The Influence of Transformational Leadership Skills and Organizational Climate On Job Satisfaction Which Impact Business Performance

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ABSTRACT

This study aims to determine the Effect of Transformational Leadership Skills and Organizational Climate on Job Satisfaction which Impact Business Performance at PT. Inti Jaya Purnama, Central Jakarta, DKI Jakarta. In this study using a type of quantitative research with a survey approach with the method used is simple random sampling, with a sample of 155 employees. The data analysis technique of this research uses PLS software version 3.0 (Partial Least Square) which is a variant-based structural equation model that can simultaneously test the measurement model as well as test the structural model with the research results obtained that 1) Transformational Leadership Skills on job satisfaction with a t-statistic value of 10.035 > t-table 1.975 and a P-value of 0.000 > 0.05, 2) Organizational Climate has a positive and significant effect on job satisfaction with a t-statistic value of 4.955 > t -table 1.975 and a P-value of 0.000 <0. 05, and 3) job satisfaction has an effect on Business Performance with at statistical value of 22.687 > t table of 1.975 and a P-value of 0.000 <0.05.

Keywords: Transformational Leadership Skills, Organizational Climate, job satisfaction and Business Performance

INTRODUCTION

PT. Inti Jaya Purnama is a company engaged in civil and mechanical construction for site creation and installation of mechanical civil works, such as storage tanks, building structures, piping, etc. To improve business performance, the company will continue to strengthen its management team, modernize its equipment, and better serve customers through hard work, quality and puncht quality awareness and fair dealing. The types of business fields include Other Civil Building Construction Ytdl, Oil and Gas Installations, Other Construction Installations Ytdl, Retail Trade in Used Cars, Retail Trade in Lubricating Oils in Shops, Retail Trade in Various Kinds of Building Materials, Retail Trade in Other Construction Materials and Goods and Trading Retail on the basis of remuneration (fee) or contract.

In organizations, humans are one of the most important elements in an organization. Without the role of humans, even though the various factors needed are available, the organization will not run. Because humans are the driving force and determinant of the running of an organization. Therefore, organizations should provide positive direction to achieve organizational goals.

Often companies face problems regarding their human resources. In an organization, the function and role of leaders is in encouraging the formation of an organizational climate that is expected to be dominant. The factor that is thought to influence company performance is job satisfaction, which is the feeling of joy and displeasure that employees display at work. Luthans (2006:243), states that job satisfaction is a form of someone's emotional state of being happy or positive emotions that come from assessing someone's work or work experience. Problems that occur among PT Inti Jaya Purnama employees related to employee job satisfaction include symptoms such as frequent absences, being lazy at work, lots of complaints, low work performance, low quality of work results, all of which will lead to low company business performance.

Leadership is an important element in achieving company goals. Owned resources cannot be used to achieve company goals if they are not managed well, so the role of leadership here is very important to be able to manage existing resources well based on their authority. In essence, leadership is the style of a leader who influences his subordinates or employees to be willing to work effectively according to orders and willing to be invited to work together.

The exemplary role of leadership has a huge influence in companies. Our nation's cultural pattern still looks to the leaders above. Subordinates will always imitate what they see every day. Whatever the leader makes will affect the management pattern in the company he leads. (Patadungan, Maming, 2022)

Employees who work diligently, try to maintain and will not leave their jobs, can be seen from their performance by the level of employee job satisfaction, whereas on the other hand, if employees feel dissatisfied, it will lead to disappointment, lack of enthusiasm for work and work performance will decrease, one of the causes of which is caused by by the organizational climate of the company. Organizational climate can make employees work optimally, provide a comfortable and supportive work environment, so that employees are satisfied with the existing work climate (Ratnasari & Gandhi, 2017: 72).

Problems in PT Inti Jaya Purnama can be found from the organizational climate which is still not good, this occurs because the work system is felt to be quite heavy due to leadership factors such as lack of coordination, communication between employees and leaders which causes a less conducive organizational climate such as a lack of togetherness between fellow workers or in other words, lack of unity and lack of leadership ability to resolve employee work problems.

