

Job Satisfaction Mediating Organizational Climate, Transformational Leadership, Need for Achievement, on Employee Performance in the Production Division of the Automotive Industry

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In a highly competitive automotive industry, productivity and efficiency are highly dependent on employee performance, especially at the level of production parts operators. The purpose of this study is to test and analyze the direct and indirect influence of organizational climate, transformational leadership, *need for achievement* and job satisfaction on employee performance in the Automotive Industry in Karawang Regency. This study uses a quantitative research method. Data analysis uses path analysis. The results of the study show that the organizational climate, transformational leadership, and *need for achievement* have a direct positive and significant influence on employee performance and job satisfaction. In addition, job satisfaction has also been proven to have a positive effect on employee performance. This study also reveals that job satisfaction plays a significant mediator in the relationship between organizational climate, transformational leadership, and the *need for achievement* on employee performance, both directly and indirectly. Thus, strengthening these three factors and increasing overall job satisfaction can effectively encourage employee performance improvement.

Keywords: Employee Performance, Organizational Climate, Transformational Leadership, *Need for Achievement*, Job Satisfaction

INTRODUCTION

One of the organizational resources that plays an important role in achieving its goals is human resources (HR). Human resources are among the most important assets of a *corporate (industry)* organization (Afandi, 2016; Arifin et al., 2023; Daldoul et al., 2016; Dessler, 2020; Lina, 2018) (Afandi, 2016; Arifin et al., 2023; Daldoul et al., 2016; Dessler, 2020; Lina, 2018). This is because human resources serve as the primary subjects in implementing policies and operational activities within a *corporate* organization (*industry*). In order for a *corporate (industry)* organization to continue existing, it must be courageous in facing challenges, which inevitably implies facing change and winning the competition. Resources owned by a *corporate* organization (*industry*), such as capital (money), raw materials (*materials*), machines (*machines*), and methods (*methods*), will not be able to provide optimal results if not supported by human resources (*man*) who possess optimal performance.

Good employee performance and a high work ethic will help the company meet its targets and generate profits. Conversely, if employee performance is poor and work morale is lacking, the company's targets will not be achieved, making it difficult for the company to compete with others and eventually risking bankruptcy if an effective solution is not immediately provided to address performance problems (Al-Kharabsheh et al., 2023; Hui et al., 2019; Napitupulu et al., 2023; Sharma & Taneja, 2018; Supriaddin et al., 2022; Zhenjing et al., 2022). Thus, the company must be able to manage employees effectively so that employee performance can be maximized.

The world's automotive production continues to grow to meet consumer needs. The automotive industry—especially four-wheeled automotive vehicles—in a country like Indonesia, is one of the key economic drivers and can significantly influence Indonesia's socio-economic conditions. This is because the automotive industry supports many other industries, notably the automotive component industry, which produces thousands of products. The four-

wheeled vehicle automotive industry is also a major manufactured commodity contributing to Indonesia's export value. Indonesian-produced four-wheeled vehicles have been exported to 80 countries. In 2020, exports of *completely build up* (CBU) vehicles reached 232.17 thousand units, worth IDR 41.73 trillion (*kemenperin.go.id*).

Indonesia is a country with great potential in the automotive industry market due to its low four-wheeled vehicle ownership ratio. A country's potential is often calculated based on the vehicle ownership ratio per 1,000 people. Given that Indonesia's automotive market remains wide open—car ownership is around 87 units per 1,000 people—there is significant room for growth in the four-wheeled automotive sector.

With the increasing growth of the four-wheeled automotive industry in Indonesia, there will be an impact on the workforce. It is necessary to project workforce needs and identify the required competencies to prepare a skilled labor force to support the automotive industry's future. The growth rate of the automotive industry in 2021 was targeted to increase by around 29 percent from 2020, to 1,000,000 units in 2021, 1,200,000 units in 2022, and reach 2,000,000 units in 2025, accompanied by projected direct labor requirements for the automotive sector from 2021 to 2025.

The industrial estate in Karawang Regency has been strategically developed by the government as an automotive industrial area that can compete in the global market. Karawang was chosen as the center of the automotive industry due to its advantages, such as easy access, proximity to Jakarta factories, and lower transportation costs. In the first semester of 2023, the industrial area dominated by the automotive industry was in Karawang Regency, West Java. The Head of the Karawang One-Stop Investment and Integrated Services Office (*DPMPTSP*) stated that, as of the first semester of 2023, investment realization in Karawang Regency had reached IDR 22.36 trillion, consisting of Domestic Investment (*PMDN*) at IDR 1.97 trillion and Foreign Investment at IDR 20.39 trillion. The largest portion of investment came from the motor vehicle and other transportation sectors, totaling IDR 6.4 trillion (Farhan & Putri, 2023).

