

THE EFFECT OF STRATEGIC LEADERSHIP STYLE AND ORGANIZATIONAL CLIMATE ON EMPLOYEES' ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION AT PURBALINGGA PALM FLOWER COMPANY

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Abstract

This study aims to determine and analyze the influence of strategic leadership style and organizational climate on employee organizational commitment through job satisfaction at the Purbalingga Palm Flower Company. The method used in this study was an associative method with a quantitative approach. The sample size was 89 respondents. The sampling technique used was non-probability sampling with a saturated sampling technique. The analysis used SEM-PLS. The results of this study are: (1) leadership style has a positive and significant effect on job satisfaction, (2) organizational climate has a positive and significant effect on job satisfaction, (3) leadership style has a positive and significant effect on organizational commitment, (4) organizational climate has a positive and significant effect on organizational commitment, (5) job satisfaction has a positive and significant effect on organizational commitment, (6) leadership style has a positive and significant effect on organizational commitment through job satisfaction, and (7) organizational climate has a positive and significant effect on organizational commitment through job satisfaction.

Keywords: *Strategic Leadership Style, Organizational Climate, Job Satisfaction, and Organizational Commitment*

1. INTRODUCTION

In an era of increasingly competitive business, a company's success is determined not only by the quality of its products or services, but also by the effectiveness of its human resource (HR) management. HR is a strategic asset that acts as the primary driver of an organization. Optimal HR management creates synergistic working relationships and supports the achievement of organizational goals. Superior HR drives the sustainability and growth of the organization as a whole.

Human resource management aims to align individual interests with organizational goals. Qualified human resources are a strategic factor because they carry out the organization's primary functions. Therefore, companies must create working conditions that enable employees to fulfill their personal needs while contributing to the organization's vision and mission. As awareness of the importance of people in organizations grows, respect for the role of individuals is increasingly emphasized.

Organizational commitment is a key element in a company's long-term planning. Organizational commitment refers to the level of emotional attachment and loyalty employees have to the company. Robbins and Judge (2016) state that organizational commitment reflects the extent to which employees identify with the organization's goals and values. High commitment drives productivity and efficiency, while low commitment increases the risk of turnover and decreased performance.

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At the Bunga Palm Company, which processes coconut sap, employee turnover has increased over the past three years, from 7.4% in 2022 to 12.7% in 2024. This increase indicates a decline in organizational commitment, which can be triggered by various factors, such as job satisfaction and leadership. If this trend is not addressed, the company could lose competent human resources and struggle to face market competition.

Strategic leadership style is one factor influencing organizational commitment. Leaders who are able to formulate a long-term vision, empower employees, and create a positive work culture will foster employee loyalty and engagement. Ireland and Hitt (2005) state that strategic leadership is the ability to anticipate, think strategically, and lead change to shape the future of the organization. Previous research also shows that leadership has a significant influence on employee commitment.

Another factor influencing organizational commitment is organizational climate, which is employees' collective perception of the work environment, values, norms, and systems. A positive organizational climate fosters trust, fairness, and open communication. Research shows that a positive work climate directly impacts employee job satisfaction and loyalty (Gopinath, 2020; Haryono et al., 2019).

Job satisfaction plays a mediating role in the relationship between leadership and organizational climate and organizational commitment. Robbins (2015) states that job satisfaction is a person's attitude toward their job, which is formed from the match between expectations and reality. Job satisfaction survey data at Bunga Palm Company shows that several aspects such as the promotion system, work relationships, and salary remain unsatisfactory for some employees. This indicates the need for evaluation to improve job satisfaction and strengthen organizational commitment.

Furthermore, organizational culture and compensation also influence commitment. An open and collaborative culture fosters loyalty, while a fair and performance-based compensation system increases motivation and engagement. Both aspects play a role in shaping employee attitudes and behaviors toward the company.

