2: *Outer model results*



The AVE value for this model seen in Table 1 is greater than 0.5. Meanwhile, construct reliability is determined using Cronbach's Alpha value and composite reliability, which must be greater than 0.6 (Purwanti & Chasanah, 2022). Table 1 illustrates the results of the loading factor.

Table 1. *Outer loading results for indicator*

	Skill Transformational Leadership	Climate Organizational	Job satisfaction	Business Performance
BP1				0,846
BP2				0,649
BP3				0,776
BP4				0,701
BP5				0,609
JS1			0,699	
JS2			0,859	
JS3			0,665	
JS4			0,770	
OC1		0,802		
OC2		0,775		
OC3		0,821		
OC4		0,671		
OC5		0,659		
STL1	0,617			
STL2	0,777			
STL3	0,679			
STL4	0,781			
STL5	0,741			

Source: Output program Smart PLS. 3,0, 2023

Based on the data in Table 1, the results of testing the outer model of this study showed that the BP5 indicator showed that the lowest known outer model value was 0,609. The outer loading limit, as previously established, was 0,7. During the study period of scale development, it was considered acceptable for a loading of 0,60. Then, the findings showed that the proposed model already meets the requirements of convergent validity, as the outer loading value was already greater than 0,6.

Construct validity and reliability

The data in table 2 show the lowest AVE value of the four variables was 0.520 on the business performance variable. The results showed that the four variables studied met the requirements of discriminant validity because the AVE value was > 0.5. Meanwhile, the Cronbach's Alpha value was above 0.7 for the four variables. Thus, all variables have met the reliability and validity requirements.

Table 2. *Construct validity and reliability*

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Skill Transformational Leadership	0,769	0,783	0,843	0,521
Climate Organizational	0,802	0,812	0,863	0,560
Job satisfaction	0,738	0,740	0,837	0,565
Business Performance	0,767	0,777	0,842	0,520

Source: Output program Smart PLS. 3,0, 2023

Inner Model Testing

Testing the validity of the inner model was done by looking at the path coefficient value and the R square value, as follows:

Table 3. *R square*

	R Square	R Square Adjusted
Job satisfaction	0,860	0,858
Business Performance	0,582	0,579

Source: Output program Smart PLS. 3,0

Based the results of the above calculations, the R squared value for the job satisfaction variable is 0.860, which means that the variability of Job Satisfaction can be explained using the transformational leadership skill variable and the organization climate variable. In other words, the influence of the transformational leadership skill variable and the organization climate variable on job satisfaction is 86% and the remaining 14% is influenced by other variables outside this study. Meanwhile, the squared R-value for the business performance variable is 0.582, which means that the variability of business performance can be explained using job satisfaction. In other words, the job satisfaction variable on business performance is 58.2% and the remaining 41.8% is influenced by other variables outside this research.

Table 4. *Result of inner model testing*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Skill Transformational Leadership -> Job satisfaction	0,623	0,627	0,062	10,035	0,000
Climate Organizational -> Job Satisfaction	0,338	0,335	0,068	4,955	0,000
Job Satisfaction -> Business Performance	0,763	0,769	0,034	22,687	0,000

Based on the above calculation results, the assessment of the structural equation model relationship between variables can be analyzed as follows.

- The path coefficient value for hypothesis 1, namely transformational leadership skill on job satisfaction was obtained at 0.623. It means that when the transformational leadership skill value increases by one unit, the job satisfaction value increases by 0.623.
- The path coefficient value for hypothesis 2 was obtained at 0.338. It means that when the organization’s climate value increases by one unit, the job satisfaction will increase by 0.338.
- The path coefficient value for hypothesis 3 was obtained as 0.763. It means that when the value of job satisfaction increases by one unit, business performance will increase by 0.763.

Hypothesis testing

Hypothesis testing was carried out by comparing the calculated t value with the t table value at a significance level of 5% (0.05). The t table value was obtained with the provisions of the degree of freedom of n-2 or 155-2 = 153 and the α value of 0.05, so the t table value was 1.654. The results of the t value are in the following figure. Hypothesis testing was done using the criteria:

- If the t value > t table, then H0 was rejected, and H1 was accepted.
- If the calculated t value < t table, then H0 was accepted, and H1 was rejected.

