**Optimizing Employee Satisfaction: The Impact of Leadership Style and Work Environment**

**Herijanto Bekti**

Department of Public Administration, Faculty of Social and Political Sciences, Padjadjaran University

Email: [herijanto.bekti@unpad.ac.id](mailto:herijanto.bekti@unpad.ac.id)

**Abstract**

This study aims to analyze the influence of leadership and work environment on employee job satisfaction at the Manpower Department of Subang Regency. The research employed a quantitative approach, with data collected through questionnaires distributed to 50 employees of the department. The data were analyzed using multiple linear regression to determine the simultaneous and partial effects of leadership and work environment on job satisfaction. The results show that leadership and work environment simultaneously have a significant influence on employee job satisfaction. Partially, leadership has a positive and significant impact on job satisfaction, as does the work environment, which also exerts a positive and significant effect. These findings indicate that improving the quality of leadership and creating a conducive work environment can enhance employee job satisfaction at the Manpower Department of Subang Regency. It is expected that this research can serve as valuable input for management in formulating policies aimed at improving organizational performance through increased employee job satisfaction.

Keywords: Leadership Style, Work Environment, Job Satisfaction, Manpower Department, Subang Regency.

**INTRODUCTION**

Human resources are one of the most crucial elements determining the success of an organization. Humans are not merely production factors; they are beings with thoughts, feelings, needs, and hopes that continue to evolve over time (Pauji & Nurhasanah, 2022). This makes human resources not just a complement to organizational processes, but a strategic asset that must be managed properly to contribute optimally to achieving organizational goals. Therefore, human resource management cannot solely focus on technical or administrative aspects—it must also pay close attention to the psychological and social aspects of employees (Sunarta, 2010).

In efforts to improve the efficiency and productivity of human resources, one of the main areas that deserves serious attention is how an organization maintains good relationships with its employees, including through efforts to increase job satisfaction (Nabawi, 2019). Job satisfaction plays a vital role because employees who generally feel satisfied will work more enthusiastically, show high loyalty, and contribute maximally in carrying out their duties and responsibilities. On the other hand, low job satisfaction can potentially lead to various problems, such as increased absenteeism, low work quality, and even high turnover (Khair, 2019).

Job satisfaction is influenced by various factors, including leadership and the work environment. Effective leadership can direct, motivate, and set a good example for subordinates, fostering harmonious relationships and encouraging a strong work spirit (Mattayang, 2019). Conversely, inappropriate leadership styles can cause dissatisfaction, conflicts, and even high turnover rates within an organization. Leadership itself involves activities that guide a group to achieve its common goals (Trang, 2013). It reflects the ability and willingness of an individual to influence, motivate, guide, and move others to accept and follow that influence. The quality of leadership in an organization is crucial for its success in achieving goals. It can be said that leadership is a dominant element in running all organizational functions (Kamal et al., 2019).

Besides leadership, the work environment also plays an important role in shaping job satisfaction. A comfortable, safe, and supportive work environment encourages employees to perform optimally (Panjaitan, 2018). The work environment encompasses not only physical conditions, such as office facilities, ventilation, lighting, and cleanliness, but also psychological aspects, including relationships among colleagues, communication, and the overall work atmosphere. Organizations must understand how to create an environment that makes employees feel comfortable (Lestari & Chaniago, 2017). If an organization fails to build a conducive work environment, it can disrupt employees’ concentration and ultimately impact organizational performance (Kusumastuti et al., 2019). In essence, the work environment—both physical and non-physical—is a place that should provide a sense of pleasure, safety, attractiveness, and overall satisfaction while working (Norawati et al., 2021).

The Manpower Department of Subang Regency, as a government agency, plays a strategic role in providing public services in the field of employment. In carrying out its duties, the department needs employees with a high level of job satisfaction to deliver optimal services to the community. Therefore, it is important to understand the factors that influence employee job satisfaction within this department.

Based on preliminary observations, there are indications of several problems, such as relatively high absenteeism rates and employee complaints related to workload and communication with superiors. This raises concerns that the existing leadership and work environment have not yet fully provided a sense of satisfaction to employees in performing their duties. Thus, this study is necessary to identify the extent to which leadership and the work environment influence employee job satisfaction.

