

THE INFLUENCE OF LEADERSHIP STYLE AND WORK FACILITIES ON JOB SATISFACTION AT PT PALMA INDO BOGA IN SOUTH TANGERANG CITY

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Abstract

This study aims to analyze the influence of leadership style and work facilities on employee job satisfaction at PT Palma Indo Boga, South Tangerang City. The study employed a descriptive quantitative approach with a survey of 63 respondents using a saturated sampling technique. Data were analyzed using SPSS version 26.0, encompassing validity testing, reliability testing, classical assumption tests, multiple linear regression, coefficient of determination, and hypothesis testing. Results indicate that leadership style significantly influences job satisfaction (t-count = 4.144; sig. 0.000; $R^2 = 22.0\%$). Work facilities also significantly influence job satisfaction (t-count = 5.620; sig. 0.000; $R^2 = 34.1\%$). Simultaneously, both variables significantly influence job satisfaction with F-count = 45.902 (sig. 0.000) and a coefficient of determination of 60.5%. The multiple regression equation is $Y = 9.043 + 0.313X_1 + 0.382X_2$.

Keywords: Leadership Style, Work Facilities, Job Satisfaction, PT Palma Indo Boga

INTRODUCTION

Job satisfaction is one of the central issues in the study of modern human resource management that continues to receive serious attention from academics and practitioners around the world. Globally, the World Economic Forum (WEF) in its Future of Jobs 2023 report emphasized that the quality of the work environment, including leadership style and the availability of adequate work facilities, are the main determinants in shaping the level of labor satisfaction and retention in the era of dynamic industrial transformation. UNESCO in its various publications highlights that the productivity of human resources is significantly influenced by the psychological and physical conditions of the work environment, where good leadership is able to create an organizational climate conducive to the development of individual potential. A 2022 study by the International Labour Organization (ILO) noted that around 60% of employees in developing countries cited job dissatisfaction as the main reason for turnover, and most attributed this condition to inadequate leadership qualities and lack of support for work facilities. The Gallup Global Workplace Report 2023 data further reveals that only 23% of employees worldwide feel truly engaged with their work, while the rest are in a disengaged state that has the potential

to harm organizational productivity massively. This reality shows how crucial an organization's efforts are in fixing internal factors that affect employee job satisfaction.

At the national level, the issue of job satisfaction is increasingly relevant considering that Indonesia is facing significant economic transformation challenges. The Central Statistics Agency (BPS) reports that Indonesia's labor force in 2024 has reached more than 147 million people, with a labor force participation rate of 69.55%. However, the Ministry of Manpower of the Republic of Indonesia noted that the labor turnover rate in the manufacturing and food processing industry sector is still relatively high, ranging from 15-25% per year, which is mostly due to low employee job satisfaction. Research by the Institute of Demography of the University of Indonesia in 2022 found that leadership style is a determining factor in job satisfaction for 68% of employee respondents in Indonesian manufacturing companies, while inadequate work facilities are the main complaint for 54% of respondents. This condition indicates that investment in the development of leadership capabilities and improving the quality of work facilities is a strategic agenda that cannot be postponed by organizations in Indonesia. This strengthens the argument that job satisfaction is not solely a matter of financial compensation, but touches on a deeper

dimension regarding the quality of relationships between leaders and subordinates and the comfort of the work environment.

The phenomenon that occurred at PT Palma Indo Boga, South Tangerang City, reflects a condition that requires serious management attention. The results of a pre-survey of 30 employees showed worrying data: only 37% of employees were satisfied with the general working conditions, while 63% said they were dissatisfied. In terms of leadership style, only 35% of respondents gave a positive assessment of the leadership of their superiors, while 65% rated it negatively. The most complained aspects include the lack of responsiveness of the boss in critical situations (77% disagree) and the unfriendly personality of the boss (73% disagree). In terms of work facilities, on average, only 36% of employees consider the facilities to be adequate, with 73% of employees stating that the necessary work equipment is not adequately available. This condition empirically indicates a close relationship between the low quality of leadership and work facilities and the low job satisfaction of PT Palma Indo Boga employees.

