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The Effect of Work Climate and Leadership Style on Job Satisfaction of Production Operators at PT. X

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Abstract

This study investigates the influence of work climate and leadership style on job satisfaction among production operators at PT X. Employing a quantitative approach with an explanatory research design, the study included all production operators as the population, selected through purposive sampling. Data were collected using three validated and reliable instruments: the Job Satisfaction Scale, the Work Climate Scale, and the Leadership Style Scale. Multiple linear regression analysis was employed to examine the relationships between variables. The findings reveal that both work climate and leadership style simultaneously have a significant effect on job satisfaction ($R^2 = 0.805$; $p < 0.05$). Moreover, the partial analysis indicates that work climate exerts a more dominant influence compared to leadership style. These results underscore the importance of fostering a supportive and conducive work environment to enhance employee satisfaction. Although leadership style has a relatively smaller effect, it still plays a critical role in shaping employees' attitudes and performance. The study recommends that organizations focus on improving both the work climate and leadership practices to promote higher job satisfaction and overall organizational effectiveness. Future studies may explore additional variables such as employee motivation or organizational culture to provide a more comprehensive understanding of job satisfaction dynamics.

Keywords: Work Climate, Leadership Style, Job Satisfaction, Production Operators, Organizational Effectiveness

1. Introduction

The swift progress of globalization and technological innovation has profoundly reshaped organizational approaches to human resource managemen. Companies are now required not only to improve operational efficiency but also to ensure a work environment that promotes employee productivity and satisfaction (Lina, 2018). In this context, human resources are viewed as strategic assets that play a crucial role in determining organizational success. Therefore, continuous efforts to improve HR quality through training, motivation, and structured evaluation have become increasingly essential (Nurul et., 2025). Optimal employee performance is a key factor in supporting the achievement of organizational goals efficiently and sustainably (Simamora et al, 2023).The Asia Pacific Workforce Hopes and Fears Survey

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2023 conducted by Pricewaterhouse Coopers (PwC) revealed that 75% of Indonesian workers are satisfied with their current jobs, surpassing the Asia-Pacific regional average of 57%. However, such aggregate data may not fully reflect conditions in specific sectors, such as production divisions in manufacturing companies, where particular challenges related to leadership and work climate are more prevalent.

Job satisfaction refers to an employee's attitude toward their job, influenced by various aspects such as work environment, peer relationships, compensation, and leadership style (Andriany, 2019) In the production division of PT These conditions result in a rigid working atmosphere and ineffective communication. Operators often feel confused about task instructions, which ultimately reduces productivity and job satisfaction. This is in contrast to other divisions within the same company that foster more open and supportive environments through regular briefings, two-way communication, and recognition of individual contributions. These findings highlight how a positive work climate and appropriate leadership style contribute to a harmonious atmosphere and higher job satisfaction.

In manufacturing industries, production operators play a key role in ensuring smooth production processes and achieving output targets. Their job performance is heavily influenced by the leadership style of their supervisors and the prevailing work climate (Rahman et al., 2024). However, observations by the researcher indicate that leadership practices in the production division of PT Supervisors tend to issue instructions via text messages without observing conditions directly in the field. As a result, they are often unaware of operational issues such as machine breakdowns, which cause delays and lower worker satisfaction. Additionally, the work climate is characterized by rigid systems, lack of recognition, low team ownership, and limited communication channels. Such conditions negatively affect employees' psychological well-being, leading to stress, emotional fatigue, and decreased motivation. Work climate affects productivity, job performance, job satisfaction, organizational effectiveness, organizational commitment, work motivation, organizational justice, employee discipline, turnover intention, and the reduction of cyberloafing behavior (Kartika et al., 2023)

Previous studies have extensively examined various factors influencing job satisfaction, such as compensation, physical environment, and workplace relationships. However, most of these studies have focused on these variables in isolation. To date, there has been limited research that simultaneously investigates the integrated effect of leadership style and workplace climate on the level of employee job satisfaction, especially among production operators in manufacturing settings. Yet, the nature of operators' work—routine, target-driven, and physically demanding—makes them particularly sensitive to both the leadership style employed and the quality of their work environment. This highlights a research gap that this study aims to address, by providing an integrated analysis of these two critical variables.

This study is expected to make a theoretical contribution to the field of human resource management by offering insights into the joint influence work climate and leadership style on job satisfaction. Job satisfaction has become a crucial concept within developing business organizations and is recognized as a significant topic of discussion and understanding in the field of human resource management (Muttaqin, 2021). The unique value of this study stems from it specific focus on production operators, a group often overlooked in job satisfaction studies that tend to focus on administrative or managerial staff. Moreover, by examining the interaction between work climate and leadership style in a manufacturing context, this research provides a more comprehensive and realistic picture of workplace dynamics in industrial settings.

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Based on the above background, this study aims to examine the extent to which work climate and leadership style individually and simultaneously affect the job satisfaction of production operators at PT X. The findings are expected to yield both theoretical and practical benefits. Theoretically, this research will enrich the literature on human resource management, particularly in relation to job satisfaction. Practically, the study will provide useful insights for PT For the researcher, this study also serves as a valuable opportunity to develop academic and practical skills in designing and conducting research in the field of human resource management. Globalization and technological progress have had a significant impact on dynamic organizations and management, and the source of Power is human resources (HR). In facing increasing global competition competitive, company No only sued For increase efficiency production , but also creates an environment supportive work engagement and satisfaction Employees (Ramadhani et al, 2024). Human Resource (HR) development and job satisfaction are two interrelated factors that play an important role in improving company productivity. HR development refers to efforts to enhance employees' skills, knowledge, and capabilities through training, education, and career development. (Rizqi et al., 2024). Therefore, organizations need to consider the factors underlying job satisfaction, including leadership style and the prevailing work climate within the company.