**LITERATURE REVIEW**

1. **Leadership**

Leadership is the ability to influence, direct, and mobilize others to work together to achieve specific objectives. According to Thoha (2017), leadership is the ability to influence a group toward achieving a vision or a set of goals. In government organizations, leadership becomes a very important aspect because a leader is not only required to direct technical work, but must also be able to motivate, set an example, and create a conducive work environment for subordinates (Sriyana, 2022). There are various leadership styles that can influence employee behavior, such as transformational, transactional, and situational leadership. The right leadership style will have an impact on increasing employee job satisfaction and productivity.

1. **Work Environment**

The work environment encompasses all facilities, infrastructure, atmosphere, and relationships that exist in a workplace and can influence the execution of employees’ work (Hulu et al., 2022). According to Sedarmayanti (2018), the work environment includes physical conditions such as office layout, lighting, cleanliness, as well as non-physical conditions like relationships among employees, communication, and organizational work culture. A comfortable, safe, and harmonious work environment will create a sense of comfort for employees, thereby increasing their job satisfaction. On the other hand, a work environment that is not conducive has the potential to cause work stress, conflict, and even lower employee performance (Estiana et al., 2023).

1. **Job Satisfaction**

Job satisfaction is a positive feeling that employees have toward their work, which arises as a result of evaluating various aspects of their job (Haris et al., 2023). According to Nurhandayani (2022), job satisfaction covers aspects such as the work itself, salary, opportunities for development, supervision, and relationships with colleagues. A high level of job satisfaction will lead to increased loyalty, work enthusiasm, and the quality of services provided by employees. Therefore, organizations need to pay attention to factors that can enhance employee job satisfaction so that organizational goals can be optimally achieved.

Leadership Style (X1)

Work Enivironment

(X2)

Work Satisfaction (Y)

**Figure 1 Framework Work Study**

**METHOD**

1. **Types and Approach of the Study**

This study uses a quantitative approach with a survey method. This approach was chosen because the study aims to measure the extent of the influence of leadership and the work environment on employee job satisfaction at the Manpower Department of Subang Regency. A quantitative approach allows the researcher to obtain data that can be statistically processed, making the results more objective and generalizable (Darmawan).

1. **Population and Sample**

The population in this study consists of all employees working at the Manpower Department office of Subang Regency, totaling 50 people. The sampling technique used is saturated sampling, where all members of the population are taken as the sample. This is done because the total number of employees is relatively small, allowing the entire population to be covered directly.

1. **Data Collection Techniques**

Primary data was obtained through the distribution of questionnaires to all employees. The questionnaire was prepared using a Likert scale with five levels, ranging from strongly disagree to strongly agree, to measure the variables of leadership, work environment, and job satisfaction. In addition, direct observation at the office was carried out to obtain a general description of the work environment. Secondary data was gathered from agency documents, annual reports, and relevant literature.

1. **Data Analysis Techniques**

The data obtained from the questionnaires were first tested using validity and reliability tests to ensure the research instrument was reliable. Then, classical assumption tests were conducted, including tests for normality, multicollinearity, and heteroscedasticity. Data analysis was performed using multiple linear regression analysis to test the influence of leadership and work environment variables on job satisfaction. A t-test was conducted to determine the partial influence of each variable, while an F-test was used to examine their simultaneous influence (Ghazali, 2011). All data processing was carried out using SPSS software.

.

**RESULTS AND DISCUSSION**

1. **Data Validity Test**

Testing validity in study This use criteria that something statement declared valid if mark rhitung more big from rtable. With amount respondents as many as 50 people and the level significance of 5%, obtained critical r value or rtable of 0.285. Based on results analysis validity carried out to instrument research, namely Leadership Style variables (X1), Environment Work (X2), and Satisfaction Work (Y), known that all items on the questionnaire own mark more rhitung​ big from rtable (rcount > 0.285). This show that all question items on the instrument study can said to be valid, meaning capable measure what it should be measured in accordance with objective study.

1. **Reliability Test**

Testing reliability in study This done with use analysis Cronbach Alpha statistics through SPSS program assistance version 25. Criteria taking decision based on the Cronbach Alpha value , where a instrument it is said reliable if alpha value obtained more big of 0.60 (α > 0.60). Based on SPSS output results , it is known that overall Cronbach Alpha value construct from the question items on three variables research , namely Leadership Style , Environment Work and Satisfaction Work , is of 0.817. This value Far exceeding the minimum limit set, so that can concluded that all question items used​ in questionnaire own level excellent internal consistency.

