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The Mediated Effect of Job Satisfaction on the Influence of Organizational Climate and Transformational Leadership on the Performance of Permanent Employees at the Production Operator Level in the Automotive Industry

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Abstract:
The automotive industry is a labor-intensive sector that relies on optimal employee performance, especially at the production operator level, to maintain efficiency, quality, and competitiveness. However, various challenges such as high work pressure, productivity demands, and organizational dynamics can affect employee work performance. This study aims to understand how job satisfaction mediates the impact of organizational climate and transformational leadership on the performance of permanent operator-level employees in the production department of the automotive industry. A quantitative approach was applied in this study, and data were obtained through surveys and literature review. To analyze the collected data, path analysis technique was used. The findings showed a positive and significant impact of organizational climate and transformational leadership on employee performance and job satisfaction. In addition, job satisfaction is also proven to have a significant influence on employee performance. Job satisfaction functions as a mediating variable, which means that the influence of these factors on performance is not only direct, but also indirect through increased job satisfaction. Thus, improving the organizational climate and the application of transformational leadership are critical to improving job satisfaction, which will ultimately lead to improved performance, particularly in the automotive production sector.

Keywords: job satisfaction; organizational climate; transformational leadership; employee performance; automotive industry

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INTRODUCTION

The global automotive industry continues to experience rapid development to meet consumer demand, including in Indonesia, where the four-wheeled vehicle sector is one of the main pillars of economic drive (Adnan, 2014; Khalidazzia, 2024; Kompas, 2021; Yaro et al., 2018) . The strategic role of this industry can be seen from its ability to grow various supporting sectors, such as the automotive component industry with thousands of types of products. In addition, the four-wheeled vehicle industry also contributes greatly to the country's manufacturing exports, with products that have been shipped to 80 countries. Data in 2020 shows that Indonesia's automotive sector has a significant export performance, especially in the category of *completely built up* (CBU) vehicles, namely vehicles sent abroad in intact and ready-to-use condition. The number of exports reached more than 232 thousand units and the transaction value or touched more than Rp 41 trillion indicates that Indonesian automotive products have competitiveness in the international market. However, Indonesia's low car ownership rate, at around 87 units per 1,000 population, indicates that the domestic market has significant room for expansion. There is a projected growth of the automotive industry which is estimated to reach 2 million units by 2025. To drive the industry's progress forward, it is important to take strategic steps in

planning for workforce needs, including by improving competencies to ensure a supply of skilled human resources.

The production of four-wheeled vehicles or more in Indonesia ranks eleventh among global automotive manufacturers, mentioned in a report from the "Indonesian Motor Vehicle Industry Association (Gaikindo)". The statement from Gaikindo reinforces the fact that Indonesia has shown significant progress in the automotive industry, showing that Indonesia's production capacity is already large enough and able to compete at the international level. However, the potential of the domestic market is much more attractive because there is still a lot of room for growth. The ratio of vehicle ownership per 1,000 people is a general benchmark of a country's automotive industry potential. With only 87 units per 1,000 population, Indonesia is still far behind developed countries which can reach 300 to 500 units. This figure shows an untapped domestic market and a great opportunity to increase car sales.

The concentration of the national automotive industry tends to be in Bekasi, Karawang, Purwakarta, Subang, and Bogor Regencies, because most of the activities of this sector in West Java are collected in the five industrial zones of the region. In these regions, there are many large industrial estates that are home to car assembly plants, automotive component suppliers, and logistics and distribution networks that support the entire supply chain. Gaikindo reported that the development of the automotive industry is due to the availability of adequate industrial estates, so that automotive factories can function properly. One of the industrial estates that is a favorite place for the automotive industry is in the Karawang Regency area.

The government has designated Karawang Regency as a leading industrial area for the automotive sector that is able to compete in the global market. Karawang was chosen because it offers various strategic advantages, such as ease of access, proximity to factories in Jakarta, and transportation cost efficiency. Various automotive factories in the region produce four-wheeled and two-wheeled vehicles, as well as their spare parts, to meet the demand of the local and export markets. In the first half of 2023, Karawang will become the largest automotive industry area in Indonesia. According to the Head of DPMPTSP Karawang, the value of investment that has been realized until the middle of the year reaches Rp 22.36 trillion.