In the context of human resource management theory, leadership style has long been seen as one of the most influential variables on employee attitudes and behaviors in organizations. Robbins and Judge (2018) define leadership as the ability to influence a group towards achieving a vision or goal, and the leadership style that a leader applies will greatly determine the extent to which employees feel valued, motivated, and satisfied in their work. The Path-Goal Theory put forward by Robert House states that effective leaders are those who are able to adapt their leadership style to the characteristics of the situation and the needs of subordinates, so that each team member has a clear path to the goal and feels satisfaction in the process. Kartono (2020) emphasized that leaders who have integrity, consistency, and good communication skills will be able to create a positive work climate and encourage employees to make their best contributions. Research by Wahyuningsih and Sudibjo (2022) found that transformational leadership styles have a positive and significant effect on the job satisfaction of millennial generation employees, confirming the relevance of

leadership in the contemporary era. In addition, Vahera and Onsardi (2021) also found that leadership style along with motivation and work environment together have a significant influence on employee job satisfaction.

In addition to leadership style, work facilities are another variable that plays a crucial role in shaping employee job satisfaction. Moenir (2017) defines work facilities as everything that is used, used, occupied, and enjoyed by employees both in direct and indirect relationship with their work, including work equipment, physical facilities of the workspace, supporting technology, and an ergonomic and comfortable work environment. A McKinsey Global Institute study in 2023 found that companies that invested heavily in modern work facilities experienced an average increase in productivity of 20–25% compared to companies that ignored this aspect. A Mercer survey in 2022 revealed that 72% of employees in Indonesia's manufacturing sector stated that the availability of adequate work facilities directly contributes to their increased morale and job satisfaction. Nuryunanto et al. (2022) in their research found that work facilities have a positive effect on job satisfaction, where the provision of complete work facilities reflects the organization's attention to the needs of its employees. Thus, the fulfillment of adequate work facilities not only improves work efficiency, but also provides a psychological signal to employees that the organization appreciates their contributions.

Based on the background description, relevant previous research, and empirical conditions found at PT Palma Indo Boga, this study is here to provide contextual empirical evidence regarding the influence of leadership style and work facilities on employee job satisfaction. Nurpratama and Yudianto (2022) in their research on the Indramayu Regency KPU found that leadership style and work facilities simultaneously have a significant effect on employee job satisfaction. Ningrum and Purnamasari (2022) added that leadership style not only affects job satisfaction, but also has an impact on employee loyalty which is a long-term asset of the organization. Therefore, this study is titled: 'The Influence of Leadership Style and Work Facilities on Job Satisfaction at PT Palma Indo Boga in South

Tangerang City', which is expected to be able to provide meaningful scientific contributions as well as practical recommendations for company management in an effort to improve the quality of employee job satisfaction as the foundation of organizational sustainability. Thus, this research fills the research gap in the field of human resource management of the food processing industry, especially in the South Tangerang area which continues to grow rapidly.

METHODS

Types and Approaches to Research

This study uses a quantitative approach with a descriptive design that aims to describe, explain, and analyze the causal relationship between leadership style variables and work facilities with employee job satisfaction in a systematic and measurable manner. Sugiyono (2017) explained that quantitative research methods are methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, and quantitative or statistical data analysis with the aim of testing predetermined hypotheses. The quantitative approach was chosen for its ability to generate scientifically accountable generalizations through rigorous and standardized statistical testing procedures. The descriptive design was used to describe the actual conditions of each variable studied in the environment of PT Palma Indo Boga, which was then followed by regression analysis to test the influence between variables. This combination of approaches allows researchers not only to describe the phenomena that occur, but also to test the causality relationship between variables statistically with a high level of confidence.