Based on the problems and background above, the author is interested in conducting research entitled "The Influence of Transformational Leadership Skills and Organizational Climate on Job Satisfaction Which Impacts Business Performance at PT. Inti Jaya Purnama Central Jakarta, DKI Jakarta,"

Literature Review
Transformational Leadership Skills

According to Nawawi (2012), transformational leadership in principle motivates subordinates to do better than what is usually done, in other words it can increase subordinates' trust or self-confidence which will have an effect on improving performance. Meanwhile, according to Hartati (2013), transformational leadership is leadership that can be applied with charismatic characteristics, idealistic influence, inspirational motivation, intellectual stimulation, and individual considerations. Soft skills are life skills either for oneself, in a group or in society, namely in the form of skills in relating to other people (interpersonal skills) and skills in managing oneself (intra personal skills) in order to be able to develop work productivity to the maximum. And Coulter (2010: 159) argues that transformational leadership is more than charisma because transformational leaders try to instill in their subordinates the ability to question existing views and the views held by the leader.

So Transformational Leadership Skills/Transformational leadership skills are the ability of a leader who can inspire subordinates to achieve extraordinary work results.

Indicators of Transformational Leadership Skills

Indicators of transformational leadership skills according to Bass & Avolio, in Hartati, (2013), namely:

1. Charismatic

    that charisma is traditionally seen as inherent and only possessed by world-class leaders. Charismatic leaders show their vision, abilities and expertise as well as actions that put their organization first, so that charismatic leaders become friends, role models and role models for their followers.

2. Idealistic influence,

    Idealistic influence is explained as behavior that generates respect and trust

from the people they lead. Idealized influence implies sharing risks, through consideration of needs that are led above personal needs, and moral and ethical behavior. Contains vision and goals that challenge and motivate employees to work beyond their personal interests to achieve common goals

3. Inspirational motivation,

Reflected in behavior that always provides challenges, inspiration and meaning to the work of the people they lead, the role of leaders is in inspiring employees by providing understanding and challenges to employees' work. So that it can increase employee enthusiasm in carrying out their work, demonstrated by high enthusiasm and optimism.

4. Intellectual Simulation,

Leaders who demonstrate this type of leadership always explore new ideas and creative solutions from the people they lead. He also always encourages new approaches to doing work. The role of leaders in innovation is to encourage employees to be creative. The intellectual contribution of a leader to subordinates must be based on an effort to bring out the subordinate's abilities.

5. Individual Considerations

reflected by leaders who always listen attentively and pay special attention to the achievement and personal needs of the people they lead.

Organizational Climate (Organizational Climate)

According to Kusnan in Darodjat (2015: 85) states that organizational climate is something that can be measured in the work environment, both directly and indirectly influencing employees and their work where they work. Organizational climate is an important factor that determines the life of an organization. As stated by Gibson, et.al., in Ramli et.al., (2013: 101) that organizational climate is the nature of the work environment or psychological environment in an organization that is felt by workers or members of the organization and is considered to influence attitudes and behavior.

workers to their jobs. Meanwhile, according to Lita (2017:58) organizational climate is a series of descriptions of organizational characteristics that differentiate an organization from other organizations which leads to the perception of each member in viewing the organization.

So, it can be concluded that organizational climate is a work environment around the workplace that will influence their behavior and the form of employee cooperation to achieve common goals within the company.

Organizational Climate Indicators (Organizational Climate)

Organizational climate indicators according to Kusnan in Darodjat (2015: 85) are as follows:

1. Responsibility

Responsibility is defined as how employees carry out their duties and achieve results within the company.

2. Individual Identity in Organizations

Individual Identity in the Organization means that employees carry out their work according to Standard Operating Procedures (SOP) to be equally disciplined in working and achieving company goals.

3. Warmth between employees

Warmth between employees is how employees interact to establish good communication within the company.

4. Support

Support is defined as employees helping each other and providing support to their employees.

5. Conflict

Conflict is defined as how employees resolve problems resulting from differences of opinion between individuals or groups.

Job Satisfaction (Job Satisfaction)

According to Mangkunegara (2017: 117) defines that "job satisfaction is a feeling that supports or does not support the employee's self which is related to his work or his condition. Employees will feel satisfied working if the aspects of the job and aspects of themselves are supportive and vice versa if These aspects do not support employees who will feel

dissatisfied." And according to Bangun who quotes from Wexley and Yukl (2014: 327) defines job satisfaction as a generalization of attitudes towards the job, work that is enjoyable to do can be said to mean that the job can give satisfaction to the holder, and conversely dissatisfaction will be obtained if a job not fun to work on. Meanwhile, according to Robbins in Wibowo, (2016:415) defines job satisfaction as a general attitude towards a person's work, which shows the difference between the amount of appreciation workers receive and the amount they believe they should receive.