To strengthen the study on the importance of employee performance in the automotive industry in Karawang district, the researcher conducted a preliminary survey conducted on March 19, 2024 - March 21, 2024, by filling out questionnaires that were distributed proportionally to company leaders to assess employee performance from as many as 30 (thirty) employees, especially permanent workers at the level of production operators in the automotive industry which were spread evenly across 6 (six) company. Here is the data revealed from the preliminary survey:

1. There are as many as 32% of employees who have problems in Work Quality, which can be seen from the number of employees who have problems in meeting the work standards set by the company, employees who have problems in showing their accuracy in working to ensure good work results and employees have problems in showing their skills for good work results.
2. There are as many as 36% of employees who have problems in the Quantity of Work, which can be seen from the number of employees who have problems in showing the results of work that are produced quickly, employees who have problems in showing the results of work that are increasing rapidly and employees who have problems in completing the amount of work as targeted.
3. There are as many as 40% of employees who have problems in Punctuality, which can be seen from the number of employees who have problems in showing the results of work obtained on time according to the work schedule that has been prepared, employees have problems in showing the

results of the work produced faster than the predetermined time schedule, and employees have problems in showing the work that starts and ends on time.

4. There are as many as 41% of employees who have problems in Effectiveness, which can be seen from the number of employees who have problems in achieving the work goals that have been targeted, employees who have problems in showing their work results with high cost effectiveness and employees who have problems showing work results with serious efforts to complete their work.
5. There are as many as 44% of employees who have problems in efficiency, which can be seen from the number of employees who have problems in calculating the use of materials carefully, employees who have problems in showing their work results accurately without defects and employees who have problems in showing meticulousness and prudence in working.
6. There are as many as 39% of employees who have problems in productivity, which can be seen from the number of employees who have problems in showing optimal work results, employees who have problems in showing work results that are completed on time and employees who have problems in using costs effectively and efficiently in working.

Based on a preliminary survey, it is known that around 38% of permanent workers at the production operator level in the automotive industry still experience problems in their performance. This shows that performance issues are still a significant challenge in the Karawang Regency area. Previous studies have confirmed the importance of transformational leadership and job satisfaction in improving employee performance. Rawashdeh et al. (2020) in Jordan found a significant influence of both on performance, including indirect influences through job satisfaction. Rivera and Zapata (2019) in Colombian construction show a positive contribution to organizational climate and job satisfaction. Roz (2019) also corroborates that transformational leadership and job satisfaction have a big impact on performance, with job satisfaction as a mediator, especially in the Malang food industry. Therefore, this study aims to test the function of job satisfaction as a mediator between the organizational climate and transformational leadership on the performance of permanent operator employees in automotive production.

However, based on a review of the previous literature, there is still a significant *research gap*. The topic of the influence of organizational climate and transformational leadership on employee performance has been the focus of various studies. However, there is an important aspect that still receives less attention, namely the role of job satisfaction as a liaison or intermediary in the relationship. This role is mainly for permanent employees at the operator level in the automotive industry, especially those who work in strategic industrial areas such as Karawang Regency. In fact, the operator level is the main line in the production process, whose performance greatly determines the company's output.

In addition, *the novelty* of this research lies in its focus that integrates three important aspects of organizational climate, transformational leadership, and job satisfaction in a causal analysis model based on *the path analysis approach*, as well as applied to the automotive industry in areas with high industrial concentrations. This makes the research findings more contextual and relevant to the labor-intensive industry in Indonesia.

The purpose of this study is quite comprehensive, because it not only looks at the direct relationship between variables to performance, but also takes into account an important psychological aspect, namely job satisfaction. This study aims to investigate the impact of a positive work atmosphere and inspirational leadership on the productivity of permanent operator employees. Another focus of the study is to investigate how the organizational climate and transformational leadership affect job satisfaction, which in many studies has been shown to be significant in shaping employee behavior and productivity. Because job satisfaction is a mediating variable, researchers wanted to find out whether

the relationship between work environment and leadership and performance is not only direct, but also indirect through feelings of job satisfaction. The focus on permanent employees in the production department of the automotive industry shows that this study seeks to answer real problems in the field, especially in sectors that rely heavily on the role of operators in the production process.

There is a contribution from the results of the study, namely in enriching the theory of human resource management, especially in understanding how aspects of organizational behavior can encourage better performance. This research is expected to provide automotive industry management with a foundation to design better and sustainable employee management strategies, by strengthening the organizational climate and transformational leadership to increase employee satisfaction and performance.