Population, Sample, and Sampling Techniques

The population in this study is all employees of PT Palma Indo Boga in South Tangerang City which is 63 people. Given the relatively small and affordable population, this study uses a saturated sampling or census technique, where all members of the population are used as research respondents without exception. Sugiyono (2019) explained that saturated sampling is a sample determination technique when all members of

the population are used as samples, which is often done when the population is relatively small or the researcher wants to make generalizations with very small errors. Thus, the number of samples in this study is the same as the number of population, which is 63 respondents who are all employees of PT Palma Indo Boga. The use of saturated sampling techniques provides an advantage in the form of very high data representativeness because there is no element of chance in the selection of respondents. Primary data were collected through a structured questionnaire using a five-point Likert scale (1 = Strongly Agree to 5 = Strongly Agree) with each variable measured using 10 statement items.

Data Analysis Techniques

Data analysis was carried out in stages using SPSS (Statistical Package for the Social Sciences) version 26.0. The first stage is an instrument test which includes a validity test using Pearson Correlation (valid if r calculates $> r$ table = 0.2480) and a reliability test using Cronbach's Alpha (reliable if $\alpha > 0.60$). The second stage is the classical assumption test which includes the normality test (Kolmogorov-Smirnov), the multicollinearity test (Tolerance and VIF), the heteroscedasticity test (Glejser), and the autocorrelation test (Durbin-Watson). The third stage is multiple linear regression analysis with the model $Y = a + b_1X_1 + b_2X_2$ to determine the direction and magnitude of the influence of each independent variable on the dependent variable. The fourth stage is hypothesis testing which consists of a t-test (partial) to test the influence of each variable separately, an F test (simultaneous) to test the influence of all independent variables together, and a determination coefficient analysis (R^2) to measure the proportion of job satisfaction variance that can be explained by independent variables in the model. All stages of this analysis are carried out systematically and refer to the applicable statistical rules so as to produce valid, reliable, and scientifically accountable findings.

RESULTS AND DISCUSSION

RESULTS

Respondent Characteristics

This study involved 63 employees of PT Palma Indo Boga South Tangerang as

respondents. The following are presented demographic characteristics of respondents based on gender, age, education level, and length of employment which provides a comprehensive overview of the company's human resource profile.

Table 1.
Characteristics of Respondents by Gender

Gender	Number of Respondents	Percentage
Male	36	57%
Women	27	43%
Quantity	63	100%

Source: Researcher's Processed Data, 2025

Table 2.
Characteristics of Respondents by Age

Age	Number of Respondents	Percentage
20 – 30 Years	53	84%
30 – 40 Years	10	16%
Over 50 Years	0	0%
Quantity	63	100%

Source: Researcher's Processed Data, 2025

Table 3.
Characteristics of Respondents Based on Education Level

Education Level	Number of Respondents	Percentage
High School/Vocational School Equivalent	31	49%
Strata I (S1)	22	35%
Diploma	10	16%
Quantity	63	100%

Source: Researcher's Processed Data, 2025

Table 4.
Characteristics of respondents based on length of work

Long Time Working	Number of Respondents	Percentage
< 1 Year	9	14%
1 – 2 Years	8	13%
2 – 3 Years	17	27%
3 – 4 Years	11	17%
> 5 Years	18	29%
Quantity	63	100%

Source: Researcher's Processed Data, 2025

Based on the four respondent characteristics tables above, the dominant profile of PT Palma Indo Boga employees are male (57%), aged 20–30 years (84%), high school/vocational education (49%), and have worked for more than 5 years (29%). The dominance of young employees indicates that the company has a dynamic and productive workforce, but at the same time requires a more adaptive and participatory leadership approach in accordance with the characteristics of the younger generation. The diversity of educational backgrounds from high school/vocational school to undergraduate reflects the complexity of human resource development needs that need to be considered by company management.

Descriptive Analysis of Research Variables

Descriptive analysis was carried out to describe the respondents' assessment of each research variable. The scale range used refers to Sugiyono (2017:95) with the categories: 1.00–1.79 (Very Not Good), 1.80–2.59 (Not Good), 2.60–3.39 (Doubtful), 3.40–4.19 (Good), and 4.20–5.00 (Very Good).