The success of this industry or organization in achieving its goals largely depends on the success of individual employees in carrying out their duties. Every organization strives to improve employee performance to achieve organizational goals. A successful organization focuses on human resources to function optimally, especially amid the dynamic changes in the environment. Furthermore, almost all industries worldwide require production operator workers. According to Law Number 3 of 2014, industry encompasses all forms of economic activity that process raw materials and/or utilize industrial resources. Production operators play a crucial role in ensuring smooth and efficient production processes and ensuring that finished products meet the company's quality standards.

Based on observable phenomena, there has been a decline in employee performance, especially among production sector operators, which has negatively impacted company performance in the automotive industry in Karawang Regency. This decline is evidenced by untimely completion of work, decreased quality and quantity of output, failure to meet production targets, and increased customer complaints regarding the quality and quantity of products produced. Therefore, it is important to examine more deeply the performance of employees at the operator level within the automotive industry.

Research by Rawashdeh, Elayan, Shamot, and Saleh (2020), titled "Job satisfaction as a mediator between transformational leadership and employee performance: Evidence from a developing country," found a significant influence of transformational leadership style on employee performance, as well as a significant effect of job satisfaction on employee performance among workers in telecommunications companies in Jordan. Moreover, transformational leadership style significantly affected employee performance through job satisfaction in the same sector.

The use of job satisfaction as a mediating variable is pertinent for improving employee performance, as supported by other research. Riveria and Zapata (2019) found in their study "Transformational Leadership, Organizational Climate and Job Satisfaction in Work Teams"—conducted in construction sector companies in Colombia—that organizational climate positively affects performance, and job satisfaction has a positive effect on performance. Roz (2019), in "Job Satisfaction as a mediation of Transformational Leadership Style on Employee Performance in the Food Industry in Malang City," found that leadership style and job satisfaction positively and significantly affect employee performance, and that job satisfaction mediates the positive relationship between transformational leadership and employee performance.

Similarly, Bastari, Eliyana, and Wijayanti (2020), in "Effects of transformational leadership styles on job performance with job motivation as mediation: A study in a state-owned enterprise," examined the influence of transformational leadership on motivation and employee performance in the regional operational area III of PT Kereta Api Indonesia in Surabaya, finding a significant positive effect. Leaders with charisma who can inspire are more likely to be followed. Sagara (2020), in "The Effect of Need for Achievement on Job Performance with Budgetary Participation as an Intervening Variable," found that the *Need for Achievement* has a positive and significant effect on job performance: the greater the inner drive to excel, the higher employee performance. All five studies referenced above share the same endogenous variable—Employee Performance. Therefore, it is important to explore the extent to which job satisfaction can mediate the relationship between organizational climate, transformational leadership, and need for achievement on the performance of permanent employees at the production operator level in the automotive *industry*.

The objective of this study is to analyze the role of job satisfaction in mediating the relationship between organizational climate, transformational leadership, and the need for achievement on employee performance at the production operator level in the automotive industry. The benefits of this research include providing a better understanding of the factors that influence employee performance in the automotive industry and offering practical recommendations for companies to enhance performance through job satisfaction. Ultimately, this research contributes to improving competitiveness and productivity in the automotive sector in Indonesia.

RESEARCH METHOD

This research is categorized as quantitative research. Quantitative research is used because the data serving as the study's subject consists of quantitative data in numerical form generated from the Likert scale (Sugiono, 2017:13). This research was conducted in industries engaged in the production of four-wheeled automotive vehicles and their components in Karawang Regency, consisting of six industries: PT Daiki Indonesia, PT Artpiston, *PT Dong Seo*, PT Mitrametal, PT Nifco Indonesia, and PT Horiguchi Indonesia. The study period was from November 2023 until December 2024.

The data collection techniques in this study utilized questionnaires as the main research instruments, namely: 1) performance instruments, 2) organizational climate instruments, 3) transformational leadership instruments, 4) need for achievement instruments, and 5) job satisfaction instruments. The population in this study comprised 572 permanent employees at the operator level in the production departments of six four-wheeled automotive industries spread across the Karawang Regency area, West Java Province. The sampling method applied was *proportional random sampling*, with the sample size determined from the population using a 5% margin of error and the Slovin formula, resulting in a sample of 236 employees. The collected data was then analyzed using *path analysis* techniques.

RESULTS AND DISCUSSION

Test Statistical Description

Employee Performance Variables

Table 1. Description of Employee Performance Variable Data (Z)

Criterion	Value
Mean	123.33
Standard Error	2.04
Median	112
Mode	178
Standard Deviation	31.29
Range	132
Minimum	46
Maximum	178
Sum	29106
Count	236

Source: Data processed, 2024

Based on table 1. The statistical description of the Employee Performance Variables data shows that the sample used in this study is 236 respondents. The maximum value for the Employee Performance variable is 178 and the minimum value is 46 with a range of 132. The average value of the Employee Performance variable was 123.33, with a standard deviation of 31.29 from the number of respondents totaling 236.