So it can be concluded that job satisfaction is an important aspect which is a function of values, perceptions and differences according to employees regarding what they should receive.

Job Satisfaction Indicator (Job Satisfaction)

According to Mangkunegara (2017:118), indicators that influence the level of job satisfaction in this research include:
1. Turnover Rate
   Higher job satisfaction is associated with lower employee turnover rates, while employees who are less satisfied usually have higher turnover rates.
2. Rate of absenteeism (absence) from work
   Employees who are dissatisfied tend to have high levels of absenteeism. They are often absent from work for illogical and subjective reasons.
3. Career development
   Career development greatly influences each employee's satisfaction at work because this encourages each employee to be better and more diligent at work. If a company does not have good career development then of course employees will feel dissatisfied.
4. Job Level
   Employees who occupy higher job levels tend to be more satisfied than employees who occupy lower job levels. Employees with a higher level of work demonstrate good work abilities and are active in expressing ideas and are creative in their work.

Business Performance/Business Performance

According to Chien- -Huang Lin, and Ching- -Huai Peng, (2008). Business performance is the result achieved in meeting the internal and external goals of a company. And JB Santos & Brito, (2012) argue that the concept of business strategy is the most important and is one of the most relevant constructs in the field. Meanwhile, according to Thomas Wheelen, David Hunger, & Alan, (2015) business performance is the process of the results of all company activities as a business inachieving its goals. Select actions to assess the performance you want to achieve. The objectives set previously in the strategy formulation part of the strategic management process always deal with profitability, market share, and cost reduction which are used to measure business performance after the strategy has been implemented.

Based on several definitions from the experts above, it can be concluded that business performance is a company's business condition which shows the level of achievement of operational results of a business as a strategy that can be measured by comparison with the standards that have been determined in planning to achieve company goals effectively and efficiently. .

Business Performance Indicators/Business Performance

The indicators according to JB Santos & Brito, (2012) which are used as the basis are:
1. Market share growth,
2. Asset growth,
3. Net income growth,
4. Net income growth,
5. Number of employee growth.

METHOD

The method used in this research is a quantitative method. Quantitative methods are called traditional methods, because this method has been used for quite a long time so that it has become a tradition in every research. It is called a quantitative method because the data in this research uses numbers (Sugiyono, 2011: 2).

This research was designed using descriptive quantitative methods. Descriptive quantitative methods are used to explain phenomena that occur regarding research data. Meanwhile, quantitative methods are used to explain the influence of the independent variable on the dependent variable in this research. This research also uses a survey method.

In this research, the object studied istransformational leadership skills, organizational climate, job satisfaction and business performance at PT. Inti Jaya Purnama Central Jakarta, DKI Jakarta

According to Silaen (2018: 87), population is the totality of objects or individuals who have certain characteristics (traits) that will be studied. Population is also called the population(universe) which means the whole, can be animate or inanimate objects. The population in this study were employees of PT. Inti Jaya Purnama Central Jakarta, DKI Jakarta, totaling 252 employees

According to Sugiyono, (2011:81), the sample is part of the number and characteristics of the population. If the population is large, and it is not possible for researchers to study everything in the population, for example due to limited funds, personnel and time, then researchers can use samples taken from that population. This research uses a probability sampling method, namely a random sampling method, where every employee of PT. Inti Jaya Purnama Central Jakarta, DKI Jakarta has the same opportunity to be selected as a sample member. From the total population of 252 employees, determining the sample for the research was by using the Slovin Population formula in Wicaksono (2013), namely:

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

n = number of samples
e = standard error = 5% (0.05)
N = population
1 = constant
So if calculated from this formula, it is:

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

$$= 252$$

$$= \frac{252}{252(0.05)^2 + 1}$$

$$= \frac{252}{1.63}$$

= 154.601227 = 155

Based on the calculations above, the sample used was 155 employees of PT. Inti Jaya Purnama Central Jakarta, DKI Jakarta.

The type and source of data used in this research is primary data. Primary data is research data obtained from direct research results in the field, such as respondents' answers which describe the influence of transformational leadership skills and organizational climate on job satisfaction which has an impact on business performance. For this purpose the researchers used a questionnaire.