2. LITERATURE REVIEW

Organizational Commitment

Organizational commitment can be understood as a form of individual attitude or behavior that indicates the level of loyalty and attachment to the organization, where the individual strives to support the organization's sustainability in order to achieve common goals. Robbins and Judge (2016:47) define organizational commitment as the extent to which an employee aligns himself with the organization's vision, mission, and expectations, thus maintaining a desire to be part of the organization. According to Mowday, Porter, and Steers in Firdhaus and Yuniawan (2017), organizational commitment is the level of employee involvement and identification with their organization. This indicates that commitment is not merely passive loyalty, but also reflects an active relationship and drive to make a real contribution to the organization's progress. Darwis, as quoted in I Made Wijaya Kesawa et al. (2016:266), states that organizational commitment originates from normative internal drives that make employees feel compelled to remain working in the organization. Yusuf and Syarif (2018:13) also state that organizational

commitment is reflected in employee loyalty demonstrated through a willingness to persist, support the achievement of goals, and have no intention of leaving the organization without a compelling reason. Based on these opinions, organizational commitment can generally be concluded as an individual's strong determination or intention to continue to be part of the organization in the long term, in line with the goals and needs of the organization.

Organizational commitment can be measured using several dimensions and indicators. According to Thoha (2010:52) the leadership dimension can be seen from the leadership function in relation to increasing organizational activity and efficiency, namely (1) Innovator Function, the role carried out by leaders or managers which is measured by indicators (a) leaders inspire innovation, and (b) leaders provide opportunities to develop, (2) Communicator Function, the role carried out by leaders or managers, which is measured by indicators (a) understanding what leaders convey, and (b) giving initiative, (3) Motivator Function, which is measured by indicators (a) providing work motivation, and (b) helping with work, (4) Controller Function, which is measured by indicators (a) supervision, (b) correcting, and (c) feedback.

Job Satisfaction

Job satisfaction can be understood as a positive attitude held by an individual towards his/her job, which is formed from work experience and the environmental conditions of the organization or company where he/she works. Robbins in Badriyah (2015:228) states that job satisfaction is a person's general attitude towards his/her job, which is determined by the extent to which there is a match between the rewards received and those expected (Dermawan, n.d.). Meanwhile, Hasibuan in Ni Made Dwi Puspitawati and I Gede Riana (2014:69) defines job satisfaction as a pleasant emotional feeling and shows a person's love for his/her job. McNeese in Kadek Doddy Dharma Permadi and Wayan Mudiarta Utama (2016:6209) argues that job satisfaction is an employee's general reaction to his/her job, which arises from an assessment of various aspects of the job and the work experience he/she has experienced. According to Handoko (2012:193), job satisfaction is an emotional condition that can be pleasant or unpleasant, depending on how the employee views his/her job. Greenberg and Baron (2003 in Yuniasanti & Setiawan, 2015) explain that job satisfaction reflects an individual's attitude—either positive or negative—toward the work they do. Jennifer and Gareth (1987 in Handayani, 2010) state that job satisfaction is a collection of individual feelings and beliefs toward the organization where they work. Luthans (2011) adds that job satisfaction arises as a result of employees' assessments of the extent to which their work fulfills the things they consider valuable and important to them. From these various opinions, it can be concluded that job satisfaction is a psychological condition that describes an individual's attitude and feelings toward their work, which is formed through perceptions of rewards, the work environment, and the work experiences they have had in the organization.

Job satisfaction can be measured by several dimensions and indicators. According to Robbins in Badriyah (2015:229) there are aspects or dimensions of job satisfaction, namely (1) Mentally challenging work, which is measured by indicators (a) Interesting work, (b) Work makes me progress, (2) Appropriate rewards, which are measured by indicators (a) Salary can meet needs, and (b) Salary according to work, (3) Supportive working conditions, which are measured by indicators, (a) Pleasant working conditions,

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and (b) Supportive work facilities, (4) Supportive coworkers, which are measured by indicators (a) Coworkers help, and (b) Cooperate with coworkers, (5) Personality suitability with work, which is measured by indicators (a) Work according to interests, and (b) Liking work.