Organizational Climate Variable (X₁)

Table 2. Statistical Description of Organizational Climate Variables Data (X₁)

Criterion	Value
Mean	148.64
Standard Error	0.64
Median	146
Mode	152
Standard Deviation	9.77
Range	58
Minimum	117
Maximum	175
Sum	35080
Count	236

Source: Data processed, 2024

Based on table 2. Statistical description of Organizational Climate Variables Data shows that the sample used in this study is as many as 236 respondents. The maximum value for the Organizational Climate variable is 175 and the minimum value is 117 with a range of 58. The average value of the Organizational Climate variable was 148.64, with a standard deviation of 9.77 from the number of respondents totaling 236.

Transformational Leadership Variable (X₂)

Table 3. Description of Transformational Leadership Variable Data (X₂)

Criterion	Value
Mean	144.27
Standard Error	0.69
Median	142.5
Mode	145
Standard Deviation	10.62
Range	61
Minimum	112
Maximum	173
Sum	34048
Count	236

Source: Data processed, 2024

Based on Table 3. The statistical description of the Transformational Leadership Variable Data shows that the sample used in this study is as many as 236 respondents. The maximum value for the Transformational Leadership variable is 173 and the minimum value is 112 with a range of 61. The average value of the Transformational Leadership variable was 144.27, with a standard deviation of 10.62 from the number of respondents totaling 236.

Need for Achievement Variable (X₃)

Table 4. Statistical Description of Need for Achievement Variable Data (X₃)

Criterion	Value
Mean	155.22
Standard Error	0.62
Median	156
Mode	157
Standard Deviation	9.60
Range	62
Minimum	125
Maximum	187
Sum	36632
Count	236

Source: Data processed, 2024

Based on Table 4. The statistical description of the *Need for Achievement* variable shows that the sample used in this study is 236 respondents. The maximum value for the *Need for Achievement* variable is 187 and the minimum value is 125 with a range of 62. The average value of the *Need for Achievement* variable was 155.22, with a standard deviation of 9.60 from the number of respondents totaling 236.

Job Satisfaction Variable (Y)

Table 5. Statistical Description of Job Satisfaction Variable Data (Y)

Criterion	Value
Mean	149.11
Standard Error	1.11
Median	141
Mode	142

Criterion	Value
Standard Deviation	17.05
Range	88
Minimum	97
Maximum	185
Sum	35189
Count	236

Source: Data processed, 2024

Based on Table 5. The statistical description of the Job Satisfaction Variable shows that the sample used in this study is 236 respondents. The maximum score for the Job Satisfaction variable is 185 and the minimum score is 97 with a range of 88. The average value of the Job Satisfaction variable was 149.11, with a standard deviation of 17.05 from the number of respondents totaling 236.

Variable Analysis

Variable analysis aims to identify the relationship between independent variables and bound variables and intervening/mediator variables. For the analysis between variables in this study, it can be seen as follows.

Table 6. Results of Correlation Analysis of Variables X1, X2, X3 and Y to Variable Z

Independent Variables	Bound Variables	Conclusion
	erformance (Z) (r)	
Organizational Climate (X1)	0.603	Strong
Transformational Leadership (X2)	0.619	Strong
<i>Need for Achievement</i> (X3)	0.606	Strong
Job Satisfaction (Y)	0.894	Very Powerful

Table 7. Results of Correlation Analysis of Variables X1, X2 and X3 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
<i>Need for Achievement</i> (X3)	0.602	Strong

Based on the results of the analysis of variables in tables 6 and 7, it can be explained as follows:

1. The result of the correlation coefficient between the Organizational Climate variable and the Employee Performance variable was 0.603, which shows that there is a strong relationship between the two variables.
2. The result of the correlation coefficient between the Transformational Leadership variable and the Employee Performance variable was 0.619, which means that there is a strong relationship between the two variables.
3. The result of the correlation coefficient between the *Need for Achievement* variable and the Employee Performance variable was 0.606, which shows that the relationship between the two variables is also in the strong category.

4. The result of the correlation coefficient between the Job Satisfaction variable and the Employee Performance variable was 0.894, which shows a very strong relationship between the two variables.
5. The result of the correlation coefficient between the Organizational Climate variable and the Job Satisfaction variable was 0.620, which shows a strong relationship between the two variables.
6. The result of the correlation coefficient between the Transformational Leadership variable and the Job Satisfaction variable was 0.567, which means that there is a relationship in the medium category.
7. The result of the correlation coefficient between the *Need for Achievement* variable and the Job Satisfaction variable was 0.602, which shows a strong relationship between the two variables.

Path Analysis

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

Based on this relationship, the path model in Sub-Structure-1 is as follows:

$$Z = \beta z_1 X_1 + \beta z_2 X_2 + \beta z_3 X_3 + \beta y Y + \epsilon z$$

The results of the calculation of the path coefficient in substructure-1 can be seen in the following table.