RESEARCH METHODS

This study falls under the type of quantitative research, meaning that its main focus is on the collection and analysis of data in the form of numbers to explain the phenomena being studied objectively and measurably. This method is suitable when researchers want to test the relationships obtained through the use of the Likert scale in data collection (Sugiyono, 2019). The two main techniques used by the researcher to collect data in this research, the first is the distribution of a questionnaire or a tool that contains a list of closed-ended questions for respondents to fill in. The second is literature study, which is the process of tracing and examining various written sources to obtain theoretical foundations, support hypothesis formulation, and compare research results with previous findings.

This study targets the automotive industry in Karawang Regency, focusing on car manufacturers and their spare parts. There are six companies that are the location of the research, namely PT Daiki Indonesia, PT Artpiston, PT Dong Seo, PT Mitrametal, PT Nifco Indonesia, and PT Horiguchi Engineering Indonesia. This research was carried out from November 2023 to December 2024. The population in this study amounted to 572 permanent employees at the operator level in the production department of the six automotive companies. Samples were taken using proportional random sampling, which is a random method that adjusts the proportion of the population. The Slovin formula with a 5% error rate is used to determine a representative and trustworthy sample count. From this calculation, a sample of 236 people was obtained. The data will then be processed using path analysis, a method developed from multiple linear regression. The advantage of this analysis is its ability to test and model various causal relationships between variables at once in a single model. Path analysis not only reveals the direct influences, but also the indirect influences between variables according to the hypothesis based on the theory, thus providing a more complete understanding of the research relationship patterns compared to standard regression analysis. (Ghozali, 2016)

RESULTS AND DISCUSSION

RESULT

Variable Frequency Distribution

1. Employee Performance Variables

Employee performance data shows a frequency distribution that can be described as follows:

Table 1. Frequency Distribution of Performance VariablesEmployee (Z)

Yes	Class Intervals	Absolute Frequency	Relative Frequency (%)	Cumulative Frequency (%)
1	46-60	9	3.81%	3.81%
2	61-75	6	2.54%	6.36%
3	76-90	19	8.05%	14.41%

Yes	Class Intervals	Absolute Frequency	Relative Frequency (%)	Cumulative Frequency (%)
4	91-105	39	16.53%	30.93%
5	106-120	32	13.56%	44.49%
6	121-135	45	19.07%	63.56%
7	136-150	36	15.25%	78.81%
8	151-165	23	9.75%	88.56%
9	166-180	27	11.44%	100.00%
	Total	236	100.00%	

Source : Data processed by the researcher

The explanation of the table above reveals that 45 out of 236 employees of permanent operators in the production department in the Karawang automotive industry (19.07%) achieved very high performance with scores between 121 and 135. A total of 39 employees (16.53%) showed moderate performance with a score range of 91 to 105. The lowest performance, with a score of 61 to 75, was owned by 6 employees (2.54%).

2. Organizational Climate Variable (X_1)

Organizational climate data shows a frequency distribution that can be described as follows:

Table 2. Frequency Distribution of Organizational Climate Variables (X1)

Yes	Class Intervals	Absolute Frequency	Relative Frequency (%)	Cumulative Frequency (%)
1	117-123	1	0.42%	0.42%
2	124-130	8	3.39%	3.81%
3	131-137	22	9.32%	13.14%
4	138-144	47	19.92%	33.05%
5	145-151	61	25.85%	58.90%
6	152-158	55	23.31%	82.20%
7	159-165	35	14.83%	97.03%
8	166-172	5	2.12%	99.15%
9	173-179	2	0.85%	100.00%
	Total	236	100.00%	

Source : Data processed by the researcher

The explanation of the table above reveals that of the 236 permanent employees at the level of production operators in the automotive industry in Karawang Regency, as many as 61 people (25.85%) have the highest perception of the Organizational Climate, as can be seen from the respondents' answers with scores in the range of 145 to 151. Furthermore, as many as 55 people (23.31%) were in the category of Moderate Organizational Climate, based on respondents' answers with scores in the range of 152 to 158. Meanwhile, as many as 1 person (0.42%) had the lowest Organizational Climate, which was reflected in the respondents' answer scores in the range of 117 to 123.