Table 5.
Respondent Assessment Recapitulation of Leadership Style Variable (X₁)

Y e s	State ment	S S	S	K S	T S	S T S	T o t a l S c o r e	Av e r a g e	K e t.
1	Hones	2	2	1	1	0	2	4,1	B

Y e s	State ment	S S	S	K S	T S	S T S	T o t a l S c o r e	Av e r a g e	K e t.
	t and consis tent boss	2	6	4			58	0	
2	Firm in decisi on-makin g	29	16	16	2	0	261	4,14	B
3	Fair, creati ng a harmo nious climat e	27	25	10	1	0	267	4,24	S B
4	Givin g positi ve feedb ack	29	19	14	1	0	265	4,21	S B
5	Regul ar comm unicat ion with subor dinate s	22	32	8	1	0	264	4,19	S B
6	Frien dly perso nality	28	26	8	1	0	270	4,29	S B
7	Visio nary perso nality	23	28	12	0	0	263	4,17	B
8	Confi dence , fosteri ng confid ence	25	24	13	1	0	262	4,16	B

Y e s	State ment	S S	S	K S	T S	S T S	T o t a l S c o r e	Av e r a g e	K e t.
9	Calm tempe ramen t, handl e confli cts	24	26	11	2	0	261	4,14	B
10	Respo nd quickl y to critica l situati ons	24	29	9	1	0	265	4,21	S B
J m l		253	251	115	11	0	2636	4,18	B
Percentage		40%	40%	18%	2%	0%			

Source: SPSS Processed Data 26, 2025

Table 6.
Recapitulation of Respondent Assessment of
Work Facility Variables (X₂)

Y e s	State ment	S S	S	K S	T S	S T S	T o t a l S c o r e	Av e r a g e	K e t. .
1	The work equip ment is in good condi tion	24	27	10	2	0	262	4,16	B
2	Suffi cient acces s to work	22	30	9	2	0	261	4,14	B

	tools								
3	Equipment is always ready to use	21	29	12	1	0	259	4,11	B
4	Equipment available	23	24	15	1	0	258	4,10	B
5	Equipment according to job needs	21	32	10	0	0	263	4,17	B
6	No shortage of equipment	25	27	10	1	0	265	4,21	S B
7	Social facilities (rest rooms, prayer rooms) are decent	22	30	10	1	0	262	4,16	B
8	Social facilities support work comfort	25	23	14	1	0	261	4,14	B
9	Utilizing social	19	33	11	0	0	260	4,13	B

	l facilities								
10	Maintenance of routine social facilities	22	30	8	3	0	260	4,13	B
J m l		224	285	109	12	0	2611	4,14	B
Percentage		36%	45%	17%	2%	0%			

Source: SPSS Processed Data 26, 2025

Table 7.
Recapitulation of Respondent Assessment of Job Satisfaction Variable (Y)

Y e s	State ment	S S	S	K S	T S	S T S	T ot al S co re	Av era ge	K et .
1	Clear duties and responsibilities	16	43	4	0	0	264	4,19	S B
2	Work according to ability	12	47	4	0	0	260	4,13	B
3	Supervisory supervision is carried out fairly	7	51	5	0	0	254	4,03	B
4	Supervisory supervision	8	47	8	0	0	252	4,00	B

Y e s	State ment	S S	S	K S	T S	S T S	T o t a l S c o r e	Av e r a g e	K e t .
	improves performance								
5	Career development opportunities	5	45	13	0	0	244	3,87	B
6	Fair promotional opportunities	7	38	17	1	0	240	3,81	B
7	Good working relationship with colleagues	2	35	25	1	0	227	3,60	B
8	Cooperative co-workers	6	29	27	1	0	229	3,63	B
9	Comfortable and productive working environment	4	23	35	1	0	219	3,48	B
10	Safe and pleasant worki	0	16	45	2	0	203	3,22	R R

Y e s	State ment	S S	S	K S	T S	S T S	T o t a l S c o r e	Av e r a g e	K e t .
	ng environment conditions								
J m l		67	374	183	6	0	2392	3,80	B
Percentage		11%	59%	29%	1%	0%			

Source: SPSS Processed Data 26, 2025

Validity and Reliability Tests

Validity tests are performed to ensure that each statement item in the questionnaire is able to accurately measure the intended construct, with the criteria $r_{count} > r_{table}$ (0.2480). The results of the validity test of the three variables are presented as follows.