Strategic Leadership Style

Strategic leadership style refers to the behavioral patterns consistently demonstrated by leaders in guiding, motivating, and influencing team members to effectively achieve organizational goals. Rivai and colleagues (2017:42) describe it as the overall actions of a leader, both visible and invisible, that reflect the values, skills, and attitudes underlying their leadership behavior. Kartono in Kumala and Agustina (2018:27) explains that strategic leadership style is a combination of behaviors and approaches that leaders frequently use to influence the performance of their subordinates. Yani in Elferida J. Sinurat (2017:94) adds that this style involves the leader's ability to motivate their team, create job satisfaction, and provide clarity regarding rewards for performance achievements. Thus, strategic leadership style can be interpreted as a directed and consistent leadership approach in encouraging subordinate performance to achieve organizational goals.

Strategic leadership style is measured by several dimensions and indicators. According to Thoha (2010:52) the dimensions of leadership can be seen from the leadership function in relation to increasing organizational activity and efficiency, namely (1) Innovator Function, the role carried out by leaders or managers which is measured by the indicators, (a) Leaders inspire innovation, and (b) Leaders provide opportunities to develop, (2) Communicator Function, the role carried out by leaders or managers, which is measured by the indicators, (a) Understanding what leaders convey, and (b) Giving initiative, (3) Motivator Function, which is measured by the indicators (a) Providing work motivation, and (b) Helping with work, (4) Controller Function, which is measured by the indicators, (a) Supervision, (b) Correction, and (c) Feedback

Organizational Climate

Organizational climate reflects employees' shared perceptions of the work environment, which are shaped by the values, policies, interactions, and practices prevailing within the organization. This climate creates a psychological atmosphere in the workplace that influences motivation, behavior, and performance, both individually and as a team. Robbins and Judge (2016:201) state that organizational climate reflects members' collective views of their work environment and culture. Luthans, in Simamora (2015:34), explains that organizational climate is an internal psychological condition of an organization that can influence the actions of its members, formed from activities that occur within the organization. Meanwhile, according to Pasaribu and Indrawati (2016), organizational climate is the quality of the organizational environment as perceived by members and contributes to determining behavior and work effectiveness. Therefore, organizational climate can be concluded as a unique condition of the work environment that shapes member behavior in carrying out their duties, which in turn influences job satisfaction, enthusiasm, productivity, and commitment to the organization.

Organizational climate is measured by several dimensions and indicators.

According to Etty Susanty (2012) there are six dimensions, namely (1) Structure, which is measured by the indicators (a) Employees have clear tasks, and (b) Employees are given responsibility, (2) Standards, which are measured by the indicators (a) Work according to standards, and (b) Work according to targets, (3) Responsibility, which is measured by the indicators (a) Work according to tasks, and (b) Work without help from others, (4) Recognition, which is measured by the indicators (a) Salary according to workload, and (b) Salary is fair enough, (5) Support, which is measured by the indicators (a) Coworkers help each other, and (b) Coworkers are pleasant, (6) Commitment, which is measured by the indicators (a) Employees are proud of the company, and (b) Carry out tasks well.

3. IMPLEMENTATION METHOD

This research uses an approach quantitatively with the type of research causal. Referring to Sugiyono's opinion (2015:113), the quantitative approach is based on the use of data in the form of numbers or data that can be measured objectively. This type of causal research itself aims to trace the cause-and-effect relationship between the variables studied. As explained by Sugiyono (2015:125), causal research is conducted to understand the extent of influence of one variable on another. The data used in this study are primary data obtained through the distribution of questionnaires. The research subjects were employees of the Purbalingga Palm Flower Company with a population of 115 people and a sample of 89 people with Slovin, so the sampling technique was random sampling. For data analysis, this study used SmartPLS as a tool to test the model and relationships between the variables studied.