3. Transformational Leadership Variable (X_2)

The transformational leadership variable data shows the frequency spread depicted in the table below:

Table 3. Transformational Leadership Variable Data Frequency Distribution (X_2)

Yes	Class Intervals	Absolute Frequency	Relative Frequency (%)	Cumulative Frequency (%)
1	112-118	6	2.54%	2.54%
2	119-125	4	1.69%	4.24%
3	126-132	20	8.47%	12.71%
4	133-139	39	16.53%	29.24%
5	140-146	69	29.24%	58.47%
6	147-153	55	23.31%	81.78%
7	154-160	27	11.44%	93.22%
8	161-167	13	5.51%	98.73%
9	168-174	3	1.27%	100.00%
	Total	236	100.00%	

Source : Data processed by the researcher

According to Table 3, as many as 69 people, or 29.24% of the 236 permanent operator employees in the production department in the automotive industry in Karawang Regency, showed the highest perception of transformational leadership, as seen from the response score which was in the range of 140 to 146. Furthermore, as many as 55 people (23.31%) had a Moderate level of Transformational Leadership, based on respondents' answers with scores in the range of 147 to 153. Meanwhile, as many as 3 people (1.27%) were classified as having the lowest level of Transformational Leadership, which is reflected in the respondents' answer scores in the range of 168 to 174.

4. Job Satisfaction Variable (Y)

The job satisfaction data shows the frequency spread depicted in the table below:

Table 4. Data Frequency Distribution of Job Satisfaction Variables

Yes	Class Intervals	Absolute Frequency	Relative Frequency (%)	Cumulative Frequency (%)
1	97-106	1	0.42%	0.42%
2	107-116	10	4.24%	4.66%
3	117-126	9	3.81%	8.47%
4	127-136	27	11.44%	19.92%
5	137-146	55	23.31%	43.22%
6	147-156	56	23.73%	66.95%
7	157-166	48	20.34%	87.29%
8	167-176	12	5.08%	92.37%
9	177-186	18	7.63%	100.00%
	Total	236	100.00%	

Source : Data processed by the researcher

Of the 236 permanent operator employees in the production section of the Karawang automotive industry, the data in Table 4 shows that 56 individuals (23.31%) reported the highest job satisfaction, with a score range of 147-156. Around 55 people (23.31%) showed a moderate level of job satisfaction, with a score of 137-146. Very few, namely 1 person (0.42%), had the lowest job satisfaction, with a score of 97-106.

Data Normality Test

To ensure the normality of the research data (N=236), the "*one-sample Kolmogorov-Smirnov test" was used*. The data is considered normal if the *t-statistical* value is smaller than *the Sig.*, which indicates that H0 fails to reject and H1 is accepted. The details of the normality test results are presented as follows.

Table 5. Results of the Normality Test of Employee Performance Variables

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			236
Normal Parameters, b	*Mean*		123.3305
	Std. Deviation		31.29096
Most Extreme Differences	*Absolute*		0,040
	Positive		0,040
	Negative		-0,030
Test Statistic			0,040
Asymp. Sig. (2-tailed)[c]			0,200
Monte Carlo Sig. (2-tailed)[e]	Sig.		0,820
	99% *Confidence Interval*	*Lower Bound*	0,810
		Upper Bound	0,830
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 221623949.			

Source : Data processed by the researcher

Employee Performance Data is normally distributed, as evidenced by the normality test that results in a test statistic of 0.040 (smaller than Sig. 0.820), which leads to failure to reject H0 and accept H1.

Table 6. Results of the Normality Test of Organizational Climate Variables

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		236
Normal Parameters, b	*Mean*	148.6441
	Std. Deviation	9.76753
Most Extreme Differences	*Absolute*	0,045
	Positive	0,037
	Negative	-0,045
Test Statistic		0,045
Asymp. Sig. (2-tailed)[c]		0,200
Monte Carlo Sig.	*Sig.*	0,698

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
(2-tailed)[e]	*99% Confidence Interval*	*Lower Bound*	0.686
		Upper Bound	0.709
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 221623949.			

Source : Data processed by the researcher

The Organization's Climate Data is normally distributed, as evidenced by the normality test that yields a test statistic of 0.045 (smaller than Sig. 0.698), which leads to the failure of H0 rejection and H1 acceptance.

Table 7. Results of the Transformational Leadership Variable Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			236
Normal Parameters, b	*Mean*		144.2712
	Std. Deviation		10.61966
Most Extreme Differences	*Absolute*		0.058
	Positive		0.045
	Negative		-0,058
Test Statistic			0.058
Asymp. Sig. (2-tailed)[c]			0,200
Monte Carlo Sig. (2-tailed)[e]	*Sig.*		0.397
		Lower Bound	0.384
		Upper Bound	0.409
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 221623949.	