The data collection method used in this research is a questionnaire, namely a data collection method by distributing questionnaires (list of questions) addressed to respondents.

The data analysis technique for this research uses PLS software version 3.0 (Partial Least Square) which is a variant-based structural equation analysis (Structural Equation Model) which can simultaneously test the measurement model as well as test the structural model. From the research results collected, the following analysis methods will be available:

Measurement Model (Outer Model)

Measurement model (outer model) was carried out to test the validity and reliability of the research instrument. The validity test in this research uses convergent validity and discriminant validity. Convergent validity is seen from the measurement model with reflection indicators which are assessed based on the correlation of the model between the component score/item score and the construct score calculated using PLS. If the correlation is more than 0.70 with the construct to be measured, the individual reflection measure is said to be high. For early stage research, measurements with an outer loading value of 0.5-0.6 are considered sufficient.

Ghozali (2015:114) explains that in assessing discriminant validity using other methods is comparing the valuesquare root of

average variance extracted(AVE) The recommended value is that the AVE value must be greater than 0.5. The AVE formula according to Ghozali (2015:115) is:

AVE = λi2 λi2 +ivar (εi)

Markcomposite reliabilitythe recommended one must be above 0.6 (Ghozali, 2015: 115).

Structural Model (Inner Model)

Structural models are used to predict causal relationships between latent variables. The structural model was evaluated by looking at the percentage of variance explained by the R2 value for the dependent variable using the Stone-Geisser Q-Square Test (Ghozali, 2015: 117). The equation model is:

N

$=\beta O+\beta\eta+\eta\epsilon+\zeta$

Whereηdescribes the vector of endogenous (dependent) latent variables,$\epsilon$is a vector of residual variables. Each dependent latent variable of the latent variable can be specified as follows: pc $=\Sigma i\beta Ji\eta i+\Sigma i\gamma jb\epsilon b+\zeta j$

Whereβji andγjb is the path coefficient that connects the endogenous predictor and the exogenous latent variableϵAndηalong the index range i and b, and$\zeta$is the inner residual variable. If the results produce an R2 value greater than 0.2, it can be interpreted that the latent predictor has a large structural level influence. The following is an image of the research structural model:
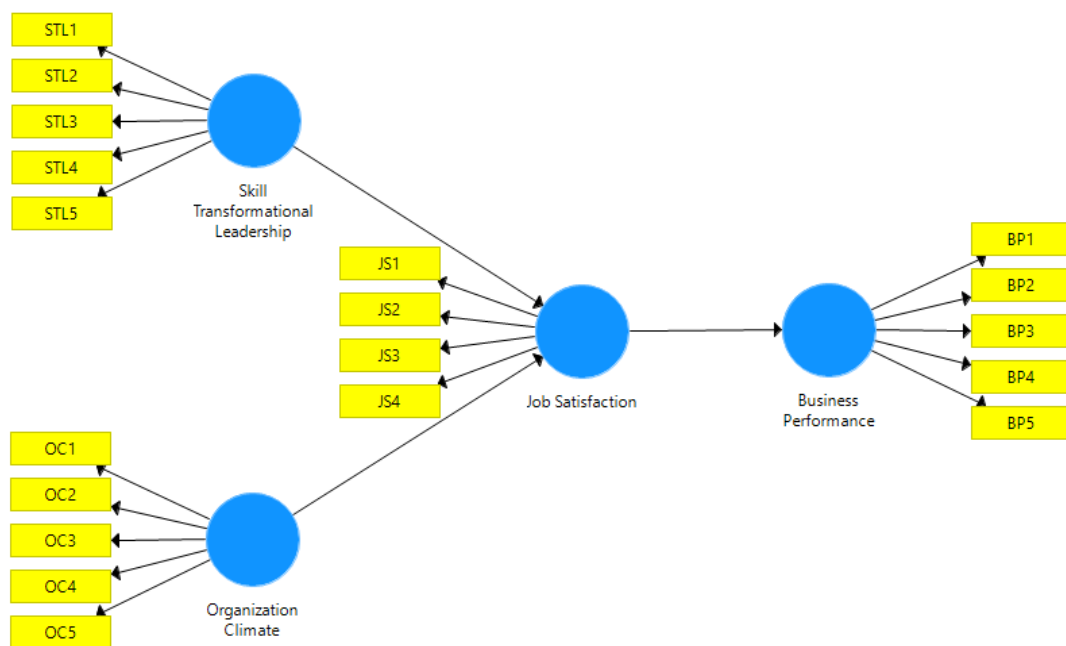