Table 8. Path Coefficient Value in Sub-Structure-1
Coefficient

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-376.221	25.672		-14.655	.000
Organizational Climate	.810	.113	.253	7.159	.000
Transformational Leadership	.884	.097	.300	9.098	.000
NFA	.919	.115	.282	8.004	.000
Job Satisfaction	.731	.099	.398	7.399	.000

a. Dependent Variable: Employee Performance

Model Summary

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

a. Predictors: (Constant), Job Satisfaction, Transformational Leadership, NFA, Organizational Climate

From the table above, it can be seen that the form of the regression equation model is as follows:

$$Z = -376,221 + 0.253X_1 + 0.300X_2 + 0.282X_3 + 0.398Y + \epsilon z$$

The explanation of the equation is as follows. A constant value of -376.221 indicates that if all independent variables, namely Organizational Climate, Transformational Leadership, *Need for Achievement*, and Job Satisfaction are considered constant or constant, then Employee Performance tends to decline or have negative values. Analysis of the standardized beta coefficient value shows that the Job Satisfaction variable has the greatest influence on Employee Performance, which is 0.398. This means that every one unit increase in the Job Satisfaction variable will increase Employee Performance by 0.398, assuming the other variables are fixed. Furthermore, the Transformational Leadership variable has a coefficient of 0.300, followed by *Need for Achievement* of 0.282, and Organizational Climate of 0.253, all of which show a positive contribution to improving Employee Performance.

Then, the *Adjusted R-Squared value* of 0.863 indicates that this regression model is able to explain 86.3% of the variation in Employee Performance (Z) through the variables of Organizational Climate (X1), Transformational Leadership (X2), *Need for Achievement* (X3), and Job Satisfaction (Y). The remaining 13.7% or $\epsilon_z = 0.137$ is explained by other factors not included in this study model. Thus, the four independent variables together have a significant contribution in explaining the variation in employee performance.

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

The relationship model between variables in Sub-Structure-2 consists of one *endogenous* variable, namely Job Satisfaction (Y) and three *exogenous variables*, namely Organizational Climate (X₁), Transformational Leadership (X₂), *Need for Achievement* (X₃) and one residual variable, ϵ_y . Based on this relationship, the path model in substructure-1 is as follows:

$$Y = \beta_{y1}X_1 + \beta_{y2}X_2 + \beta_{y3}X_3 + \epsilon_y$$

The results of the calculation of the path coefficient in Sub-Structure-2 can be seen in the following table.

Table 9. Path Coefficient Value in Sub-Structure-2

<i>Coefficient</i>					
<i>Unstandardized Coefficients</i>			<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
<i>Type</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1 (Constant)	-194.091	11.350		-17.101	.000
Organizational Climate	.814	.053	.466	15.371	.000
Transformational Leadership	.646	.049	.403	13.287	.000
NFA	.831	.053	.468	15.561	.000

a. *Dependent Variable: Job Satisfaction*

<i>Model Summary</i>				
<i>Type</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.894a	.799	.796	7.70060

a. *Predictors: (Constant), NFA, Transformational Leadership, Organizational Climate*

From the table above, it can be seen that the form of the regression equation model is as follows:

$$Y = -194.091 + 0.466X_1 + 0.403X_2 + 0.468X_3 + \epsilon_y$$

The explanation of the equation is as follows. A constant value of -194.091 indicates that if all independent variables, namely Organizational Climate, Transformational Leadership, and *Need for Achievement*, are considered constant or constant, then Job Satisfaction tends to decrease or have negative values. From the results of the regression analysis, it was found that the *Need for Achievement* variable had the greatest influence on Job Satisfaction with a standardized beta coefficient value of 0.468, followed by Organizational Climate of 0.466 and Transformational Leadership of 0.403. This means that every one unit increase in each of these variables will increase Job Satisfaction according to the magnitude of the coefficient, assuming the other variables are fixed.

Furthermore, the Adjusted R-squared value of 0.796 indicates that 79.6% of the variation in Job Satisfaction (Y) can be explained by the three independent variables in the model, namely Organizational Climate (X₁), Transformational Leadership (X₂), and *Need for Achievement* (X₃). The remaining 20.4% or $\epsilon_2 = 0.204$ was influenced by other variables

outside the model that were not studied in this study. Thus, these three variables significantly contribute to increasing employee job satisfaction levels.

An empirical path diagram of the research can be seen in Figure 1. as follows.

Leadership, Need for Achievement Job Satisfaction Towards Employee Performance Indirect Influence of Organizational Climate Variable (X1) on Employee Performance (Z) Through Job Satisfaction Variable (Y)

The results of the Sobel test using *the Sobel test calculator for the significance of mediation* can be seen in the Figure below.