Table 8.
Results of the Validity Test of Leadership Style Variables (X_1)

Variable	Indicato r	r Coun t	r Table	Remark s
Leadershi p Style	X1.1	0,600	0,2480	Valid
	X1.2	0,569	0,2480	Valid
	X1.3	0,401	0,2480	Valid
	X1.4	0,568	0,2480	Valid
	X1.5	0,515	0,2480	Valid
	X1.6	0,513	0,2480	Valid
	X1.7	0,622	0,2480	Valid
	X1.8	0,565	0,2480	Valid

Variable	Indicator	r Count	r Table	Remarks
	X1.9	0,513	0,2480	Valid
	X1.10	0,494	0,2480	Valid

Source: SPSS Processed Data 26, 2025

Table 9.**Validity Test Results of Work Facility Variables (X₂)**

Variable	Indicator	r Count	r Table	Remarks
Work Facilities	X2.1	0,612	0,2480	Valid
	X2.2	0,560	0,2480	Valid
	X2.3	0,608	0,2480	Valid
	X2.4	0,501	0,2480	Valid
	X2.5	0,664	0,2480	Valid
	X2.6	0,584	0,2480	Valid
	X2.7	0,507	0,2480	Valid
	X2.8	0,545	0,2480	Valid
	X2.9	0,567	0,2480	Valid
	X2.10	0,607	0,2480	Valid

Source: SPSS Processed Data 26, 2025

Table 10.**Results of the Validity Test of the Job Satisfaction Variable (Y)**

Variable	Indicator	r Count	r Table	Remarks
Job Satisfaction	Y.1	0,624	0,2480	Valid
	Y.2	0,706	0,2480	Valid
	Y.3	0,647	0,2480	Valid
	Y.4	0,511	0,2480	Valid
	Y.5	0,663	0,2480	Valid
	Y.6	0,596	0,2480	Valid

Variable	Indicator	r Count	r Table	Remarks
	Y.7	0,734	0,2480	Valid
	Y.8	0,703	0,2480	Valid
	Y.9	0,566	0,2480	Valid
	Y.10	0,612	0,2480	Valid

Source: SPSS Processed Data 26, 2025

Table 11.**Reliability Test Results of All Variables**

Variable	Cronbach's Alpha	Standard	Remarks
Leadership Style (X ₁)	0,948	0,60	Reliable
Work Facilities (X ₂)	0,954	0,60	Reliable
Job Satisfaction (Y)	0,891	0,60	Reliable

Source: SPSS Processed Data 26, 2025

Based on the results of the validity and reliability test above, all statement items in the three variables were declared valid because the calculated r value of each item was greater than the r of the table of 0.2480. The results of the reliability test showed Cronbach's Alpha values of the Leadership Style variable of 0.948, Work Facility of 0.954, and Job Satisfaction of 0.891, all of which exceeded the minimum threshold of 0.60. Thus, all research instruments are declared reliable and suitable for use as research data collection tools.

Classic Assumption Test**Table 12.****Kolmogorov-Smirnov One Sample Normality Test Results**

Remarks	Unstandardized Residual
N	63
Red	0,0000000
Std. Deviation	2,49684871

Remarks	Unstandardized Residual
Absolute	0,071
Positive	0,053
Negative	-0,071
Test Statistic	0,071
Asymp. Sig. (2-tailed)	0,200

Source: SPSS Processed Data 26, 2025

Table 13.
Multicollinearity Test Results

Models	B	Std. Error	Beta	Tolerance	VIF
(Constant)	9,043	3,051	-	-	-
Leadership Style (X ₁)	0,313	0,049	0,513	0,994	1,006
Work Facilities (X ₂)	0,382	0,050	0,622	0,994	1,006

