

Participative Leadership And Work Climate On Employee Job Satisfaction At A National Workforce Social Security Authority

Kepemimpinan Partisipatif Dan Iklim Kerja Terhadap Kepuasan Kerja Karyawan Pada Lembaga Jaminan Sosial Ketenagakerjaan

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ABSTRACT

This study aims to analyze the influence of participative leadership and work climate, both partially and simultaneously, on employee job satisfaction. The study was conducted at the Directorate of Strategic Planning and Information Technology of the National Workforce Social Security Authority headquartered in Jakarta, Indonesia, employing a quantitative explanatory approach. Using the Slovin formula applied to a population of 194 non-managerial permanent employees, the sample consisted of 66 respondents selected through purposive sampling. Data were collected using a validated, reliable five-point Likert-scale questionnaire and analyzed through multiple linear regression. The results show that participative leadership has a positive and significant partial effect on job satisfaction ($t = 2.051$; $p = 0.044$), work climate has a positive and significant partial effect with a considerably more dominant contribution ($t = 8.296$; $p < 0.001$), and both variables simultaneously affect job satisfaction significantly ($F = 97.396$; $p < 0.001$), jointly explaining 75.6% of its variance. This study extends Path-Goal Theory and Social Exchange Theory to a public, non-profit, IT-based work unit, and recommends that management prioritize strengthening work climate as the primary lever for improving job satisfaction.

Keywords: Participative Leadership, Work Climate, Job Satisfaction, Public Organization

ABSTRAK

Penelitian ini bertujuan menganalisis pengaruh kepemimpinan partisipatif dan iklim kerja, baik parsial maupun simultan, terhadap kepuasan kerja karyawan. Penelitian dilakukan pada Direktorat Perencanaan Strategis dan Teknologi Informasi sebuah lembaga jaminan sosial ketenagakerjaan berskala nasional berkantor pusat di Jakarta, dengan pendekatan kuantitatif eksplanatori. Menggunakan Formula Slovin dari populasi 194 pegawai tetap non-manajerial, sampel penelitian ini adalah 66 responden yang ditarik melalui purposive sampling. Data dikumpulkan menggunakan kuesioner Likert lima poin yang valid dan reliabel, dianalisis melalui regresi linear berganda. Hasil penelitian menunjukkan kepemimpinan partisipatif berpengaruh positif dan signifikan secara parsial terhadap kepuasan kerja ($t = 2,051$; $p = 0,044$), iklim kerja berpengaruh positif dan signifikan secara parsial dengan kontribusi yang jauh lebih dominan ($t = 8,296$; $p < 0,001$), dan kedua variabel secara simultan berpengaruh signifikan ($F = 97,396$; $p < 0,001$), menjelaskan 75,6% variasi kepuasan kerja. Penelitian ini memperluas Path-Goal Theory dan Social Exchange Theory pada unit kerja publik nirlaba berbasis teknologi informasi, dan merekomendasikan penguatan iklim kerja sebagai pengungkit utama peningkatan kepuasan kerja.

Kata Kunci: Kepemimpinan Partisipatif, Iklim Kerja, Kepuasan Kerja, Organisasi Publik

1. Introduction

Human resources are strategic assets that drive operational continuity and determine the long-term sustainability of any organization, particularly amid the accelerating pace of digital transformation. For the National Workforce Social Security Authority, mandated to administer employment-based social security programs, maintaining employees' psychological well-being is essential to ensuring uninterrupted public service. Job satisfaction is a central determinant of retention and bureaucratic efficiency in this context (Robbins & Judge, 2013).

This challenge is reflected in the Institution's 2024 Integrated Report, which recorded an Employee Engagement Score of 80% in the latest period, down from 85% in 2022 and 2023. This decline coincided with a marked rise in voluntary turnover among millennial-cohort employees, who dominate the organization's active workforce: internal records show resignations among this group more than doubled (101.7%) between 2021 and 2025, a pattern especially evident in the Directorate of Strategic Planning and Information Technology, which manages national participant data for the Institution's 45.22 million active participants.

A preliminary interview with a mid-level manager indicated that directive leadership and limited two-way consultation were perceived as significant operational barriers. A pre-survey of 30 employees further showed comparatively low mean scores for participative leadership (2.43), work climate (2.56), and job satisfaction (2.46) on a five-point scale. While prior studies confirm the positive influence of participative leadership and work climate on job satisfaction, most examine these relationships through lengthy mediating pathways (Nassani et al., 2024; Achsan et al., 2024), and few test their direct, simultaneous effects within an IT-based unit inside a highly regulated public bureaucracy. This study addresses that gap by analyzing the partial and simultaneous influence of participative leadership and work climate on job satisfaction at the Institution.

2. Literature Review

This study is anchored in Social Exchange Theory as its grand theory. Blau (1964) defines social exchange as a voluntary action motivated by the expectation of reciprocal benefit, sustained for as long as both parties perceive the exchange as balanced; Cropanzano et al. (2017) further explain that valued organizational treatment prompts employees to reciprocate through positive work attitudes. As a supporting theory, this study draws on Path-Goal Theory (House, 1996), which holds that leader effectiveness depends on clarifying the path toward valued goals and removing obstacles faced by subordinates; participative leadership is one leader-behavior class within this framework.