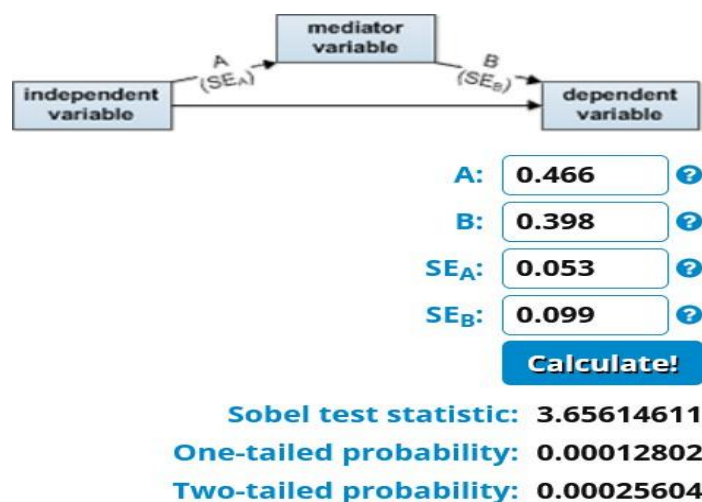


Figure 2. Sobel Test Results of Mediator Y Significance for X1 and Z

Based on Figure 2. it can be known that the value of the Sobel test or Z calculation is 3.66 while the value of Z_{table} for $\alpha = 0.05$ is 1.65 so that $Z_{\text{calculates}} 3.66 > Z_{\text{table}} 1.65$ and the value of *one-tailed probability* is $0.000 < \alpha = 0.05$ thus it can be concluded that the variable Job Satisfaction (Y) can be a mediator in bringing the influence of the variable Organizational Climate (X_1) to the Employee Performance variable (Z).

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

The results of the Sobel test using *the Sobel test calculator for the significance of mediation* can be seen in the Figure below.

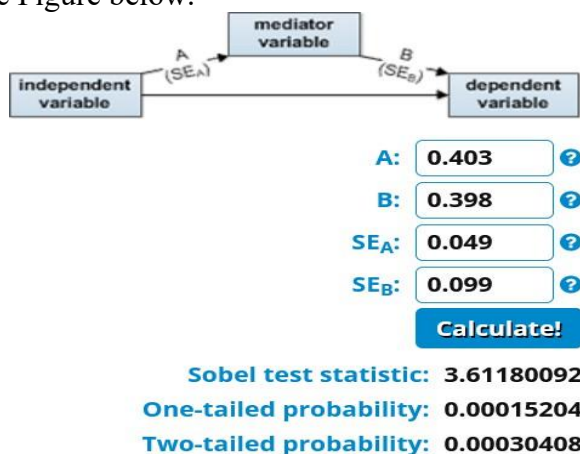


Figure 3. Results of the Sobel Test of Mediator Significance Y for X2 and Z

Based on Figure 3, it can be seen that the value of the Sobel test or $Z_{\text{calculation}}$ is 3.61 while the value of Z_{table} one-way for $\alpha = 0.05$ is 1.65 so that $Z_{\text{calculates}} 3.61 > Z_{\text{table}} 1.65$ and the value of one-tailed probability is $0.000 < \alpha = 0.05$ thus it can be concluded that the variable Job Satisfaction (Y) can be a mediator in bringing the influence of the Transformational Leadership variable (X_2) to the Employee Performance variable (Z).

Indirect Influence of Need for Achievement (X3) Variable on Employee Performance (Z) through Job Satisfaction Variable (Y)

The results of the Sobel test using the Sobel test calculator for the significance of mediation can be seen in the Figure below.

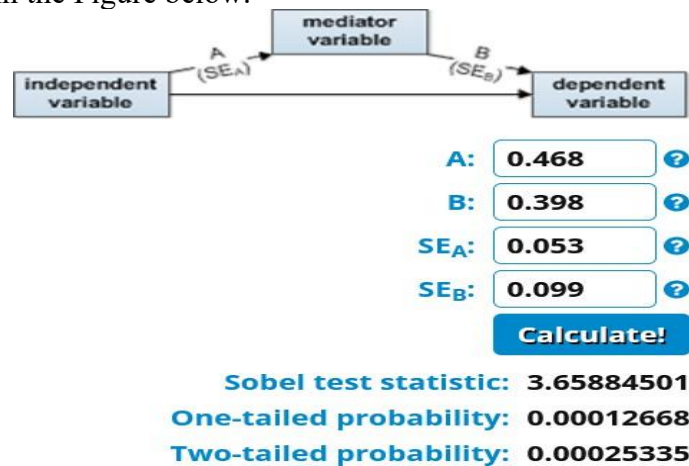


Figure 4. Results of the Sobel Test of Mediator Significance Y for X, 3 and Z

Based on Figure 4, it can be seen that the value of the Sobel test or $Z_{\text{calculation}}$ is 3.66 while the value of $Z_{\text{of the one-way table}}$ for $\alpha = 0.05$ is 1.65 so that $Z_{\text{calculates}} 3.66 > Z_{\text{table}} 1.65$ and the value of one-tailed probability is $0.000 < \alpha = 0.05$, thus it can be concluded that the Job Satisfaction variable (Y) can be a mediator in bringing the influence of the Need for Achievement variable (X_3) to the Employee Performance variable (Z).