Source : Data processed by the researcher

The Transformational Leadership data is normally distributed, as evidenced by the normality test that results in a test statistic of 0.058 (smaller than Sig. 0.379), which leads to failure to reject H0 and accept H1.

Table 8. Results of the Normality Test of Job Satisfaction Variables

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			236
Normal Parameters, b	*Mean*		149.1059
	Std. Deviation		17.04716
Most Extreme Differences	*Absolute*		0,054
	Positive		0,036
	Negative		-0,054
Test Statistic			0,054
Asymp. Sig. (2-tailed)[c]			0,200
Monte Carlo Sig. (2-tailed)[e]	*Sig.*		0.462
	99% Confidence Interval	*Lower Bound*	0.450
		Upper Bound	0.475
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 221623949.			

Source : Data processed by the researcher

Job Satisfaction data are normally distributed, as evidenced by the normality test which results in a test statistic of 0.054 (smaller than Sig. 0.462), which leads to failure to reject H0 and accept H1.

Variable Analysis

To determine the relationship between independent variables and bound variables as well as *intervening/mediator* variables, an analysis between variables has been conducted. The results can be observed in the table presented.

Table 9. Results of Correlation Analysis of Variables X1, X2 and Y to Variable Z

Independent Variables	Bound Variables	Conclusion
	Employee Performance (Z) (r)	
Organizational Climate (X1)	0.603	Strong
Transformational Leadership (X2)	0.619	Strong
Job Satisfaction (Y)	0.894	Very Powerful

Source : Data processed by the researcher

The data in the table shows that all independent variables are positively correlated with Employee Performance. Organizational Climate (0.603) and Transformational Leadership (0.619) showed a strong correlation with Employee Performance, while Job Satisfaction (0.894) had a very strong correlation.

Table 10. Results of Correlation Analysis of Variables X1 and X2 Against Variable Y

Independent Variables	Intervening/Mediation Variables	Conclusion
	Job Satisfaction (Y) (r)	
Organizational Climate (X1)	0.620	Strong
Transformational Leadership (X2)	0.567	Keep

Source : Data processed by the researcher

The correlation results from the table show that Organizational Climate (X1) has a strong relationship (0.620) with Job Satisfaction (Y). Meanwhile, Transformational Leadership (X2) had a moderate relationship (0.567) with Job Satisfaction (Y).

Path Analysis

After collecting and analyzing data obtained from all permanent workers at the level of production operators in the automotive industry in Karawang Regency using various required tests, then the path method is used to analyze the causality model. The path analysis diagram and the calculation of the path coefficient are generated from a theoretically formed causal model.

Model of Path Relationships Between Variables in Sub-Structure-1

Substructure-1 has a path model as follows:

$$"Z = \beta z_1 X1 + \beta z_2 X2 + \beta y Y + \varepsilon z"$$

The coefficient of the substructure-1 path can be seen in the table below:

Table 11. Path Coefficient Value in Sub-Structure-1

Coefficient

		Unstandardized Coefficients		*Standardized Coefficients*		
	Type	***B***	***Std. Error***	***Beta***	***t***	***Sig.***
1	(*Constant)*	-376.221	25.672		-14.655	.000
	Iklim_Organisasi	.810	.113	.253	7.159	.000
	Kepemimpinan_Transformasional	.884	.097	.300	9.098	.000
	Kepuasan_Kerja	.731	.099	.398	7.399	.000

a. *Dependent Variable*: Kinerja_Karyawan

Source : Data processed by the researcher

Model Summary

Type	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*
1	.930a	.865	.863	11.58491

a. *Predictors*: (*Constant*), Kepuasan_Kerja, Kepemimpinan_Transformasional, Iklim_Organisasi

The regression equation of this model can be seen from the table above:

$$\mathbf{Z = -376.221 + 0.253X1 + 0.300X2 + 0.398Y + \varepsilon z}$$

Employee Performance (Z) was positively influenced by Organizational Climate (X1), Transformational Leadership (X2), and Job Satisfaction (Y), with standardized beta coefficients of 0.253, 0.300, and 0.398. This means that an increase of one unit in one of these variables, with another variable fixed, will increase employee performance by the value of the coefficient. The constant -376,221 indicates that employee performance will tend to decline drastically if all independent variables are zero or constant.

