

THE INFLUENCE OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION AT PT MEROKE REMAINS JAYA

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Abstract

This study aims to analyze the contributions of Leadership Style (X1) and Work Environment (X2) to Employee Job Satisfaction (Y) at PT Meroke Tetap Jaya, both individually and simultaneously. Employing a quantitative causal-associative approach, the sample size was determined using Cochran's formula, resulting in 96 employee respondents selected via proportionate stratified random sampling. Primary data were collected using a Likert-scale questionnaire. Multiple linear regression analysis yielded the model $Y = 0.236 + 0.311X_1 + 0.317X_2$. Partial tests (t-tests) showed a calculated t-value of 6.800 ($p=0.000 < 0.05$) for Leadership Style and 3.262 ($p=0.002 < 0.05$) for Work Environment, indicating that both independent variables have a positive and significant effect on job satisfaction. The simultaneous test (F-test) resulted in a calculated F-value of 83.580 ($p=0.000 < 0.05$), confirming that leadership and work environment collectively have a significant impact on employee job satisfaction. An Adjusted R-Square value of 0.635 indicates that 63.5% of the variation in job satisfaction can be explained by these two independent variables, while the remaining 36.5% is influenced by variables outside the scope of this study.

Keywords: Leadership Style, Work Environment, Employee Job Satisfaction.

1. Introduction

The mastery of human capital (*human resources*) functions as the main pillar of the continuity and competitive existence of business entities in the midst of uncertain market conditions. The success of employee management is assessed through the level of job satisfaction, where employees who feel that their expectations are met will act more effectively, have a high retention rate, and are committed to encouraging the achievement of the company's vision. However, recent global data projections actually hint at an alarming phenomenon, as noted in the publication *State of the Global Workplace 2024* created by (Gallup, Inc., 2024) noted that employee engagement globally declined from 23% in 2023 to 21% in 2024, a decline that has only occurred twice in the past twelve years, with global productivity losses estimated at US\$438 billion. The decline was mainly driven by a decline in manager engagement, which fell from 30% to 27%, while as many as 41% of employees worldwide reported experiencing high levels of stress in their daily work. Gallup also confirms that managers account for about 70% variance in team



engagement rates, which shows how central the role leadership style plays in shaping employees' work experiences.

A similar phenomenon also occurs at the national level. Reports (LinkedIn, 2024) reports a trend in Indonesia where the frequency of Generation Z employee resignations has jumped 54% compared to Generation Y and X over the past five years, an indication that organizations in Indonesia face significant challenges in retaining productive employees. Various empirical studies have also shown that low job satisfaction is strongly correlated with increased employee turnover intention, as found in studies in the financial services and manufacturing sectors in Indonesia, with the finding that continuous strengthening of job satisfaction is effective in reducing the intensity of labor leaving the organization. This reality underlines that employee satisfaction does not only focus on the mentalistic dimension, but acts as a strategic determinant that has a direct impact on operational resilience, recruitment expenditure burden and sustainability of organizational performance in various industrial sectors, including the manufacturing and agro-industrial sectors in Indonesia.

PT Meroke Tetap Jaya, a business entity that focuses on loading fertilizers and the supply of chemical products for the national agricultural sector, is inseparable from the challenges of human resource management. As a manufacturing company, PT Meroke Tetap Jaya demands a high level of discipline, cross-division coordination, and consistency of performance from its employees, so that leadership aspects and work environment conditions are important determinants for the creation of job satisfaction. In the field, a number of common symptoms that are commonly found in similar manufacturing companies include ineffective two-way information delivery flows between supervisors and employees, decision-making styles that tend to be centralistic, limited space for employee participation in the work process, as well as physical (noise, air circulation, production layout) and non-physical (relations between employees, etc.). social support in the workplace) that has not fully supported optimal work comfort. These symptoms, if left unchecked, have the potential to have various negative consequences, ranging from decreased work motivation, increased absenteeism, to increased employee exit intention, which ultimately burdens the cost of recruitment and retraining.

Studies on the relationship between leadership style, work environment, and job satisfaction have been widely conducted by previous researchers with generally consistent results, although the context of the object and the magnitude of their influence vary. (Agus et al., 2024) found that leadership, communication, and motivation styles have a positive effect on employee job satisfaction, with leadership style as the most dominant factor. (Tarigan et al., 2025) In his research on PT Karunia Global Lestari, it was shown that motivation and communication had a positive effect on job satisfaction, while work stress had a negative effect, and all three simultaneously had a significant effect on employee job satisfaction. (Ritonga & Bahri, 2022) found that work environment and leadership affect employee performance through job satisfaction as a connecting variable, while (Sinambela & Lestari, 2021) emphasizing that leadership and work environment are important determinants of employee performance in service organizations.