Summary of Direct Influence and Indirect Influence Results

A summary of the results of the direct influence and indirect influence of the empirical path diagram of the research can be seen in Table 12. as follows

Table 10. Summary of Direct Influence and Indirect Influence Results						
Yes	Line	PL β	PTL	Pr Reg.	Sobel (s) Pr	Conclusion
1	Organizational Climate Variables to Employee Performance Variables ($X_1 \rightarrow Z$)	0,253		0,000		There is a significant positive direct influence of Organizational Climate (X_1) on Employee Performance (Z)
2	Transformational Leadership Variables to Employee Performance Variables ($X_2 \rightarrow Z$)	0,300		0,000		There is a significant positive direct influence of Transformational Leadership (X_2) on Performance Employees (Z)

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Yes	Line	PL β	PTL	Pr Reg.	Sobel (s) Pr	Conclusion
3	Need for Achievement Variable on Employee Performance (X3 $\rightarrow$ Z)	0,282		0,000		There is a significant positive direct effect of <i>Need for Achievement</i> (X3) on Employee Performance (Z)
4	Job Satisfaction Variables Against Employee Performance Variables (Y $\rightarrow$ Z)	0,398		0,000		There is a significant positive direct effect of Job Satisfaction (Y) on Performance (Z)
5	Organizational Climate Variables vs. Work Pontifical Variables (X1 $\rightarrow$ Y)	0,466		0,000		There is a direct influence of Organizational Climate (X1) on Job Satisfaction (Y)
6	Transformational Leadership Variables to Employee Performance Variables (X2 $\rightarrow$ Y)	0,403		0,000		There is a significant positive direct influence of Transformational Leadership (X2) on Job Satisfaction (Y)
7	<i>Need for Achievement</i> Variable to Job Satisfaction Variable (X3 $\rightarrow$ Y)	0,468		0,000		There is a significant positive direct effect of <i>Need for Achievement</i> (X3) on Job Satisfaction (Y)
8	Organizational Climate Variables vs. Performance Variables Employees through Job Satisfaction Variables (X1 $\rightarrow$ Y $\rightarrow$ Z)		0,185		3.66 > 1.65 0.000 < 0.05	There is a significant positive indirect influence of Organizational Climate (X1) on Employee Performance (Z) through Job Satisfaction (Y)
9	Transformational Leadership Variables to Employee Performance Variables through Job Satisfaction Variables (X2 $\rightarrow$ Y $\rightarrow$ Z)		0,160		3.61 > 1.65 0.000 < 0.05	There is a significant positive indirect influence of Organizational Climate (X2) on Employee Performance (Z) through Job Satisfaction (Y)
10	Need for Achievement Variable to Employee Performance Variable through Job Satisfaction Variable (X3 $\rightarrow$ Y $\rightarrow$ Z)		0,186		3.66 > 1.65 0.000 < 0.05	There is a significant positive indirect influence of <i>Need for Achievement</i> (X3) on Employee Performance (Z) through Job Satisfaction (Y)

Direct Influence of Organizational Climate (X1) on Employee Performance (Z)

Based on the results of the statistical hypothesis test, there is a positive and significant direct influence between the Organizational Climate (X1) on Employee Performance (Z). The results of the path analysis showed that the path coefficient of $\beta_{X1Z} = 0.253$, with a t-calculated value of 7.159, was greater than the t-table of 1.65 at the significance level of $\alpha = 0.05$. This indicates that H0 is rejected and H1 is accepted, which means that every one-unit increase in the Organizational Climate variable will increase Employee Performance by 0.253. This

finding is in line with the results of previous research by Hayatun Nufus (2021) which also found that the Organizational Climate has a positive effect on Employee Performance. These results corroborate that strengthening indicators such as structure, identity, management policies and practices, responsibilities, rewards, risks, standards, warmth, support, and conflict in the Organizational Climate can significantly improve employee performance. Therefore, the establishment and maintenance of a conducive organizational climate is an important factor in efforts to improve human resource performance in the organization.

Direct Influence of Transformational Leadership (X2) on Employee Performance (Z)

The results of the statistical hypothesis test show that there is a direct positive and significant influence between Transformational Leadership (X2) on Employee Performance (Z). Through path analysis, a path coefficient of $\beta_{X2Z} = 0.300$ with a t-calculation value of 9.098 was obtained which was greater than the t-table of 1.65 at the significance level of $\alpha = 0.05$, so that H0 was rejected and H1 was accepted. This means that every one unit increase in the Transformational Leadership variable will increase Employee Performance by 0.300. This research is consistent with the results of previous research by Rivai (2020) which found that Transformational Leadership has a positive effect on Employee Performance. These results support the conclusion that Transformational Leadership contributes significantly to improving employee performance. Therefore, strengthening indicators such as charisma, ideal influence, motivational inspiration, intellectual stimulation, and individual consideration in transformational leadership styles is an important strategy to encourage overall HR performance.