1. **Multiple Linear Regression Test**

Analysis multiple linear regression is a statistical method used to study linear relationships between two or more independent variables with One dependent variable. Analysis This aims to know the direction of the influence of each independent variable to the dependent variable, whether its influence is positive or negative in nature. In addition, the analysis also works for predicting mark dependent variables if changes occur in independent variables. In this research, hypothesis testing was carried out by applying multiple linear regression analysis, the processing of which was assisted using the SPSS program version 25.0. This approach allows researchers to get a clearer picture accurately related to how much big contribution variables leadership and environment Work to satisfaction Work employees at the Manpower Department Subang Regency.

**Table 1. Multiple Linear Regression Test Results**

**Coefficients a**

|  |  |  |
| --- | --- | --- |
| **Model** | **Unstandardized Coefficients** | |
| **B** | **Std. Error** |
| (Constant)  Leadership Style (X1)  Environment Work (X2) | 1.283  .541  .540 | 2.901  .063  .127 |

1. Dependent Variable : Satisfaction work (Y)

Based on table 1 above so obtained equality multiple linear regression as following :

**Y = 1.283 + 0.541X1 + 0.540X2**

From the equation multiple linear regression on so can be interpreted as following:

1. 1The constant value has a positive value of 1.283, indicating that when the Leadership Style and Work Environment variables are held constant or zero, Job Satisfaction still has a positive value.
2. The unstandardized coefficient (B) for variable X1 (Leadership Style) has a positive value of 0.541, indicating a positive relationship between Leadership Style and Job Satisfaction. In other words, if the Leadership Style Level increases, Job Satisfaction at the Subang Regency Manpower Office will tend to increase as well.
3. The unstandardized coefficient (B) for variable X2 (Work Environment) has a positive value of 0.540, indicating a positive influence between Work Environment and Job Satisfaction. This means that if the Work Environment improves, Job Satisfaction at the Subang Regency Manpower Office will also tend to increase.
4. **Testing Hypothesis**

Hypothesis interpreted as answer temporary to formulation problem research . Truth hypothesis This must proven through collected data .

1. **T-Test ( Partial )**

**Table 2. t-Test Results**

**Coefficients a**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **sig** |
| **B** | **Std. Error** | **Beta** |
| (Constant)  Mo (X1)  Environment work (X2) | 1.283  .541  .540 | 2.901  .063  .127 | .529  .193 | .438  4.639  4.886 | .654  .000  .002 |

1. Dependent Variable : Satisfaction work (Y)

Based on the data presented in Table 2, it can be seen that the t-test results for the Leadership Style Variable show a t-value of 4.639, which far exceeds the t-table value of 1.678. In addition, the significance value obtained is 0.000, smaller than the set significance level of 0.05. This indicates that Leadership Style (X1) has a significant influence on Job Satisfaction (Y). Thus, the alternative hypothesis (Ha) is accepted, while the null hypothesis (Ho) is rejected. Furthermore, for the Work Environment variable, a t-value of 4.886 is obtained which is also greater than the t-table of 1.678, with a significance mark of 0.002 which is below the significance limit of 0.05. These results indicate that the Work Environment (X2) has a significant influence on Job Satisfaction (Y), so the alternative hypothesis (Ha) is also accepted. These findings confirm that good Leadership and work environment individually make a real contribution in increasing employee job satisfaction at the Subang Regency Manpower Office.

1. **F Test (Simultaneous)**

In this context, the F-statistic test is used to identify in detail how independent variables contribute to the dependent variable. The initial F-test is used to evaluate whether all independent variables, when included in the model, have a significant effect on a particular variable. This F-statistic test is useful for examining the influence of independent variables on the dependent variable.

**Table 3. F test results**

**ANOVA a**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **Sum of Square** | **Df** | **Mean Square** | **F** | **Sig** |
| Regression  Residual  Total | 45,926  104,564  150,495 | 2  48  50 | 22,959  2,221 | 10,317 | .000 a |

1. Predictor: (Constant), Environment work (X2), Leadership Style (X1)
2. Dependent variable: Satisfaction work (Y).

Based on the results of the statistical F test, the calculated F value was 10.320, which was greater than the F table value of 3.20. In addition, the significance value (Sig F) was recorded at 0.000, which was smaller than the predetermined significance level of 0.05. This condition indicates that simultaneously the variables of Leadership Style (X1) and Work Environment (X2) have a significant influence on the variable of Job Satisfaction (Y). The significance value below alpha (α = 0.05) confirms that both independent variables jointly influence the dependent variable. Thus, it can be concluded that Leadership Style and Work Environment collectively make a significant contribution to increasing employee Job Satisfaction at the Subang Regency Manpower Office. Based on these findings, the alternative hypothesis (Ha) can be accepted, while the null hypothesis (Ho) is rejected, which strengthens the initial suspicion of the study regarding the existence of a significant influence between these variables.