Participative leadership is defined as a condition in which influence over organizational decisions is shared between leaders and subordinates (Koopman & Wierdsma, 1998), operationalized here through five dimensions: Influencing, Delegating, Autonomy, Information Sharing, and Consulting (Yukl, 2013; Arnold et al., 2000; Lam et al., 2015). Work climate is defined as employees' shared perceptions of the procedures, practices, and support structures within their work environment (Schneider et al., 2017), operationalized through five dimensions: Cohesion, Standard Support, Structure and Clarity, Recognition, and Autonomy and Trust (Koys & DeCotiis, 1991; Litwin & Stringer, 1968). Job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job (Locke, 1976), operationalized through five dimensions adapted from the Job Descriptive Index: Work Itself, Pay, Promotion Opportunities, Supervision, and Co-workers (Smith et al., 1969).

Based on this framework, three hypotheses are proposed: H1, participative leadership has a positive and significant effect on job satisfaction; H2, work climate has a positive and significant effect on job satisfaction; H3, participative leadership and work climate simultaneously have a positive and significant effect on job satisfaction.

3. Research Methods

This study used a quantitative, descriptive-verification design with an explanatory survey approach and cross-sectional data collection. It was conducted at the Directorate of Strategic Planning and Information Technology of the National Workforce Social Security Authority headquartered in Jakarta, Indonesia, purposively selected as the primary driver of the Institution's digital transformation agenda.

The population consisted of 194 non-managerial permanent employees. The minimum sample size, calculated using the Slovin formula with a 10% margin of error, was 66 respondents, obtained through purposive sampling of non-managerial permanent staff directly involved in the unit's technical operations. Of 69 questionnaires collected, 3 were excluded due to invalid response patterns, leaving 66 valid responses consistent with the calculated minimum.

Primary data were collected through a structured, closed-ended questionnaire of 30 items (10 items each for participative leadership, work climate, and job satisfaction) on a five-point Likert scale, constructed by the researchers from a synthesis of the theoretical dimensions above and tested for validity and reliability prior to hypothesis testing. Data were analyzed using IBM SPSS through descriptive statistics, validity testing (Pearson correlation), reliability testing (Cronbach's Alpha), classical assumption testing, multiple linear regression, and hypothesis testing via t-test, F-test, and the coefficient of determination (R^2).

4. Results and Discussions

Descriptive analysis of the 66 respondents showed all three variables in the high category: participative leadership (mean = 3.97), work climate (mean = 3.94), and job satisfaction (mean = 3.88), on a five-point scale. These results notably exceed the earlier pre-survey scores; a plausible explanation is social desirability bias, whereby respondents tend to provide moderately favorable ratings even under anonymous conditions (Podsakoff & Organ, 1986).

Validity testing showed item-total correlation coefficients ranging from 0.530 to 0.840 across all 30 items, exceeding the critical r-table value of 0.2423 ($n = 66$, $\alpha = 0.05$); all items were valid. Reliability testing produced Cronbach's Alpha values of 0.839 (participative leadership), 0.898 (work climate), and 0.913 (job satisfaction), all categorized as highly reliable (Sekaran & Bougie, 2016). Classical assumption tests confirmed normally distributed residuals (Kolmogorov-Smirnov sig. = 0.200), no multicollinearity (Tolerance = 0.499; VIF = 2.006), and no heteroscedasticity (Glejser sig. $X_1 = 0.595$, $X_2 = 0.656$).

Multiple regression produced the equation $Y = 0.430 + 0.210X_1 + 0.763X_2$. The t-test showed participative leadership significantly affects job satisfaction ($t = 2.051$; $p = 0.044$), supporting H1, consistent with Path-Goal Theory (House, 1996) and Nassani et al. (2024), though the relatively modest standardized effect (Beta = 0.181) aligns with Khassawneh and Elrehail (2022), who found institutional complexity attenuates this relationship. Work climate showed a considerably stronger significant effect ($t = 8.296$; $p < 0.001$; Beta = 0.732), supporting H2, consistent with Social Exchange Theory (Blau, 1964; Cropanzano et al., 2017) and Lintanga and Rathakrishnan (2024), though it contrasts with Zebon et al. (2025), who found a non-significant climate effect among university faculty, underscoring the context-dependent nature of this relationship. The F-test confirmed a significant simultaneous effect ($F = 97.396$; $p < 0.001$; $R^2 = 0.756$; Adjusted $R^2 = 0.748$), supporting H3 and consistent with Robbins and Judge (2013), Chen et al. (2022), and Jo (2025), who similarly found leadership and climate to jointly and substantially predict employee outcomes.

5. Conclusion

Participative leadership and work climate both positively and significantly affect employee job satisfaction, partially and simultaneously, with all three hypotheses accepted; work climate is the more dominant predictor, and both variables jointly explain 75.6% of the variance in job satisfaction. Theoretically, this study extends Path-Goal Theory and Social Exchange Theory to a public, non-profit, IT-based work unit. Practically, management should prioritize strengthening work climate, particularly training provision and facility support, while continuing to reinforce participative leadership among frontline supervisors. Future research is

encouraged to employ longitudinal designs and broader, multi-unit samples to test the generalizability of these findings.

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