The implementation of this study is aimed at resolving various limitations of findings (*research gaps*) from previous publications that evaluate leadership, work area dynamics, and job satisfaction. So far, previous research has generally placed job satisfaction as an intermediate variable (*intervening*) with the main focus on employee performance, in addition to the inconsistency of results related to the influence of the work environment on job satisfaction. In addition, the majority of the literature is still dominated by the service, retail, and government sectors, and often applies *saturated sampling* techniques to small populations that limit the generalization of results. The use of multiple regression models to measure the simultaneous impact of leadership and work atmosphere on employee satisfaction in the domestic fertilizer manufacturing sector is still very rare in the empirical literature.

To answer these limitations, the research on PT Meroke Tetap Jaya is present with three main contributions. First, this study places job satisfaction as the main dependent variable to measure the direct influence more sharply. Second, the study expands the generalization of human resource management theory by presenting new empirical evidence from the agrochemical manufacturing sector that has specific work characteristics, such as high safety demands and cross-shift coordination. Third, this study applies a stronger methodology through the use of Cochran formulas to ensure the determination of a measurable and statistically representative sample.

2. Literature Review

Leadership Style

The concept of leadership style refers to a series of structured actions of leadership figures in guiding, aligning, and triggering employee performance to succeed in the vision and mission of a business entity (Ramadhanti & Iskandar, 2023). In general, leadership style reflects the way a boss communicates, makes decisions, gives direction, and provides support to employees in carrying out their duties. This analysis framework places leadership characteristics as an exogenous factor that triggers the formation of employee viewpoints related to the harmony of professional relationships, leading to high and low job satisfaction of personnel.

Leadership style indicators

According to Kartono in (Patricia et al., 2024) There are several indicators of leadership style, namely:

1. Decision-making ability
2. Responsibilities
3. Communication Skills
4. Motivational ability
5. Ability to control subordinates
6. Ability to control emotions

Work Environment (X2)

The concept of the work environment includes all supporting elements and conditions in the operational area, both in the form of physical and non-physical



dynamics that interact directly with the performance of personnel in completing their obligations. (Sedarmayanti, 2022). Physical dimensions include variables such as lighting capacity, air quality, noise threshold, spatial use, and operational instruments. The non-physical dimension relies on the pattern of communication between colleagues, openness with supervisors, and the psychic atmosphere during activities in the company.

Indicators of the working environment

According to (Soelistya et al., 2021) namely:

1. Work atmosphere
2. Relationships with colleagues
3. Availability of adequate work facilities

Employee Job Satisfaction (Y)

The concept of job satisfaction refers to pleasant psychological conditions and conducive emotional responses of workers, which are manifested from the results of personal analysis of various criteria for tasks carried out such as job content, compensation, promotion, supervision, and relationships with colleagues (Ardianti et al., 2018) Strengthened in recent studies (Tarigan et al., 2025). Job satisfaction is multidimensional and is influenced by both internal factors (personality, expectations) and external factors (leadership, work environment, compensation).

Indicators of job satisfaction

According to (Afandi, 2021), There are several indicators used to measure job satisfaction, including:

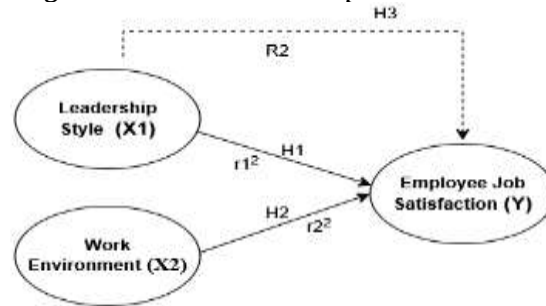
1. The work, field and scope of daily tasks that staff work on can affect their satisfaction at work.
2. Wages, the amount of compensation obtained for the results of work is judged by how fair and sufficient the remuneration is for employees.
3. Supervisors, supervisors who are in charge of providing instructions and work instructions during operations.

Concept Framework

Based on the theoretical study and previous research above, the conceptual framework of this study describes the relationship between leadership style (X1) and work environment (X2) as an independent variable, and employee job satisfaction (Y) as a bound variable, both partially and simultaneously, as presented in the following figure.