In addition, 86.3% of the variation in Employee Performance was explained by the model variable, as shown by the Adjusted R-Squared 0.863, and the remaining 13.7% was due to factors outside the model. This confirms that a supportive organizational climate, motivating leadership, and high job satisfaction are essential for optimal operator performance in the Karawang automotive industry.

Model of Path Relationships Between Variables in Sub-Structure-2

Substructure-2 has a path model as follows:"

$$\mathbf{"Y = \beta y_1 X1 + \beta y_2 X2 + \varepsilon y"}$$

The coefficients of the Sub-Structure-2 path are presented in the following table.

Table 12. Path Coefficient Value in Sub-Structure-2

Coefficient

	Type	***Unstandardized Coefficients***		***Standardized Coefficients***	***t***	***Sig.***
		B	***Std. Error***	***Beta***		
1	(*Constant)*	-194.091	11.350		-17.101	.000
	Iklim_Organisasi	.814	.053	.466	15.371	.000
	Kepemimpinan_Transformasional	.646	.049	.403	13.287	.000

a. *Dependent Variable*: Kepuasan_Kerja

Source : Data processed by the researcher

Model Summary

Type	***R***	***R Square***	***Adjusted R Square***	***Std. Error of the Estimate***
1	.894a	.799	.796	7.70060

a. *Predictors*: (*Constant*), Kepemimpinan_Transformasional, Iklim_Organisasi

The table above shows the regression equation model, which is as follows:

$$\mathbf{Y = -194.091 + 0.466X1 + 0.403X2 + \varepsilon y}$$

From the regression equation, Job Satisfaction (Y) has a positive relationship with Organizational Climate (X1) and Transformational Leadership (X2), with standardized beta values of 0.466 and 0.403. That is, every one unit increase on X1 or X2 will increase Job Satisfaction proportionally to its coefficient, with other variables assumed to be fixed. If all independent variables are considered zero, the constant -194.091 predicts that Job Satisfaction will decrease or be negative.

In addition, 79.6% of the variation in Job Satisfaction can be explained by both independent variables, as indicated by the Adjusted R-Squared value of 0.796, the remaining 20.4% comes from other factors outside the model. These findings emphasize the importance of improving the organizational climate and transformational leadership to improve the job satisfaction of permanent operators in the Karawang automotive industry.

Indirect Influence of Organizational Climate Variables (X1) on Employee Performance Variables (Z) Through Job Satisfaction Variables (Y)

The figure below presents the results of the Sobel test for the significance of mediation.

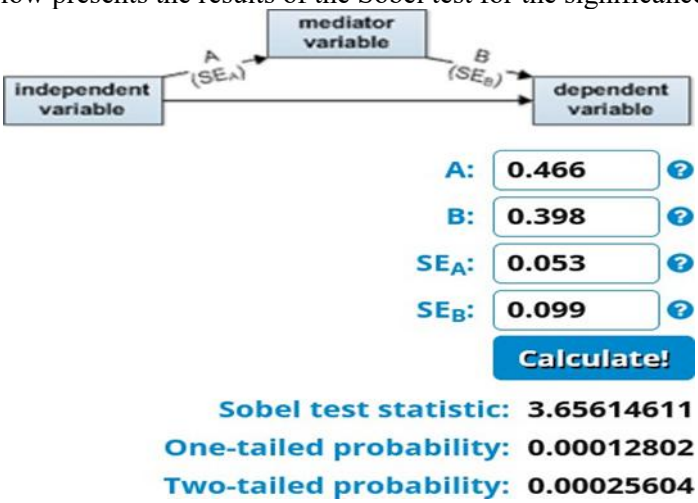

Figure 1. Sobel Test Results of Mediator Y Significance Test For X1 and Z
Source : Data processed by the researcher

Based on Figure 1, it is known that Z is calculated as 3.66 greater than Z in table 1.65 and the one-way probability value is 0.000 < 0.05, so that Job Satisfaction is proven to mediate the influence of Organizational Climate on Employee Performance.