Direct Influence of Need for Achievement (X3) on Employee Performance (Z)

The results of the statistical hypothesis test show that there is a direct positive and significant influence between *Need for Achievement* (X3) on Employee Performance (Z). The path analysis yielded a coefficient of $\beta_{X3Z} = 0.282$ with a t-calculated value of 8.004 which was greater than the t-table of 1.65 at the significance level of $\alpha = 0.05$, so that H0 was rejected and H1 was accepted. This means that every one unit increase in the *Need for Achievement* variable can increase employee performance by 0.282. This finding is in line with the results of previous research by Susanto (2018) which found that *Need for Achievement* has a positive effect on Employee Performance. Therefore, strengthening indicators such as setting goals *moderately*, the desire to obtain feedback, the willingness to work innovatively, and the determination to complete challenging tasks in the context of the need for achievement can effectively improve employee performance.

Direct Influence of Job Satisfaction (Y) on Employee Performance (Z)

The results of the statistical hypothesis test show that there is a direct positive and significant influence between Job Satisfaction (Y) on Employee Performance (Z). Based on the path analysis, a coefficient of $\beta_{YZ} = 0.398$ and a t-calculated value of 7.399 were obtained, which is greater than the t-table of 1.65 at the significance level of $\alpha = 0.05$. This shows that every one unit increase in the Job Satisfaction variable will increase Employee Performance by 0.398. In addition, the results of the correlation coefficient between the variables Job Satisfaction and Employee Performance were 0.894, and the highest correlation between the indicators was 0.904, especially between the Superior (Y4) and Punctuality (Z3) indicators, which showed a very strong relationship and the effectiveness of the indicator in explaining the relationship between these variables. These findings are consistent with previous research by Renaldi & Khaira (2021) which stated that Job Satisfaction has a positive effect on Employee Performance. Therefore, strengthening indicators such as Salary, Work itself,

Colleagues, Superiors, and Promotion opportunities in the Job Satisfaction dimension can contribute significantly to improving Employee Performance.

Direct Influence of Organizational Climate (X1) on Job Satisfaction (Y)

The results of the hypothesis test showed that Organizational Climate (X1) had a direct positive and significant influence on Job Satisfaction (Y), with a path coefficient of $\beta_{X1Y} = 0.466$ and a t-count value of 15.371 which was greater than the t-table of 1.65 at the significance level of $\alpha = 0.05$. This means that every one unit increase in the Organizational Climate can increase Job Satisfaction by 0.466. These findings are in line with the research of Pahlawan & Onsardi (2020), which showed that Organizational Climate had a positive effect on Job Satisfaction with a t-count of $3.387 > t\text{-table of } 1.660$ and a regression coefficient of 0.277 in the $Y \text{ model} = 2.868 + 0.221X_1 + 0.277X_2 + 0.231X_3$. Thus, strengthening indicators such as Structure, Identity, Management Policies and Practices, Responsibilities, Rewards, Risks, Standards, Warmth, Support, and Conflict in the Organizational Climate can significantly increase employee Job Satisfaction.

Direct Influence of Transformational Leadership (X2) on Job Satisfaction (Y)

The results of the hypothesis test showed that Transformational Leadership (X2) had a direct positive and significant influence on Job Satisfaction (Y), with a path coefficient of $\beta_{X2Y} = 0.403$ and a t-count value of 13.287, which is greater than the t-table of 1.65 at the significance level of $\alpha = 0.05$. This means that every one unit increase in the Transformational Leadership variable can increase Job Satisfaction by 0.403. These results are in line with the findings of Utami et al. (2018), which showed the positive influence of Transformational Leadership on Job Satisfaction, with a t-count value of $2,300 > t\text{-table of } 1.660$ and a regression coefficient of X_1 of 0.617 in the $Y \text{ model} = 2.587 + 0.617X_1 + 0.757X_2$. Based on these results, strengthening indicators such as Charisma Possessed, Ideal Influence, Motivating Inspiration, Intellectual Stimulation, and Individual Considerations in Transformational Leadership is believed to be able to significantly increase employee job satisfaction.

Direct Effect of Need for Achievement (X3) on Job Satisfaction (Y)

The results of the hypothesis test showed that Need for Achievement (X3) had a direct positive and significant effect on Job Satisfaction (Y), with a path coefficient of $\beta_{X3Y} = 0.468$ and a t-calculated value of 15.561, which is greater than the t-table of 1.65 at the significance level of $\alpha = 0.05$. This means that every one unit increase in *Need for Achievement* will increase Job Satisfaction by 0.468. These results are also supported by previous research by Fakhruddin (2018) which showed that *Need for Achievement* (X_3) has a positive effect on Job Satisfaction, with a significance value of $0.002 < 0.05$ and a regression coefficient of 0.429 in the $Y \text{ model} = 0.216X_1 + 0.314X_2 + 0.429X_3$. Therefore, it can be concluded that strengthening indicators such as Moderate Goal Setting, Desire to Obtain Feedback, Willingness to Work Innovatively, and Determination to Complete Challenging Tasks in the *Need for Achievement* variable play an important role in increasing employee job satisfaction.