Figure 1 Research Concept Framework



Source: Processed author (2026)

Description:

R^2 : Influence of variables X1 and X2 on Y simultaneously
 $r1^2, r2^2$: Influence of variables X1 and X2 on Y partially

Research Hypothesis

- H1: Leadership style has a positive and partially significant effect on employee job satisfaction at PT Meroke Tetap Jaya.
 H2: The work environment has a positive and partially significant effect on employee job satisfaction at PT Meroke Tetap Jaya.
 H3: Leadership style and work environment have a positive and significant effect simultaneously on employee job satisfaction at PT Meroke Tetap Jaya.

3. Research Method

Types and Approaches to Research

The design of this study is oriented towards quantitative analysis in the form of causality, which is intended to measure the comparative impact and logical relationship of the set of *explanatory variables* to the criterion variables (Sugiyono, 2022). This approach was chosen because the study aimed to test the influence of leadership style (X1) and work environment (X2) on employee job satisfaction (Y) through hypothesis testing based on numerical data obtained from questionnaires.

Research Location and Time

This research activity is located at PT Meroke Tetap Jaya, which is located at Jl. Kalianak No. 55, Asem Rowo, Surabaya, East Java. The implementation of the research was carried out within four months, starting from April to July 2026.

Population and Sample

The population in this study is all employees of PT Meroke Tetap Jaya. Given the relatively large and unknown population, the sample size was determined using the Cochran formula, which is commonly used to determine the minimum sample size in a large population with a certain level of confidence and margin of error.

Cochran's formula is as follows:

$$n = \frac{Z^2 \cdot p \cdot q}{e^2}$$

Description:

- n : number of samples
- Z : 95% confidence level = 1.96
- E : error rate = 10% (0.10)
- p : chance of success = 0.50
- Q : Chance of failure = 0.50

Using the formula above, the following calculations are obtained:

$$\begin{aligned} n &= \frac{(1,96)^2 \times (0,5) \times (0,5)}{(0,1)^2} \\ n &= \frac{3,8416 \times 0,25}{0,01} \\ n &= \frac{0,9604}{0,01} \\ n &= 96,04 \end{aligned}$$

Thus, the number of samples in this study was set as 96 employees of PT Meroke Tetap Jaya. The sampling technique used is proportionate stratified random sampling, which is random sampling by taking into account the proportion of employees in each division/department, so that the sample obtained is representative of the overall population structure.

Data Collection Techniques

The main information (primary data) was explored through the delivery of a structured questionnaire with a Likert value range of 1 to 5 (from strongly disagree to strongly agree) to 96 sample subjects. In addition, the provider of supporting data (secondary) utilizes the internal track record of the business entity and the review of academic references in the form of books and journals to strengthen the theoretical basis used.

Data Analysis Techniques

Before further data analysis, all questionnaire instruments were evaluated for accuracy and consistency through validity tests using *Pearson Product Moment* correlation and reliability tests using *Cronbach's Alpha criteria*. After the questionnaire is confirmed to be valid and reliable, classical assumption testing is carried out including normality, multicollinearity, and heteroscedasticity tests to ensure that the resulting regression model is free from deviations and meets the requirements of the *Best Linear Unbiased Estimator* (BLUE).



4. Resultt and Discussion

Validity Test

Table 1 Validity Test Results

Variable	Question Items	r_{count}	r_{table}	Information
Leadership Style (X₁)	X1.1	1,000	0,2006	Valid
	X1.2	0,661	0,2006	Valid
	X1.3	0,644	0,2006	Valid
	X1.4	0,690	0,2006	Valid
	X1.5	0,319	0,2006	Valid
	X1.6	0,612	0,2006	Valid
Work Environment (X₂)	X2.1	0,631	0,2006	Valid
	X2.2	0,684	0,2006	Valid
	X2.3	0,533	0,2006	Valid
Employee Job Satisfaction (Y)	Y.1	0,439	0,2006	Valid
	Y.2	0,594	0,2006	Valid
	Y.3	0,597	0,2006	Valid

Source: SPSS Data Processing Output Results (2026)

Based on the data validity evaluation, all instrument items were deemed valid, as the calculated r-coefficient (r_{calc}) for each item exceeded the critical r-table value of 0.2006 at a 5% significance level ($\alpha=0.05$). Specifically, the correlation values for the Leadership Style variable (X₁) were 1.000 (X1.1), 0.661 (X1.2), 0.644 (X1.3), 0.690 (X1.4), 0.319 (X1.5), and 0.612 (X1.6). For Work Environment (X₂), the obtained figures were 0.631 (X2.1), 0.684 (X2.2), and 0.533 (X2.3). Meanwhile, the Employee Job Satisfaction variable (Y) recorded values of 0.439 (Y.1), 0.594 (Y.2), and 0.597 (Y.3). Since all indicators met the criteria of $r_{\text{calc}} > 0.2006$ with $p < 0.05$, the research instrument is considered valid and suitable for use in the subsequent data processing stage.