Indirect Influence of Transformational Leadership Variables (X2) on Employee Performance (Z) through Job Satisfaction Variables (Y)

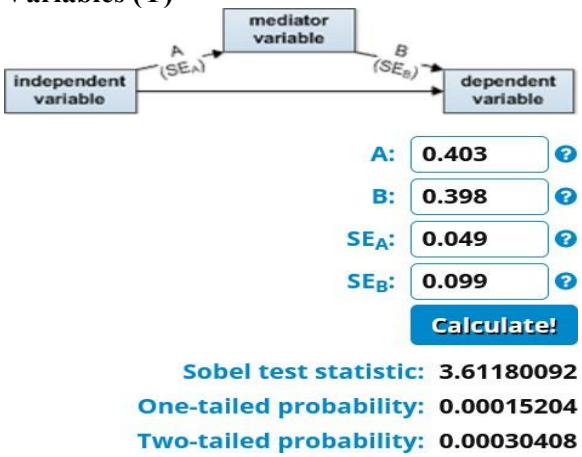

Figure 2. Sobel Test Results of Mediator Y Significance For X2 and Z
Source : Data processed by the researcher

Based on Figure 2, Z calculated by 3.61 exceeded the Z of table 1.65 with a p-value of 0.000 < 0.05, so that Job Satisfaction mediated the influence of Transformational Leadership on Employee Performance.

DISCUSSION

Direct Influence of Organizational Climate on Employee Performance

Organizational Climate is proven to directly and significantly improve Employee Performance, as shown by β = 0.253 and t-count 7.159, exceeding t-table 1.65 at α = 0.05, especially for permanent employees of operators in the Karawang automotive industry. These findings reinforce the results of previous research by Hayatun Nufus (2021), who also found that there is a positive influence of

organizational climate on employee performance. The suitability of these results shows that a positive work atmosphere, a supportive environment, and harmonious relationships between employees can have a significant impact in motivating employees to work more optimally. Based on these results, companies need to pay serious attention to creating and maintaining a conducive and supportive work climate. Consistent efforts in building a positive work atmosphere will help increase employee satisfaction and motivation, thereby directly driving improved performance.

The Direct Influence of Transformational Leadership on Employee Performance

Transformational Leadership has a positive and significant effect on Employee Performance with a coefficient of 0.300 and t-count of 9.098 > t-table of 1.65, showing that this leadership style encourages the improvement of the performance of permanent operators in the Karawang automotive industry. These findings are consistent with the results of previous research by Ahmad Rivai (2020) which showed the positive influence of transformational leadership on employee performance. Leadership that focuses on developing a shared vision, open communication, and attention to the individual needs of employees is able to create a productive and vibrant work environment. Based on these findings, this study provides the implication that the development of transformational leadership should be a priority in the company's management strategy. To hone leadership skills that are able to motivate and move employees on an ongoing basis, companies can increase productivity while maintaining high performance in the work environment. This approach is believed to be effective in facing business challenges and increasing the competitiveness of the automotive industry in Karawang and other regions.

The Direct Influence of Job Satisfaction on Employee Performance

Job Satisfaction has a positive and significant effect on Employee Performance, with $\beta = 0.398$ and t-count 7.399 > t-table 1.65, indicating that high job satisfaction encourages an improvement in the performance of fixed production operators. This indicates that efforts to improve aspects of job satisfaction, such as well-being, work environment comfort, relationships between colleagues, and performance rewards, will have a significant positive impact on the productivity and performance achievement of individuals in the automotive industry environment in Karawang Regency.

The results of this study are in line with the findings of Renaldi et al. (2021), who stated that job satisfaction improves employee performance, reinforcing the important role of job satisfaction in human resource management. By implication, companies need to design strategies that are oriented towards increasing job satisfaction, whether through compensation policies, career development, a supportive work environment, and effective communication, in order to achieve optimal performance on a sustainable basis.

Direct Influence of Organizational Climate on Job Satisfaction

Organizational climate has a positive and significant effect on Job Satisfaction, with a coefficient of 0.466 and a t-count of 15.371 > a t-table of 1.65, indicating that a good climate increases job satisfaction. For permanent employees at the operator level in the production department of the automotive industry in Karawang Regency, supportive working conditions, open communication, a sense of security, and clarity of duties and roles, are important elements in creating a positive organizational climate that has a direct impact on job satisfaction.