3. RESULTS AND DISCUSSION

Research result

The data analyzed using SmartPLS 4.0 software produced the following output:

Outer Model (Measurement Model)

This stage focuses on assessing the indicators representing each construct in the research model. Testing is conducted to ensure the validity and reliability of each indicator.

1. Validity Test

To assess validity, two main approaches are used, namely convergent validity and discriminant validity.

a. Convergent Validity Test

Convergent validity aims to assess the extent to which indicators are able to represent the construct being measured. One method commonly used in this test is to look at the value loading factor. An indicator is declared convergently valid if it has an outer loading value of more than 0.7 (Ghazali, 2016, p. 40). The results of the outer model test are shown in the following section.

Table 1
Outer Model Evaluation Results of Competency Variables

Variables	Outer Loading Value	Information
Gaya1 Strategic Leadership Style	0,911	Valid
Tell 2 Strategic Leadership Style	0,899	Valid

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Variables	<i>Outer Loading Value</i>	Information
Gaya3 Strategic Leadership Style	0,878	Valid
Gaya4 Strategic Leadership Style	0,901	Valid
Gaya5 Strategic Leadership Style	0,825	Valid
Gaya 6 Strategic Leadership Style	0,933	Valid
Gaya7 Strategic Leadership Style	0,891	Valid
Gaya8 Strategic Leadership Style	0,932	Valid
Gaya9 Strategic Leadership Style	0,944	Valid
Gaya10 Strategic Leadership Style	0,921	Valid
Gaya11 Strategic Leadership Style	0,876	Valid
Gaya12 Strategic Leadership Style	0,933	Valid

Source: Processed Data Results

Based on the table above, the outer loading values for all indicators in the competency variable are above the threshold of 0.7, indicating that each indicator makes a strong contribution to the construct being measured. Therefore, this instrument is deemed convergently valid and suitable for use in this study.

Table 2
Outer Model Evaluation Results of Emotional Intelligence Variables

Variables	<i>Outer Loading Value</i>	Information
Climate1 Organizational Climate	0,898	Valid
Climate 2 Organizational Climate	0,802	Valid
Climate3 Organizational Climate	0,868	Valid
Climate4 Organizational Climate	0,881	Valid
Climate5 Organizational Climate	0,893	Valid
Climate6 Organizational Climate	0,902	Valid
Ik1m7 Organizational Climate	0,889	Valid
Ik1m8 Organizational Climate	0,876	Valid
Ik1m9 Organizational Climate	0,875	Valid
Ik1m11 Organizational Climate	0,902	Valid
Ik1m11 Organizational Climate	0,801	Valid
Ik1m12 Organizational Climate	0,872	Valid

Source: Processed Data Results

Based on the table above, the outer loading values for all indicators in the competency variable are above the threshold of 0.7, indicating that each indicator makes a strong contribution to the construct being measured. Therefore, this instrument is deemed convergently valid and suitable for use in this study.

Table 3
Outer Model Evaluation Results of Job Satisfaction Variables

Variables	Outer Loading Value	Information
Cap1 □ Job Satisfaction	0,892	Valid
Kep2 □ Job Satisfaction	0,931	Valid
Kep3 □ Job Satisfaction	0,887	Valid
Kep4 □ Job Satisfaction	0,945	Valid
Kep5 □ Job Satisfaction	0,888	Valid
Kep6 □ Job Satisfaction	0,912	Valid
Cap7 □ Job Satisfaction	0,933	Valid
Kep8 □ Job Satisfaction	0,921	Valid
Kep9 □ Job Satisfaction	0,834	Valid
Kep10 □ Job Satisfaction	0,922	Valid

Source: Data Processing Results

The evaluation results in the table above show that all indicators in the leadership variable have outer loading values above 0.7. This means that all indicators meet the requirements for convergent validity and are suitable for use as measurement tools in this study.