Figure 1. Research Model

Hypothesis test

Hypothesis testing (β,γ, Andλ) was carried out using the bootstrap resampling method developed by Geisser & Stone (Ghozali, 2015). According to Jogiyanto and Abdillah (2015:55) the significance measure of hypothesis support can be used by comparing the t table and t statistic values through the following decision making criteria:

1. If t statistic > t table and p value < sig 0.05, it means Ha is accepted, Ho is rejected.

2. If t statistic ≤ t table and p values ≥ sig 0.05 means Ha is rejected, Ho is accepted.

RESULTS and DISCUSSION
Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specifics of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

a. **Convergent Validity**

According to Ghozali (2018:25) a correlation can be said to meet convergent validity if it has a loading value of > 0.7.Outputsshows that the loading factor provides a value above the recommended value, namely 0.7. However, at the research scale development stage, a loading of 0.60 is still acceptable. So that the indicators used in this research have met convergent validity. The structural model in this research is shown in the following figure:
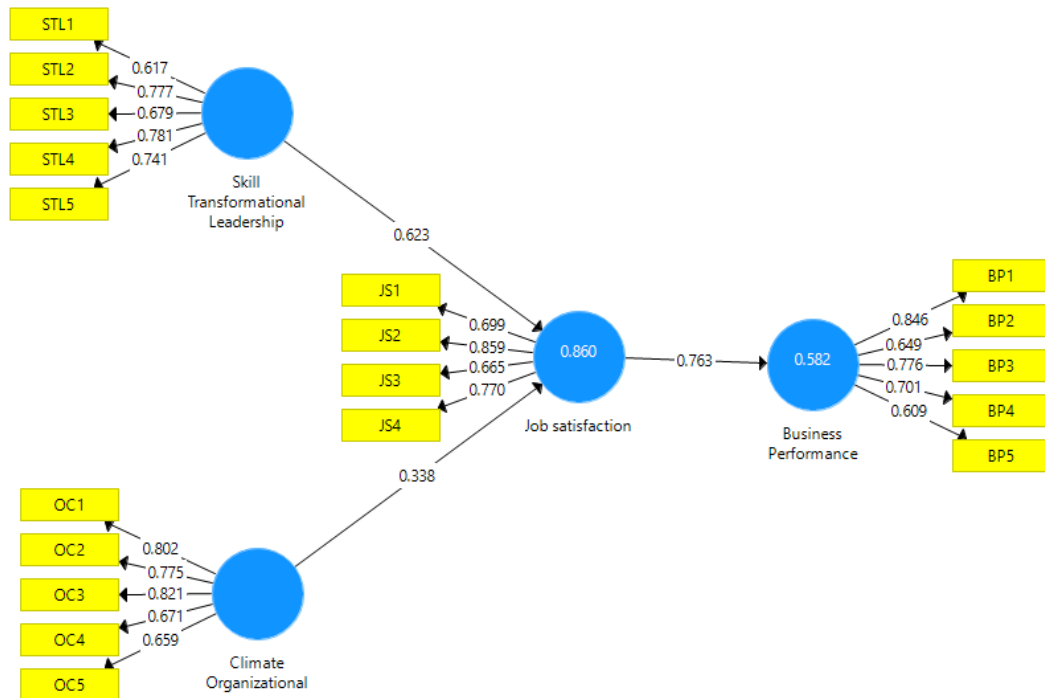

Figure 2 Outer Model, Algorithm Testing

From the image of the outer model above, discriminant validity can be seen from the Average Variance Extracted (AVE) value with a critical limit of 0.5, while construct reliability can be seen from the Cronbach alpha and composite reliability values obtained with a critical limit of 0.6-07. Smart PLS output for Loading Factor can be seen in the following table:

Table 1 Outer Loading

	Transformational Leadership Skills	Organizational Climate	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: Smart PLS Program Output. 3.0, 2023