Source: SPSS Processed Data 26, 2025

Table 14.
Heteroscedasticity Test Results – Glejser Test

Models	B	Std. Error	Beta	t	Sig.
(Constant)	0,593	1,956	-	0,303	0,763
Leadership Style (X ₁)	0,049	0,032	0,196	1,552	0,126
Work Facilities (X ₂)	0,019	0,032	0,075	0,591	0,557

Source: SPSS Processed Data 26, 2025

Table 15.
Autocorrelation Test Results – Durbin-Watson

Models	R	R Square	Adjusted R Square	Std. Error	Durbin-Watson
1	0,778	0,605	0,592	2,53812	2,126

Source: SPSS Processed Data 26, 2025

Based on the four classical assumption tests that have been carried out, the following conclusions are obtained. First, the results of the normality test showed the value of Asymp. Sig. (2-tailed) is $0.200 > 0.05$, so that the

residual data is distributed normally. Second, the results of the multicollinearity test showed a Tolerance value of $0.994 > 0.10$ and VIF of $1.006 < 10$, so that multicollinearity did not occur. Third, the results of the heteroscedasticity test (Glejser) showed the significance value of Leadership Style of $0.126 > 0.05$ and Work Facilities of $0.557 > 0.05$, so that heteroscedasticity did not occur. Fourth, the results of the autocorrelation test showed a Durbin-Watson value of 2.126 which was in the range of $dU < DW < 4-dU$ ($1.6581 < 2.126 < 2.3419$), so that autocorrelation did not occur. Thus, all classical assumptions are fulfilled and the regression model is worth using for further analysis.

Table 16.
Results of Simple Linear Regression of Leadership Style (X₁) on Job Satisfaction (Y)

Models	B	Std. Error	Beta	t Count	Sig.
(Constant)	26,043	2,912	-	8,943	0,000
Leadership Style (X ₁)	0,285	0,069	0,469	4,144	0,000

Source: SPSS Processed Data 26, 2025

Table 17.
Simple Linear Regression Results of Work Facilities (X₂) to Job Satisfaction (Y)

Models	B	Std. Error	Beta	t Count	Sig.
(Constant)	23,116	2,674	-	8,643	0,000
Work Facilities (X ₂)	0,358	0,064	0,584	5,620	0,000

Source: SPSS Processed Data 26, 2025

Table 18.
Multiple Linear Regression Results of Leadership Style (X₁) and Work Facilities (X₂) on Job Satisfaction (Y)

Model s	B	Std . Error	Beta	t Count	Sig .	To ll	VI VI D
(Constant)	9,043	3,051	-	2,964	0,004	-	-
Leadership Style (X ₁)	0,313	0,049	0,515	6,326	0,000	0,994	1,006
Work Facilities (X ₂)	0,382	0,050	0,622	7,646	0,000	0,994	1,006

Source: SPSS Processed Data 26, 2025

Based on the results of multiple linear regression processing in Table 18, the regression equation was obtained: $Y = 9.043 + 0.313X_1 + 0.382X_2$. The equation can be interpreted as follows: (1) The constant value of 9.043 means that if the variables of Leadership Style (X₁) and Work Facilities (X₂) are not considered, then employee job satisfaction will be at a value of 9.043 points; (2) The Leadership Style regression coefficient of 0.313 means that every increase of one unit of Leadership Style will increase Job Satisfaction by 0.313 points, assuming other variables are constant; (3) The regression coefficient of Work Facilities of 0.382 means that every increase of one unit of Work Facility will increase Job Satisfaction by 0.382 points, assuming other variables are constant. These findings show that Work Facilities have a greater regression coefficient than Leadership Style, indicating that in the context of PT Palma Indo Boga, improvements in work facilities have a slightly greater impact on improving job satisfaction than improvements in leadership style.

Coefficient Determination Analysis

Table 19.