Table 4
Outer Model Evaluation Results of Employee Performance Variables

Variables	Outer Loading Value	Information
Com1 □ Organizational Commitment	0,911	Valid
Com2 □ Organizational Commitment	0,836	Valid
Kom3 □ Organizational Commitment	0,825	Valid
Come4 □ Organizational Commitment	0,932	Valid
Come5 □ Organizational Commitment	0,828	Valid
Com6 □ Organizational Commitment	0,901	Valid
Com7 □ Organizational Commitment	0,834	Valid
Com8 □ Organizational Commitment	0,899	Valid
Com9 □ Organizational Commitment	0,875	Valid
Com10 □ Organizational Commitment	0,844	Valid
Com11 □ Organizational Commitment	0,925	Valid
Com12 □ Organizational Commitment	0,964	Valid

Source: Processed Data Results

Based on the table above, the outer loading values for all indicators in the competency variable are above the threshold of 0.7, indicating that each indicator

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makes a strong contribution to the construct being measured. Therefore, this instrument is deemed convergently valid and suitable for use in this study.

b. Discriminative Validity Test

The calculation results show the AVE value, as follows.

Table 5
Average Variance Extracted (AVE)

Variables	<i>Average Variance Extracted (AVE)</i>	Information
Leadership Style Strategic	0.763	Valid
Organizational Climate	0.808	Valid
Job Satisfaction	0.857	Valid
Organizational Commitment	0.786	Valid

Source: Processed Data Results

Based on the analysis results in the table above, all variables showed AVE values exceeding 0.5. This finding indicates that each indicator has met adequate discriminant validity requirements, thus the instrument in this study can be declared valid and suitable for use as a measuring tool.

2. Reliability Test

The results of the reliability analysis in this study show these values, as shown in the following table.

Table 6
Composite Reliability And Cronbach's Alpha

Variables	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Information
Strategic Leadership Style	0.967	0.982	Reliable
Organizational Climate	0.985	0.989	Reliable
Job Satisfaction	0.988	0.995	Reliable
Organizational Commitment	0.967	0.973	Reliable

Source: Data Processing Results

Based on the analysis results in Table 4.11, all variables demonstrated Cronbach's Alpha and Composite Reliability values exceeding 0.70. This finding indicates that each variable met adequate reliability or internal consistency standards. Therefore, the instrument used is considered reliable and likely to produce stable data when reused under similar conditions.

Inner Model (Structural Model)

The Inner Model is known as inner relation, refers to the relationship between latent variables constructed based on the theory underlying the research. This model serves as a structural framework for testing the relationship between exogenous and endogenous

constructs as defined in the hypothesis formulation (Ghozali, 2016, p. 45). Testing the Inner Model is carried out through several stages as follows:

1. TestR Square (R^2)

Details of the R Square value test results can be seen in the table below.

Table 7
Analysis Results R -Square (R^2)

Variables	R Square	R Square Adjusted
Job Satisfaction	0.621	0,609
Organizational Commitment	0,789	0,767

Source: Data Processing Results

Based on the processed data in Table 4.12, the R-Square value was 0.621, or 62.1%, for the Job Satisfaction variable. This means that the combination of Leadership Style and Organizational Climate variables can explain 62.1% of the variation in the Job Satisfaction variable. Therefore, this value is included in the moderate category (*moderate*). The remaining 37.9% is influenced by other factors not included in this research model. On the other hand, the Organizational Commitment variable has an R-Square value of 0.789 or 78.9%, which indicates that the Leadership Style, Organizational Climate, and Job Satisfaction variables contribute 78.9% to the variability of Organizational Commitment. This value is considered high (*substantial*). The remaining 21.1% is explained by other external factors.

2. TestF-Square (F^2)

The results of the F-Square calculation for each relationship between variables can be seen in the following table.