Figure 3. Calculated t value

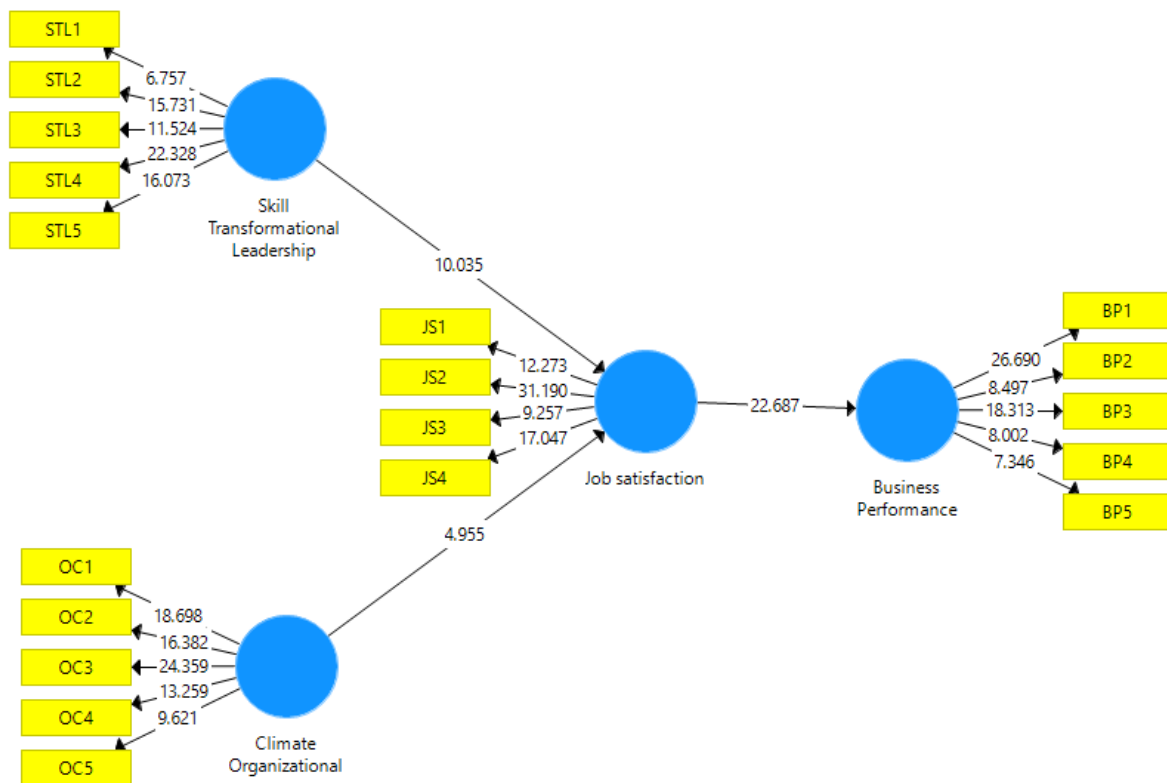


Table 5. *Direct test effect results*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Skill						
Transformational Leadership -> Job satisfaction	0,623	0,627	0,062	10,035	0,000	Accepted
Climate						
Organizational -> Job satisfaction	0,338	0,335	0,068	4,955	0,000	Accepted
Job satisfaction -> Business Performance	0,763	0,769	0,034	22,687	0,000	Accepted

Source: Output Program Smart PLS. 3,0, 2023

The calculated t value was obtained as follows.

Hypothesis 1: Relationship between Skill Transformational Leadership and job satisfaction

- H0: Transformational leadership skills do not significantly affect job satisfaction
- H1: Transformational leadership skill affects job satisfaction significantly

Based on the calculation results, the t value of the transformational leadership skill on job satisfaction was 10.035 > t table 1.654. Thus, H0 was rejected, and H1 was accepted. It means that transformational leadership skill has a significant and positive effect on job satisfaction.

Hypothesis 2: Relationship between Organizational Climate and job satisfaction

- H0: Organizational climate does not significantly affect job satisfaction
- H1: Organizational climate affects job satisfaction significantly

Based on the calculation results, the calculated t value of organizational climate on job satisfaction was 4.995 > t table 1.654. Thus, H0 was rejected, and H1 was accepted. It means that organizational climate has a significant and positive effect on job satisfaction.

Hypothesis 3: Relationship between job satisfaction and Business Performance

- H0: Job satisfaction does not significantly affect business performance
- H1: Job satisfaction affects business performance significantly

Based on the calculation results, the t value from job satisfaction to business performance was 22.687 > t table 1.654. Thus, H0 was rejected, and H1 was accepted. It means that job satisfaction affects business performance significantly and positively.

Conclusion

The conclusions of this research are that transformational leadership skills and organizational climate have a significant and positive effect on job satisfaction at *PT Inti Jaya Purnama Central Jakarta, DKI Jakarta*. Then, job satisfaction has a significant and positive effect on business performance at *PT Inti Jaya Purnama Central Jakarta, DKI Jakarta*. Company leaders are expected to maintain a transformational leadership style to motivate and evaluate all aspects of employee work to provide job satisfaction to employees whose impact can improve the company's business performance.

The company is expected to create a more conducive work atmosphere by increasing the role of leaders who are more responsible for the problems faced by their subordinates to improve a good organizational climate. To increase employee job satisfaction, company leaders should always provide comfort at work, give awards to employees who excel, and give salary increases, bonuses, or rewards for employee work to improve company performance and business performance.

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