1. **Coefficient Test Determination of R2**

The coefficient of determination (R2) is used as an indicator of the extent to which a model is able to explain variation in the dependent variable. The coefficient of determination ranges between 0 and 1. A low R2 value indicates that the independent variable's ability to explain variation in the dependent variable is limited. However, if the value is close to 1, the independent variable provides almost all the necessary information. A low R2 value is sufficient to predict the dependent variable.

**Table 4 Coefficient Test determination**

**Model Summary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Standard Error of Estimate |
| 1 | .793 | .628 | .614 | 1.49139 |

Predictors: (Constant), environment work , Leadership Style

The results in Table 4 show an R-square value of 0.630. This means that the independent variables used in this research model contribute 62.80% to explaining the variables influencing job satisfaction at the Subang Regency Manpower Office. The remaining 37.20% is influenced by other variables not measured in this study.

**Discussion**

1. **The Influence of Leadership Style on Job Satisfaction**

The results of this study indicate that leadership style has a significant influence on employee job satisfaction at the Department of Manpower in Subang Regency. This is evidenced by the t-value, which is substantially higher than the critical t-table value, and a significance level well below 0.05, leading to the acceptance of the alternative hypothesis.

This means that the way leaders lead, direct, motivate, and serve as role models for employees has been proven to increase employees’ satisfaction with their work. A communicative and participative leadership style that is attentive to the needs of subordinates and provides appreciation can foster work enthusiasm, a sense of belonging, and greater loyalty to the organization.

Thus, leadership at the Department of Manpower in Subang Regency plays an important role in creating a conducive work climate through its leadership style. Employee job satisfaction is influenced not only by material factors but also by how leaders build good relationships, provide task clarity, offer support, and recognize employees’ contributions. Therefore, strengthening leadership capacity that focuses on employee empowerment and well-being is a key strategic effort to enhance both job satisfaction and productivity within the agency.

1. **The Influence of the Work Environment on Job Satisfaction**

Based on the findings of this study, it is also evident that the work environment has a significant effect on employee job satisfaction at the Department of Manpower in Subang Regency. This is shown by statistical test results where the t-value far exceeds the t-table value, and the significance level is below the 0.05 threshold, thus accepting the alternative hypothesis.

The work environment in this context includes not only physical conditions such as cleanliness, workspace comfort, and the availability of facilities, but also social relationships among employees and with supervisors. A supportive, harmonious, and conducive atmosphere has been proven to create a sense of comfort and safety and to boost employees’ motivation in carrying out their duties.

Thus, it can be concluded that the quality of the work environment plays a vital role in shaping employees’ job satisfaction in this agency. When employees feel supported by their environment, experience good communication, and have solid teamwork, they tend to have higher job satisfaction. This, in turn, will positively impact their loyalty and work productivity. Therefore, efforts by leadership and management to create and maintain a healthy, comfortable, and conducive work environment need to be continuously improved to sustain and optimize employee performance at the Department of Manpower in Subang Regency.

1. **The Influence of Leadership Style and Work Environment on Job Satisfaction**

The results of this study also show that leadership style and work environment simultaneously have a significant impact on employee job satisfaction at the Department of Manpower in Subang Regency. This is proven by the F-test results, where the calculated F-value is much larger than the F-table value, and the significance level is below 0.05, thereby accepting the alternative hypothesis. These findings confirm that employee job satisfaction does not depend on a single factor alone, but is the result of a combination of various aspects, including how leaders manage, motivate, and guide their subordinates, as well as the quality of the work environment experienced by employees in their daily tasks.

Therefore, it can be concluded that an effective leadership style and a conducive work environment complement each other in enhancing employee job satisfaction. When leaders are able to foster open communication, provide recognition, and empower employees, combined with a comfortable, safe, and supportive work environment with harmonious relationships, employee job satisfaction will be further increased. This condition is very important to note because employees who feel satisfied tend to work more optimally, be more loyal to the organization, and have a stronger drive to contribute toward achieving service objectives.