Coefficient of Leadership Style Determination (X₁) to Job Satisfaction (Y)

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,469	0,220	0,207	3,53699

Source: SPSS Processed Data 26, 2025

Table 20.
Coefficient of Determination of Work Facilities (X₂) to Job Satisfaction (Y)

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,584	0,341	0,330	3,25005

Source: SPSS Processed Data 26, 2025

Table 21.
Coefficient of Determination of Leadership Style (X₁) and Work Facility (X₂) on Job Satisfaction (Y)

Models	R	R Square	Adjusted R Square	Std. Error	Durbin-Watson
1	0,778	0,605	0,592	2,53812	2,126

Source: SPSS Processed Data 26, 2025

The results of the determination coefficient analysis showed that: (1) Leadership Style was independently able to explain 22.0% of the variance in Job Satisfaction ($R^2 = 0.220$); (2) Work Facilities are independently able to explain 34.1% of the variance of Job Satisfaction ($R^2 = 0.341$); and (3) Simultaneously, the two variables together were able to explain the 60.5% variance in Job Satisfaction ($R^2 = 0.605$; Adjusted $R^2 = 0.592$), while the remaining 39.5% were influenced by other variables that were not included in this study model. The R-Square value of 0.605 indicates that the regression model built has moderate-high predictive power in describing the relationship between leadership style and work facilities and job satisfaction in the PT Palma Indo Boga environment.

Hypothesis Testing (t-test and F-test)

Table 22.

Results of the Leadership Style (X₁) t-test on Job Satisfaction (Y)

Models	B	Std . Error	Beta	t Count	t Table	Sig .
(Constant)	26,043	2,912	-	8,943	-	0,000
Leadership Style	0,285	0,069	0,469	4,144	1,99962	0,000

Models	B	Std. Error	Beta	t Count	t Table	Sig.
(X ₁)						

Source: SPSS Processed Data 26, 2025

Table 23.

Results of Work Facility t-test (X₂) on Job Satisfaction (Y)

Model s	B	Std. Error	Beta	t Count	t Table	Sig.
(Constant)	23,116	2,674	-	8,643	-	0,000
Work Facilities (X ₂)	0,358	0,064	0,584	5,620	1,99962	0,000

Source: SPSS Processed Data 26, 2025

Table 24.

Results of Test F – Leadership Style (X₁) and Work Facilities (X₂) on Job Satisfaction (Y)

Models	Sum of Squares	df	Mean Square	F Calculate	F Table	Sig.
Regression	591,413	2	295,706	45,902	3,150	0,000
Residual	386,524	60	6,442	-	-	-
Total	977,937	62	-	-	-	-

Source: SPSS Processed Data 26, 2025

The first hypothesis (H1) test through the t-test showed a calculated t-value of 4.144 > table t of 1.99962 with a significance of 0.000 < 0.05. Thus H01 was rejected and Ha1 was accepted, which means that Leadership Style has a positive and significant effect on employee Job Satisfaction at PT Palma Indo Boga. The second hypothesis test (H2) showed a calculated t value of 5.620 > t table of 1.99962 with a significance of 0.000 < 0.05. Thus H02 is rejected and Ha2 is accepted, which means that Work Facilities have a positive and significant effect on employee Job Satisfaction. The third hypothesis (H3) test

through the F test showed a calculated F value of 45.902 > F of the table of 3.150 with a significance of 0.000 < 0.05. Thus H03 was rejected and Ha3 was accepted, which means that Leadership Style and Work Facilities simultaneously have a positive and significant effect on employee Job Satisfaction at PT Palma Indo Boga, South Tangerang City.