Table 8
Analysis Results F -Square (F^2)

Variables	F -Square
Strategic Leadership Style -> Job Satisfaction	0,376
Organizational Climate -> Job Satisfaction	0.225
Strategic Leadership Style -> Organizational Commitment	0.381
Organizational Climate -> Organizational Commitment	0.253
Job Satisfaction -> Organizational Commitment	0.227

Source: Data Processing Results

Based on the table above, the F-square value indicates the extent to which each exogenous variable contributes to the endogenous variables in this research model. The explanation is as follows:

- The Strategic Leadership Style variable has an F^2 value of 0.376 on the Job Satisfaction variable. Because this value exceeds 0.35, the contribution of Leadership Style to Job Satisfaction can be categorized as a strong or substantial influence.
- The Organizational Climate variable showed an F^2 value of 0.225 on the Job Satisfaction variable. This value ranges from 0.15 to 0.35, so its influence can be categorized as moderate.
- Leadership Style Variables Strategic has an F^2 value of 0.376 for the Organizational

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Commitment variable. Because this value is above 0.35, the influence of Leadership Style on Organizational Commitment is categorized as a major influence.

- d. The Organizational Climate variable showed an F^2 value of 0.225 on the Organizational Commitment variable. This value ranges from 0.15 to 0.35, so its influence can be categorized as moderate.
- e. The Job Satisfaction variable showed an F^2 value of 0.227 on the Organizational Commitment variable. This value ranges from 0.15 to 0.35, so its influence can be categorized as moderate.

Hypothesis Testing

Hypothesis testing aims to determine whether there is a significant influence and the level of confidence between the independent and dependent variables. According to Umar (2015:21), this test is conducted by analyzing the t-statistic and p-value (probability value). In this study, the significance level was set at 5% ($\alpha = 0.05$), with a t-statistic limit of 1.96. This means that an influence is declared significant if the t-statistic is greater than 1.96 and the p-value is below 0.05.

1. Direct Effect(Direct Impact)

The results of testing the direct relationship are presented in the following table.

Table 9
Direct Effect(Direct Impact)

Variables	Original sample (O)	Sample mean (M)	T-Statistics	P-Value
Strategic Leadership Style -> Job Satisfaction	0.288	0.212	2.437	0.010
Organizational Climate -> Job Satisfaction	0.412	0.443	2.780	0.008
Strategic Leadership Style -> Organizational Commitment	0.345	0.362	2.523	0.011
Organizational Climate -> Organizational Commitment	0.253	0.343	2.212	0.009
Job Satisfaction -> Organizational Commitment	0.361	0.372	2.425	0.004

Source: Data Processing Results

Based on the analysis results displayed in the table above, the direct influence of each variable can be described as follows:

a) The Influence of Leadership Style **Strategic** to Job Satisfaction

The results of the calculation above show a coefficient value of 0.288 (positive), which indicates that an increase in Leadership Style is followed by an increase in Job Satisfaction. Because the value $t (2,437) > 1,96$ And $p (0,010) < 0,05$, then this influence is categorized significantly. Thus, Leadership Style has a positive and significant influence on Job Satisfaction.

b) The Influence of Organizational Climate on Job Satisfaction

The results of the calculation above show a coefficient value of 0.412 (positive), which indicates that an increase in Organizational Climate is followed

by an increase in Job Satisfaction. Because the value $t(2,780) > 1,96$ And $p(0,008) < 0,05$, then this influence is categorized significantly. Thus, Organizational Climate has a positive and significant influence on Job Satisfaction.

c) The Influence of Leadership Style **Strategic** towards Organizational Commitment

The results of the calculation above show a coefficient value of 0.345 (positive), which indicates that an increase in Leadership Style is followed by an increase in Organizational Commitment. Because the value $t(2,523) > 1,96$ And $p(0,011) < 0,05$, then this influence is categorized significantly. Thus, Leadership Style has a positive and significant influence on Organizational Commitment.

d) The Influence of Organizational Climate on Organizational Commitment

The results of the calculation above show a coefficient value of 0.253 (positive), which indicates that an increase in Organizational Climate is followed by an increase in Organizational Commitment. Because the value $t(2,212) > 1,96$ And $p(0,009) < 0,05$, then this influence is categorized significantly. Thus, Organizational Climate has a positive and significant influence on Organizational Commitment.

e) The Influence of Job Satisfaction on Organizational Commitment

The results of the calculation above show a coefficient value of 0.361 (positive), which indicates that an increase in Job Satisfaction is followed by an increase in Organizational Commitment. Because the value $t(2,425) > 1,96$ And $p(0,004) < 0,05$, then this influence is categorized significantly. Thus, Job Satisfaction has a positive and significant influence on Organizational Commitment.