These findings are in line with the results of research by Alfi Pahlawan et al. (2020), which also stated that the organizational climate has a positive effect on job satisfaction. The similarity of these results reinforces that the organizational climate is one of the crucial factors in shaping employee job satisfaction. From these results, it can be concluded that companies need to pay special attention to the formation of a conducive and supportive organizational climate. This includes managing an effective leadership style, strengthening internal communication systems, and developing harmonious relationships between employees. Through the creation of a positive and comfortable working atmosphere, the company is not only able to increase employee job satisfaction, but also encourage improved performance, which will ultimately bring great benefits to the success of the organization.

The Direct Influence of Transformational Leadership on Job Satisfaction

Transformational Leadership has a significant positive effect on Job Satisfaction, shown by β = 0.403 and t-count 13.287 > t-table 1.65, meaning that this leadership style increases the job satisfaction of employees in constant production. Transformational leadership that is consistently applied is able to create a work environment that supports employees' personal and professional growth, thereby increasing pride, engagement, and job satisfaction.

These findings are in line with previous research by Ninda Nur Utami et al. (2023), which found that transformational leadership has a positive effect on job satisfaction. This reinforces the validity of the finding that leadership styles that empower and encourage positive change are highly effective in building job satisfaction (Lisabella & Hasmawaty, 2021; Primary, 2020; S&P 2022; Putra Widyatmika & Riana, 2020). By implication, companies need to encourage leaders on the production line to develop transformational leadership skills through training, mentoring, and evaluation.

Indirect Influence of Organizational Climate on Employee Performance Through Job Satisfaction

Organizational Climate has a positive and significant indirect and significant effect on Employee Performance through Job Satisfaction, with β = 0.185 and Z calculated 3.66 > Z table 1.65 and p = 0.00 < 0.05. This means that strengthening the Organizational Climate not only has a direct effect on performance, but also improves performance indirectly through increasing job satisfaction. This means that a conducive work atmosphere, support from management, and harmonious working relationships together form satisfaction in employees which ultimately has a positive impact on their productivity and work quality.

These findings are supported by research by Hayatun Nufus (2021), which concluded that improving the organizational climate has a positive impact on employee performance, as well as the findings of Renaldi et al. (2021), which show that job satisfaction has an effect on employee performance. Based on these findings, companies, especially the management of the automotive industry in Karawang Regency, are advised to pay serious attention to the formation of a healthy and supportive organizational climate. Efforts such as creating open communication, providing proper rewards for employee contributions, and implementing fair and transparent work policies are strategic steps to improve job satisfaction. When employees feel valued and comfortable at work, they will be more motivated so that performance in the production department can improve and be sustainable.

Indirect Influence of Transformational Leadership on Employee Performance Through Job Satisfaction

Transformational Leadership has a positive and significant indirect effect on Employee Performance through Job Satisfaction, with β = 0.160, Z calculated 3.61 > Z table 1.65, and p-value 0.00 < 0.05. This means that strengthening the transformational leadership style shown through inspiration, motivation, attention to individuals, and ideal influence will be able to increase employee job satisfaction. In turn, this job satisfaction will have an impact on improving the overall performance of employees.

In accordance with a previous study from Ahmad Rivai (2020), transformational leadership contributes to improved employee performance, while Renaldi et al. (2021) affirm the positive impact of job satisfaction on performance. The implication is that management in the automotive industry in Karawang Regency needs to develop sustainable transformational leadership practices, for example through leadership training, strengthening a supportive work culture, and providing space for employees to develop. This strategy can create a satisfying work environment, but also encourage optimal performance among production operator-level employees.

CONCLUSION

The study found that the organizational climate and transformational leadership directly and significantly affect employee performance and job satisfaction. What's more, job satisfaction also has a

significant impact on improving employee performance. This means that an increasingly conducive organizational climate and better transformational leadership will result in higher job satisfaction, which will then contribute to improved employee performance. This research also shows that the organizational climate and transformational leadership indirectly affect employee performance through job satisfaction as an important mediator. This study is important for HR managers, especially in the automotive industry. HR practitioners and company leaders need to pay more attention to developing a supportive work climate and leadership style that is inspiring, communicative, and able to empower employees. This is a key strategy in creating a satisfying work environment while encouraging the achievement of optimal performance in a sustainable manner. This study has limitations in the scope of the subject which only involves permanent employees at the level of production sector operators in one industrial sector (automotive) and one geographical area (Karawang Regency). Therefore, the results cannot be generalized to all industrial sectors or other regions. For further research, it is recommended that the study be expanded to include different levels of job titles and different industry sectors so that the results are more representative and comparable between sectors.

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