Based on the data in table 1, the value is knownouter loadingThe lowest in the outer model test results of this research is 0, 0.609 in the BP5 indicator. Referring to the outer loading limit that has been previously determined, namely 0.7. However, in the research at the scale development stage, a loading of 0.60 is still acceptable, so these results show that the model is declared to meet the assumption of convergent validity because the lowest outer loading value obtained is 0.661 > 0.6 .

b. Construct Validity and Reliability

Table 2. Construct Validityand Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership Skills	0.769	0.783	0.843	0.521
Organizational Climate	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: Smart PLS Program Output. 3.0, 2023

The data in Table 2 above shows that the lowest AVE value of the 4 variables is 0,0.520 for the Business Performance variable. These results indicate that the four research variables have met the discriminant validity assumption because the lowest AVE value obtained was more than 0.5. Meanwhile, in the Cronbach alpha and composite reliability results, it is known that the lowest value is 0.738 for the job satisfaction variable. Thus, these results also prove that all variables meet the construct reliability assumptions because the lowest Cronbach alpha and composite reliability values are > 0.7.

Inner Model Testing

After doing the testouter model, next it is necessary to evaluate the final structural equation model (inner model). The inner model test for this research was carried out by looking at the path coefficient and R square values as follows:

Table 3. R Square

	R Square	R Square Adjusted
Job satisfaction	0.860	0.858
Business Performance	0.582	0.579

Source: Smart PLS Program Output. 3.0, data processed by the author in 2023

Based on table 3 above, it shows that the valueR Squarefor the job satisfaction variable it is 0.860. This result explains that the percentage of job satisfaction is 86%. This means that the transformational leadership skill variable and the organizational climate variable influence job satisfaction by 86% and the remaining 14% is influenced by other variables.

Meanwhile, the R Square value for the business performance variable is 0.582. This result explains that the percentage of business performance is 58.2%. This means that the job satisfaction variable influences business performance by 58.2% and the remaining 41.8% is influenced by other variables.

Table 4. Inner Model test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Transformational Leadership Skills -> Job satisfaction	0.623	0.627	0.062	10,035	**0,000**
Organizational Climate -> 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**

Source: Smart PLS Program Output. 3.0, data processed by the author in 2023

Based on table 4 above, the results of the evaluation of the structural equation model of the relationship between variables are partially explained by the valuespath coefficientcan be described as follows:

1) Path coefficientHypothesis 1, namely Transformational Leadership Skills on Job Satisfaction, is obtained at 0.623. This value shows that there is an influence of 62.3% (0.623 x 100%). This result also means that the higher the Transformational Leadership Skills applied, the higher the job satisfaction, and vice versa.

2) The path coefficient value in hypothesis 2 was obtained at 0.338. This value shows that Organizational climate has an influence of 33.8% (0.338 x 100%) on job satisfaction. This result also means that a better organizational climate will make job satisfaction higher, and vice versa.

3) In hypothesis 3, a path coefficient value of 0.763 was obtained, which shows that there is an influence of 76.3% (0.763 x 100%) of job satisfaction on Business Performance. This result means that good job satisfaction can improve Business Performance.