2. Indirect Effect (Indirect Influence)

Indirect Influence (Indirect Effect) refers to the influence of an independent variable on a dependent variable that occurs through a mediator variable. This analysis is useful for understanding the extent to which the mediating variable mediates the relationship between variables in a structural model. The test results are presented as follows:

Table 10
Indirect Effect(Indirect Influence)

Variables	Original sample (O)	Sample mean (M)	T-Statistic s	P-Value
Strategic Leadership Style -> Job Satisfaction -> Organizational Commitment	0.274	0.282	2.141	0.008
Organizational Climate -> Job Satisfaction -> Organizational Commitment	0.231	0.255	2.382	0.005

Source: Data Processing Results

Based on the analysis results in the table above, the indirect influence can be explained as follows:

a) The Influence of Leadership Style Strategy on Organizational Commitment Through Job Satisfaction

A positive coefficient value of 0.274 was obtained, indicating that the higher the Strategic Leadership Style, the higher the Organizational Commitment through Job Satisfaction. Since the t-statistic value of 2.141 exceeds the threshold of 1.96 and the p-value of 0.008 is less than 0.05, this effect is declared significant. Thus,

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Strategic Leadership Style is proven to have a positive and significant influence on Organizational Commitment indirectly through Job Satisfaction.

b) The Influence of Organizational Climate on Organizational Commitment Through Job Satisfaction

The positive coefficient value of 0.231 indicates that improvements in Organizational Climate impact Organizational Commitment through Job Satisfaction as a mediator. Since the t-statistic value reaches 2.382 and is greater than 1.96, and the p-value is 0.005, which is less than 0.05, the effect is considered significant. Therefore, it can be concluded that Organizational Climate has a positive and significant indirect effect on Organizational Commitment through Job Satisfaction.

DISCUSSION

After obtaining the analysis results as explained above, the following section will discuss these results in more depth, namely:

1. The Influence of Competence on Leadership

The results of the test of the relationship between Competence and Leadership indicate that the influence of Competence on Leadership is statistically significant. Therefore, it can be concluded that the higher an individual's level of competence, the better the leadership demonstrated. Competence here encompasses knowledge, skills, and attitudes that support work effectiveness, which is ultimately reflected in a person's ability to lead, direct, and influence others within an organizational context.

2. The Influence of Emotional Intelligence on Leadership

The results of the test of the relationship between Emotional Intelligence and Leadership indicate that the influence of Emotional Intelligence on Leadership is statistically significant. Therefore, it can be concluded that there is a significant influence between Emotional Intelligence and Leadership. This means that individuals with high levels of emotional intelligence tend to have better leadership skills.

3. The Influence of Competence on Employee Performance

The results of the test of the relationship between Competence and Employee Performance indicate that the influence of Competence on Employee Performance is statistically significant. Thus, it can be concluded that competence has a significant effect on employee performance, meaning that the higher the level of competence possessed by employees, both in terms of knowledge, skills, and work attitudes, the higher the quality of performance demonstrated. Good competence enables employees to carry out tasks more effectively, efficiently, and professionally in accordance with job demands.

4. The Influence of Emotional Intelligence on Employee Performance

The results of the test of the relationship between Emotional Intelligence and Employee Performance indicate that the influence of Emotional Intelligence on Employee Performance is statistically significant. Thus, the hypothesis that Emotional Intelligence has a positive and significant influence on Performance is accepted. This

means that the higher the level of emotional intelligence an employee possesses, the more likely they are to demonstrate better performance in the workplace.