**CONCLUSION**

Based on the research findings, it can be concluded that leadership style and the work environment significantly influence employee job satisfaction at the Subang Regency Manpower Office, both partially and simultaneously. The leadership style employed by leaders, which encompasses providing direction, support, and motivation, has been shown to increase employee job satisfaction. A comfortable, safe work environment, supported by harmonious working relationships, contributes to job satisfaction. These findings demonstrate the importance of leadership and the work environment in creating a positive work climate. Therefore, to improve employee job satisfaction, leaders need to continuously develop communicative, participatory, and competent leadership styles, and provide recognition to employees. Furthermore, efforts to maintain and improve the quality of the work environment, both physically and through social connections between employees, must be a primary focus. This is expected to further improve employee job satisfaction, which will ultimately impact performance and productivity at the Subang Regency Manpower Office.

**REFERENCES**

Darmawan, D. (2013). *Metode penelitian kuantitatif*. Bandung: Telkom University.

Estiana, R., Karomah, N. G., & Saimima, Y. A. (2023). Pengaruh Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Lentera Bisnis*, *12*(2), 339.

Ghazali, I. (2011). Aplikasi analisis multivariate dengan program IBM SPSS 19. *Semarang: Badan Penerbit Universitas Diponegoro*.

Haris, A., Effendi, F., & Darmayanti, N. (2023). *Kepuasan kerja*. Deepublish.

Hulu, D., Lahagu, A., & Telaumbanua, E. (2022). Analisis Lingkungan Kerja Dalam Meningkatkan Produktivitas Kerja Pegawai Kantor Kecamatan Botomuzoi Kabupaten Nias. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, *10*(4), 1480-1496.

Kamal, F., Winarso, W., & Sulistio, E. (2019). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan. *Jurnal Ilmiah Akuntansi Dan Manajemen (JIAM)*, *15*(2).

Khair, H. (2019). Pengaruh Kepemimpinan dan kompensasi terhadap kepuasan kerja melalui motivasi kerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, *2*(1), 69-88.

Kusumastuti, I., ita Kurniawati, N., Satria, D. L., & Wicaksono, D. (2019). Analisis Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Dimediasi Oleh Kepuasan Kerja Karyawan Pada Sp Alumunium di Yogyakarta. *Jurnal REKOMEN (Riset Ekonomi Manajemen)*, *3*(1), 43-53.

Lestary, L., & Chaniago, H. (2017). Pengaruh lingkungan kerja terhadap kinerja karyawan. *Jurnal Riset Bisnis Dan Investasi*, *3*(2), 94-103.

Mattayang, B. (2019). Tipe dan gaya kepemimpinan: suatu tinjauan teoritis. *JEMMA (Journal of Economic, Management and Accounting)*, *2*(2), 45-52.

Nabawi, R. (2019). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, *2*(2), 170-183.

Norawati, S., Yusup, Y., Yunita, A., & Husein, H. (2021). Analisis lingkungan kerja dan beban kerja dan pengaruhnya terhadap kinerja pegawai Bapenda Kabupaten Kampar. *Menara Ilmu: Jurnal Penelitian Dan Kajian Ilmiah*, *15*(1).

Nurhandayani, A. (2022). Pengaruh lingkungan kerja, kepuasan kerja, dan beban kerja terhadap kinerja. *Jurnal Ekonomi Dan Bisnis Digital (Ekobil)*, *1*(2), 108-110.

Panjaitan, M. (2018). Pengaruh lingkungan kerja terhadap produktivitas kerja karyawan. *Jurnal Manajemen*, *3*(2), 1-5.

Pauji, I., & Nurhasanah, N. (2022). Peranan Manajemen Sumber Daya Manusia Pada Perusahaan Manufaktur. *SEIKO: Journal of Management & Business*, *5*(2), 82-92.

Sedarmayanti. (2011). *Sumber Daya Manusia dan Produktivitas Kerja*. Jakarta: Mandar Maju.

Sriyana, S. S. M. S. (2022). *Kepemimpinan dalam pemerintahan*. Feniks Muda Sejahtera.

Sunarta, S. (2010). Perencanaan Sumber Daya Manusia: Kunci Keberhasilan Organisasi. *Jurnal Manajemen Pendidikan UNY*, 113468.

Thoha, M. (2006). Kepemimpinan dalam manajemen.

Trang, D. S. (2013). Gaya kepemimpinan dan budaya organisasi pengaruhnya terhadap kinerja karyawan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, *1*(3).