Reliability Test

Table 2 Reliability Test Results

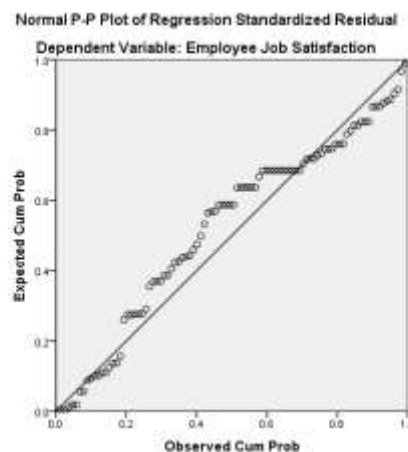
Variable	Cronbach's Alpha	Standard	Information
Leadership Style (X ₁)	0,868	0,60	Reliable
Work Environment (X ₂)	0,879	0,60	Reliable
Employee Job Satisfaction (Y)	0,740	0,60	Reliable

Source: SPSS Data Processing Output Results (2026)

The assessment of instrument reliability indicates a high level of consistency across all variables, with overall Cronbach's Alpha scores exceeding the 0.60 threshold. Reliability parameters were recorded at 0.868 for Leadership Style (X₁), 0.879 for Work Environment (X₂), and 0.740 for Employee Job Satisfaction (Y). Meeting this minimum criterion of 0.60 confirms that the measurement tools employed are highly stable and robust enough for subsequent statistical data analysis.

Classic Assumption Test Normality Test

Figure 1 P-Plot Test Results

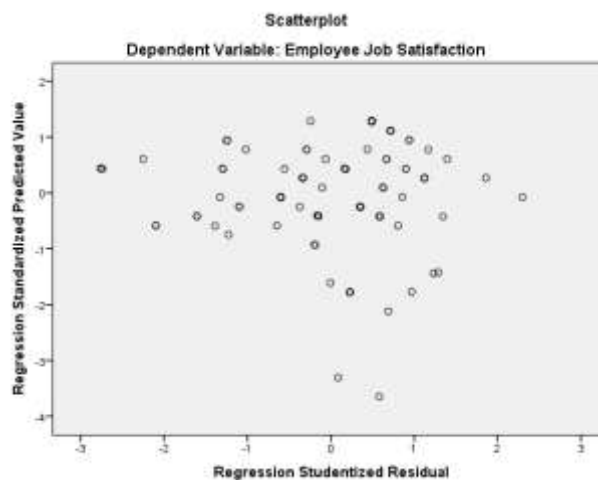


Source: SPSS Data Processing Output Results (2026)

The visible distribution of data patterns along the diagonal line confirms that the residual distribution in the regression model is normal. Therefore, the condition for assuming the normality of the data is stated to be adequately met.

Heterokedasticity Test

Figure 2 Scatterplot Test Results



Source: SPSS Data Processing Output Results (2026)

The absence of a regular pattern and a certain order in the distribution of data points indicates that the residual regression model is homoskedastic (free from the issue of heteroscedasticity). This strengthens the feasibility of the model to be applied in the regression estimation stage.

Multicollinearity Test

Figure 3 Multicollinearity Test

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.524	1.910
	Work Environment	.524	1.910

a. Dependent Variable: Employee Job Satisfaction

Source: SPSS Data Processing Output Results (2026)

Meeting the tolerance threshold of greater than 0.10, accompanied by VIF scores below 10.00 for each explanatory variable, confirms the absence of perfect correlation (multicollinearity) in the model. Therefore, this regression framework is confirmed to satisfy statistical testing requirements.