5. The Influence of Leadership on Employee Performance

The results of the test of the relationship between Leadership and Employee Performance indicate that the influence of Leadership on Employee Performance is statistically significant. Thus, it can be concluded that leadership has a significant effect on employee performance, meaning that the more effective the leadership style applied in the organization, whether in terms of communication, empowerment, role modeling, or decision-making, the more employee performance will improve. Leaders who are able to provide consistent direction, motivation, and support can create a conducive work environment that encourages employees to work optimally.

6. The Influence of Competence on Employee Performance Through Leadership

The test results show that Competence has a significant effect on Employee Performance through Leadership. Thus, it can be concluded that Competence has a significant effect on Employee Performance through Leadership, meaning that the higher the competence possessed by employees, both in terms of knowledge, skills, and work attitudes, it will encourage the formation of more effective leadership, which ultimately has a positive impact on improving employee performance. In other words, competence not only has a direct effect, but also an indirect effect through the role of leadership as a mediator that strengthens the relationship.

7. The Influence of Emotional Intelligence on Employee Performance Through Leadership

The test results show that Emotional Intelligence has a significant effect on Employee Performance through Leadership. Thus, it can be concluded that Emotional Intelligence has a significant effect on Employee Performance through Leadership, meaning that the higher the emotional intelligence an individual has, such as the ability to recognize, manage one's own and others' emotions, and build healthy interpersonal relationships, it will encourage the formation of a more effective leadership style. Leadership based on good emotional intelligence is able to create a positive work environment, motivate subordinates, and direct the team optimally, thus impacting the improvement of overall employee performance.

4. CONCLUSION

Based on the results of the data analysis and previous discussion, several conclusions can be drawn as follows:

1. Leadership Style Strategic leadership has been shown to have a positive and significant impact on job satisfaction. This suggests that implementing better leadership will significantly improve employee job satisfaction within an organization.
2. Organizational climate also has a positive and significant influence on job satisfaction. Therefore, organizations need to create a conducive, open, and supportive work environment to optimally encourage increased job satisfaction.
3. Strategic Leadership Style contributes positively and significantly to Organizational Commitment. This indicates that effective leadership plays a crucial role in increasing employee engagement and loyalty to the organization.
4. Organizational Climate shows a positive and significant influence on Organizational

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Commitment, which means that a healthy, harmonious and supportive work environment plays a role in building employees' sense of belonging and loyalty to the organization.

5. Job satisfaction has a positive and significant impact on organizational commitment. Therefore, increasing job satisfaction is an effective strategy for strengthening employee engagement with the organization as a whole.
6. Strategic Leadership Style has an indirect influence on Organizational Commitment through the mediation of Job Satisfaction. This finding emphasizes the importance of the role of leaders in creating supportive working conditions, which in turn can encourage the growth of strong commitment from employees.
7. Organizational climate also has an indirect influence on organizational commitment through job satisfaction. This means that building a positive work climate not only increases employee satisfaction but also significantly strengthens their loyalty and commitment to the organization.

Suggestion

Based on the description above, the suggestions that can be conveyed in this research are:

1. For Organization Leaders
Leaders need to continuously improve their participatory, communicative, and supportive leadership style to increase job satisfaction and strengthen organizational commitment among employees. Good leadership will create a positive and productive work environment.
2. For HR Management
Human resource management is advised to pay attention to the overall organizational climate, such as a fair, open, collaborative work atmosphere, as well as an effective reward and communication system, because this has been proven to have a significant influence on employee satisfaction and work commitment.
3. For Organizational Development
Consistently improving job satisfaction should be an organizational priority, as it has been shown to be a significant mediator between leadership style and organizational climate and organizational commitment. Job satisfaction can be enhanced through career development, training, performance recognition, and work-life balance.
4. For Further Researchers
 - a. Expanding the sample coverage to various types of organizations or industries to make the results more general.
 - b. Adding other variables such as work motivation, organizational culture, or organizational justice to make the research model more comprehensive.

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