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

The results of the statistical hypothesis test showed that there was a positive and significant indirect influence between Organizational Climate (X1) on Employee Performance (Z) through Job Satisfaction (Y), with an indirect effect value of $\beta_{X1Z.Y} = 0.185$ and Z calculated as 3.66 which was greater than Z table 1.65 at a significance level of 0.05. A

probability value of $0.000 < 0.005$ also reinforces that H_0 is rejected and H_1 is accepted. This means that the Organizational Climate contributes significantly to improving Employee Performance through Job Satisfaction. However, because the indirect influence coefficient (0.185) is smaller than the direct influence (0.253), Job Satisfaction does not function effectively as an intervening variable. Strengthening the Organizational Climate and Job Satisfaction remains important to improve Employee Performance.

These results are also in line with the research of Hayatun Nufus (2021) which states that strengthening the Organizational Climate can improve Employee Performance, and is supported by Renaldi & Khaira (2021) who found that increasing Job Satisfaction has a positive impact on Employee Performance. Based on this, even though the role of Job Satisfaction as a mediator is not very strong, the improvement of Employee Performance can still be optimized through strengthening indicators in the Organizational Climate directly.

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

The results of the hypothesis test showed that Transformational Leadership (X2) had a positive and significant indirect influence on Employee Performance (Z) through Job Satisfaction (Y), with an indirect effect value of $\beta_{X2Z.Y} = 0.160$ and Z calculated = 3.61, greater than Z table = 1.65 at a significance level of 0.05. A probability value of $0.000 < 0.005$ supports the decision to reject H_0 and accept H_1 . This shows that strengthening Transformational Leadership and Job Satisfaction can improve Employee Performance. However, since the value of the indirect influence coefficient (0.160) is smaller than the direct influence coefficient (0.300), it can be concluded that Job Satisfaction does not function effectively as an intervening variable in the relationship. The results of this study are in line with the findings of Rivai (2020), who stated that strengthening Transformational Leadership can improve Employee Performance, and supported by research by Renaldi & Khaira (2021) which stated that increasing Job Satisfaction also has an impact on improving Employee Performance. Therefore, although Job Satisfaction has a contribution, improving Employee Performance is more effectively done through strengthening Transformational Leadership indicators directly.

Indirect Effect of Need for Achievement (X3) on Employee Performance (Z) through Job Satisfaction (Y)

The results of the statistical hypothesis test showed that there was a positive and significant indirect influence between *Need for Achievement* (X3) on Employee Performance (Z) through Job Satisfaction (Y), with an indirect effect value of $\beta_{X3Z.Y} = 0.186$, Z calculation = 3.66 > Z table = 1.65, and a probability value of $0.000 < 0.005$. That is, H_0 is rejected and H_1 is accepted. These findings indicate that strengthening *Need for Achievement* and Job Satisfaction can improve Employee Performance, and Job Satisfaction is able to mediate the relationship between *Need for Achievement* and Employee Performance. However, since the value of the indirect influence coefficient (0.186) is smaller than the direct influence coefficient (0.282), it can be concluded that Job Satisfaction does not function effectively as an intervening variable in the relationship. This result is in line with Susanto's (2018) research, which concluded that strengthening *the Need for Achievement* is able to improve Employee Performance. In addition, the results of Renaldi & Khaira's (2021) research also show that increasing Job Satisfaction can have an impact on improving Employee Performance. Therefore, although Job Satisfaction has a contribution as a mediator, improving Employee Performance is more effectively done directly through strengthening *Need for Achievement* indicators.

CONCLUSION

The analysis of the study showed that there was a direct, positive, and significant influence between the variables of *Organizational Climate*, *Transformational Leadership*, *Need for Achievement*, and *Job Satisfaction* on *Employee Performance* at the level of production operators in the automotive industry in Karawang Regency. In addition, it was also found that *Organizational Climate*, *Transformational Leadership*, and *Need for Achievement* each have a direct, positive, and significant effect on *Job Satisfaction*. However, the indirect influence through *Job Satisfaction* on *Employee Performance* is not greater than the direct influence of each variable, suggesting that *Job Satisfaction* does not function effectively as an intervening variable. The implications of these findings show the importance of efforts to strengthen these four main variables to encourage more optimal improvements in employee performance.

However, this study has several limitations, including the scope of the research, which only covers four main variables and is limited to permanent employees at the operator level in the automotive industry in Karawang Regency. Therefore, the results cannot be generalized widely. Additionally, there remain other factors not examined in this research, which account for 13.7% of the variance in *Employee Performance* and 20.4% in *Job Satisfaction*. Therefore, further research is recommended to include additional variables such as *organizational commitment*, *organizational culture*, *competence*, and *work environment*. Follow-up research can also expand the object of study to different industry sectors and consider the development of the latest theories so that the results are more comprehensive and relevant.

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