Hypothesis Testing

This research has 3 hypotheses as research questions that have been formulated and need to be tested for truth. Hypothesis testing in this study uses the t test, namely by comparing the statistical t value obtained from the bootstrapping test with the critical limit of the t table value of 1.654 at a significance level of 5% (0.05). The results of this research hypothesis test are presented as follows:
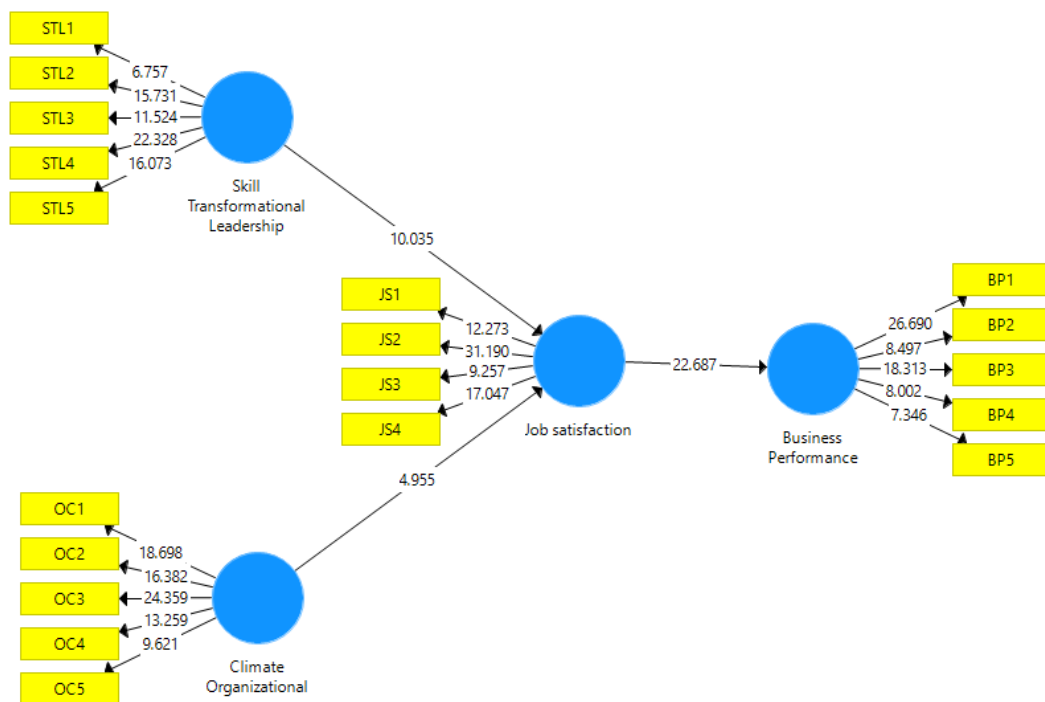
Figure 3. Inner Model, Bootstrapping Testing
Source: Data processed by the Author, 2023

Table 5. Direct Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Note
Transformational Leadership Skills -> Job satisfaction	0.623	0.627	0.062	10,035	**0,000**	**Accepted**
Organizational Climate -> 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: Smart PLS Program Output. 3.0, data processed by the author in 2023

Based on the PLS output (bootstrapping test) presented in Table 5, it can be explained that:

1. Hypothesis 1: From the original sample value of 0.623, the t statistic value is 10.035 and the P-value is 0.000. These results prove that Transformational Leadership Skills have a positive and significant effect on job satisfaction with a relationship value of 62.3% (0.623 x 100%). The t statistic value of 10.035 > t table 1.975 and the P-value of 0.000 > 0.05 prove that hypothesis 1 in this study is acceptable.

2. Hypothesis 2: From the original sample value of 0.338, the t statistic value is 4.955 and the P-value is 0.000. These results prove that Organizational Climate has a positive and significant effect on job satisfaction with a relationship value of 33.8% (0.338 x 100%). The t statistic value

of 4.955 > t table 1.975 and P-value 0.000 < 0.05 proves that hypothesis 2 in this study is acceptable.

Hypothesis 3: From the original sample value of 0.763, the t statistic value is 22.687 > 1.975 and the P-value is 0.000. These results prove that job satisfaction influences Business Performance with a relationship value of 76.3% (0.763 x 100%). The t statistic value of 22.687 > t table 1.975 and P-value 0.000 < 0.05 proves that hypothesis 3 in this study is accepted.

CONCLUSION

Based on the results of the research that has been carried out and data analysis as explained in the previous chapter, the following conclusions can be drawn:

1) There is a positive and significant influence of Transformational Leadership Skills on job satisfaction at PT. Inti Jaya Purnama Central Jakarta, DKI Jakarta.
2) There is a positive and significant influence of Organizational Climate on job satisfaction at PT. Inti Jaya Purnama Central Jakarta, DKI Jakarta.
3) There is a positive and significant influence of job satisfaction on Business Performance at PT. PT. Inti Jaya Purnama Central Jakarta, DKI Jakarta.

Based on the conclusions outlined above, researchers provide the following suggestions:

1) It is hoped that companies as leaders must be able to maintain a transformational leadership style so that they are always able to motivate employees and evaluate all aspects of employees' work so that they can provide job satisfaction to employees whose impact can improve the company's business performance.
2) To improve a good organizational climate, companies should be able to create a more conducive working atmosphere by increasing the role of leaders who are more responsible for the problems faced by their subordinates.
3) To increase employee job satisfaction, company leaders should always provide comfort at work, give awards to employees who excel, provide salary increases, bonuses or rewards for employee work results so that they can improve company performance and business performance.

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