Discussion

The findings of the study showing the significant influence of leadership style on employee job satisfaction at PT Palma Indo Boga are in line with and reinforce various previous studies that have been conducted in various contexts. These results are consistent with the findings of Nurpratama and Yudianto (2022) who found that leadership style affects the job satisfaction of KPU employees in Indramayu Regency, and the findings of Wahyuningsih & Sudibjo (2022) who found the influence of transformational leadership style on the job satisfaction of millennial employees of the Ministry of Trade with a beta coefficient of 0.506 which is more dominant than work environment factors. The average leadership style score of 4.18 (Good category) reflects employees' positive perception of leadership qualities in the company, although the item with the lowest score (4.10) regarding the honesty and consistency of the boss is an important note that needs to be improved. From a theoretical perspective, this finding can be explained through the Path-Goal Theory which states that leaders who are able to provide clear direction, adequate support, and appropriate rewards will create psychological conditions that encourage subordinate job satisfaction. A partial determination coefficient of 22.0% indicates that leadership style makes a significant contribution, although there are still other factors that contribute to overall job satisfaction.

The significant influence of work facilities on job satisfaction found in this study provides a strong justification for the management of PT Palma Indo Boga to prioritize investment in the improvement and development of work facilities. The higher coefficient of work facility regression (0.382) compared to the leadership style (0.313) indicates that in the specific context of PT Palma Indo Boga which is engaged in the processing industry sector, the physical and

material aspects of the work environment have a slightly greater impact on job satisfaction than the relational aspect of leadership. This is especially relevant considering that companies intensively use physical equipment and facilities in their production processes, so that when employees have access to adequate equipment and facilities, they can work more efficiently and feel higher satisfaction. These findings are consistent with the research of Nuryunanto et al. (2022), Manullang et al. (2022), and Septiady & Padilah (2022) which consistently found a significant positive influence of work facilities on employee performance and job satisfaction. The average work facility score of 4.14 indicates a positive perception from employees, but the item regarding the completeness of work equipment that received the lowest score (4.10) and the item regarding work environment conditions in the work satisfaction variable that only obtained a score of 3.22 (Doubtful category) are concrete recommendations for management to be immediately followed up through a structured facility improvement program.

The very significant simultaneous influence of leadership style and work facilities on job satisfaction, with an F value of 45.902 and an R Square of 0.605, gives a clear message that employee job satisfaction at PT Palma Indo Boga is the result of a synergistic interaction between the quality of leadership and the quality of the available work facilities. These findings confirm that a comprehensive and holistic approach to improving job satisfaction will be more effective than partial efforts that only address one aspect, as the two variables work in a complementary way in shaping employee perceptions and work experiences. The Adjusted R Square value of 0.592 indicates that the model built has good predictive power in explaining the variation in employee job satisfaction at PT Palma Indo Boga, although the remaining 39.5% variance is still influenced by other factors such as compensation, organizational culture, and career development opportunities that have the potential to be further researched. Overall, the findings of this study make a valuable empirical contribution to the human resource management literature in the food processing industry sector, while providing evidence-based practical guidance for PT Palma Indo Boga's management in designing effective,

measurable, and sustainable employee satisfaction improvement strategies.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out comprehensively, this study produces three main conclusions. First, leadership style has a positive and significant effect on employee job satisfaction at PT Palma Indo Boga, South Tangerang City, as evidenced by the t-value of $4.144 > t \text{ table } 1.99962$ and the significance of $0.000 < 0.05$, with an influence contribution of 22.0% through the equation $Y = 26.043 + 0.285X_1$. Second, work facilities have a positive and significant effect on employee job satisfaction, as evidenced by the t-value of $5.620 > t \text{ table } 1.99962$ and the significance of $0.000 < 0.05$, with an influence contribution of 34.1% through the equation $Y = 23.116 + 0.358X_2$. Third, leadership style and work facilities simultaneously have a positive and significant effect on employee job satisfaction, as evidenced by the F value of $45.902 > F \text{ table } 3.150$ and the significance of $0.000 < 0.05$, with a determination coefficient of 60.5% and a multiple regression equation $Y = 9.043 + 0.313X_1 + 0.382X_2$. These findings confirm that the development of leadership capabilities and the improvement of the quality of work facilities are two strategic pillars that must be optimized simultaneously in an effort to increase the job satisfaction of PT Palma Indo Boga's employees in a sustainable manner.

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