Multiple Linear Regression Test

Figure 4 Multiple Linear Regression test results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.236	.957		.247	.805
	Leadership Style	.311	.046	.583	6.800	.000
	Work Environment	.317	.097	.280	3.262	.002

a. Dependent Variable: Employee Job Satisfaction

Source: SPSS Data Processing Output Results (2026)

Referring to the results of the multiple linear regression estimation in the *Coefficients* table above, the mathematical equations formed are:

$$Y = 0,236 + 0,311X_1 + 0,317X_2$$

The interpretation of the regression model can be explained as follows:

1. Constant Value (a) = 0.236

The constant value of 0.236 indicates that if the variables Leadership Style (X₁) and Work Environment (X₂) are assumed to be constant or zero, the value of Employee Job Satisfaction (Y) is predicted to be at a level of 0.236 units.

2. Regression coefficient for Leadership Style (X₁) = 0.311

A positive regression coefficient of 0.311 indicates a positive relationship. This means that for every one-unit increase in Leadership Style (X₁), the level of Employee Job Satisfaction (Y) increases by 0.311 units, assuming the Work Environment variable remains constant. The reverse also holds true.

3. Work Environment (X₂) Regression Coefficient = 0.317

A positive coefficient of 0.317 indicates that a one-unit increase in the Work Environment factor (X₂) leads to a 0.317-unit increase in Employee Job Satisfaction (Y), assuming the Leadership Style variable remains constant.

Uji Hypothesis

F test (simultaneous)

Figure 5 F Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	321.847	2	160.923	83.580	.000 ^b
	Residual	179.060	93	1.925		
	Total	500.906	95			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), Work Environment, Leadership Style

Source: SPSS Data Processing Output Results (2026)



H3: The Combined Effect of Leadership Style and Work Environment

The findings in the ANOVA table indicate an F-score of 83.580 with a significance level of 0.000 ($\alpha < 0.05$). This statistical information confirms that the combination of leadership factors and the workplace environment has a significant collective impact on the job satisfaction of PT Meroke Tetap Jaya employees, thereby supporting the acceptance of H3.

T-test (partial)

Figure 6 Results of the t-test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.236	.957		.247	.805
	Leadership Style	.311	.046	.583	6.800	.000
	Work Environment	.317	.097	.280	3.262	.002

a. Dependent Variable: Employee Job Satisfaction

Source: SPSS Data Processing Output Results (2026)

Based on the results of the t-test presented in the table above, the following information was obtained:

1. H1: The Influence of Leadership Style on Employee Job Satisfaction

Based on the Coefficients output data, the Leadership Style variable yielded a positive regression coefficient (B) of 0.311, with a calculated t-value of 6.800 and a significance level of 0.000 ($p < 0.05$). These figures demonstrate that leadership style has a positive and significant partial effect on employee job satisfaction at PT Meroke Tetap Jaya. Thus, H1 is accepted.

2. H2: The Influence of Work Environment on Employee Job Satisfaction

The data analysis results indicate that the Work Environment variable has a positive regression coefficient (B) of 0.317, with a calculated t-value of 3.262 and a significance level of 0.002 ($p < 0.05$). This demonstrates that the work environment makes a positive and significant partial contribution to the staff's job satisfaction level at PT Meroke Tetap Jaya. Therefore, H2 is accepted.



Coefficient of Determination Test (R²)

Figure 7 R² Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.643	.635	1.388

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

Source: SPSS Data Processing Output Results (2026)

The findings in the Model Summary table indicate an Adjusted R-squared value of 0.635. This statistical information suggests that the combined variables of work environment dynamics and leadership contribute 63.5% to the variation in the dependent variable. Conversely, the remaining 36.5% is influenced by other determinants falling outside the scope of this model.

5. Conclusion

Based on a series of data analysis and discussions that have been carried out, several conclusions can be drawn as follows:

1. Leadership style has a positive and significant partial effect on employee job satisfaction at PT Meroke Tetap Jaya (t-count = 6.800; p = 0.000). The better and more supportive the leadership style implemented by superiors, the more significantly employee job satisfaction increases.
2. The work environment has a positive and significant partial effect on employee job satisfaction at PT Meroke Tetap Jaya (t-calculated = 3.262; p = 0.002). Creating a more conducive work environment in terms of both physical and non-physical aspects can foster greater employee satisfaction in the performance of their duties.
3. Leadership style and the work environment have a simultaneous, positive, and significant impact on employee job satisfaction at PT Meroke Tetap Jaya (F-calculated = 83.580; p = 0.000). A combination of effective leadership and a safe, comfortable work environment proved to be the primary determinant in maximizing employee job satisfaction levels, contributing 63.5% to the overall effect.

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