According to PwC's 2023 Asia Pacific Workforce Hopes and Fears Survey, employee job satisfaction in Indonesia reached 75%, higher than the Asia Pacific average of 57%. However, this figure does not necessarily reflect the real situation across all industrial sectors. In the operational context of PT X production division, several issues were identified, including a lack of attention from superiors to workflow, one-way communication, and minimal interaction between superiors and operators. These conditions led to a rigid work environment, misunderstandings about procedures, and unclear division of tasks. This was further exacerbated by the lack of fair job rotation and direct supervision from superiors, leaving operators feeling under-supported psychologically and professionally.

This contrasts with other divisions within the company, which implement relaxed briefings, open communication, a discussion-based work system, and recognition of individual contributions. A positive work climate in these divisions directly impacts minimal conflict and high job satisfaction. In the literature, job satisfaction is defined as an employee's attitude toward their work, reflecting the extent to which they are satisfied with working conditions, work relationships, rewards, and other psychological factors. When the work environment is unsupportive, communication is poor, and performance rewards are low, job satisfaction will decline, ultimately impacting productivity. Moreover, discipline enables employees to correct errors and avoid negligence resulting from inattention, lack of skills, and lateness (Apriyani et al., 2023).

Another factor contributing to low job satisfaction in PT X production division is a suboptimal leadership style. Instructions are often delivered via text message without direct field observation. The absence of superiors to monitor work conditions in the field results in various technical issues being poorly addressed, such as slow responses to machine breakdowns. This creates frustration among operators who are forced to wait without clarity. This less responsive and less communicative leadership style has resulted in decreased employee morale, motivation, and trust in management. In addition to leadership, a closed work climate, lack of appreciation, and a weak culture of collaboration are also serious challenges that reduce job satisfaction among production operators.

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Although numerous studies have addressed factors influencing job satisfaction, such as compensation, work relationships, and career development opportunities, few have simultaneously examined the combined influence work climate and leadership style on production operator job satisfaction, particularly in the context of the Indonesian manufacturing industry. This is despite the routine and target-intensive nature of production operator work, which relies heavily on effective leadership and a supportive work climate. This gap provides a crucial foundation for this research. The effectiveness of service delivery heavily depends on human resources; therefore, employee job satisfaction plays a crucial role. The outcomes achieved by individuals or groups within an organization align with the level of authority and responsibility they hold (Fajri et al., 2024).

This study aims to investigate the impact of both work climate and leadership style on the job satisfaction of production operators at PT X. In more detail, this study will analyze the influence of each variable partially and simultaneously. The findings of this study are expected to make theoretical contributions to the advancement of human resource management as a field of study, particularly in enhancing our understanding of the factors that influence job satisfaction in the production sector.

From a practical perspective, the results of this study are expected to serve as evaluation material for PT X's management in creating a better work environment and implementing a more effective leadership style. With improvements in both aspects, it is hoped that operator productivity will increase and the work atmosphere will become more harmonious. For the researcher, this study serves as a means of developing insight, empirical experience, and academic contributions in understanding psychosocial dynamics in the workplace. The novelty of this study lies in its focus on production operators, a subject often overlooked in job satisfaction studies, as well as its simultaneous approach to two important variables —work climate and leadership style —in one analytical model.

2. Literature Review

2.1 Job Satisfaction

Robbins et al (2009), job satisfaction is a positive or negative feeling a person has about their job, which arises from perceptions of various aspects of the job such as tasks, environment, salary, and relationships with coworkers. This satisfaction greatly influences employee motivation and performance. Furthermore, Luthans et al (2020) , job satisfaction is a pleasant attitude that arises from a person's evaluation of their job as a whole, including aspects such as work challenges, physical conditions, and interpersonal relationships in the workplace. Job satisfaction plays an important role in increasing productivity, which is the main goal of managers. Therefore, managers must know the right steps to create job satisfaction for their employees.

2.2 Work Climate

The work environment in a company plays a crucial role. The work climate within a company can influence an individual's level of work enthusiasm. Internal company factors, including psychological aspects, contribute to this work climate. The level of employee morale is significantly influenced by the work climate within their environment. Therefore, managing the work climate is one way to improve human resource productivity. This climate is multidimensional, stable over time, and shared by individuals within an organizational unit. Although there is no universally agreed-upon definition, organizational climate is understood

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as a crucial factor influencing employee behavior and productivity at various organizational level (Apriyani et al., 2023)

Various definitions of work climate illustrate that this concept is closely related to three main aspects: the internal environment of the organization, the individuals within it, and the unique characteristics that distinguish one organization from another. According to (Gagnon et al., 2009) climate is the perception shared by employees regarding the practices, policies, and procedures they experience in the work environment, as well as the behaviors that are expected, supported, and rewarded within it. Furthermore, another definition, according to (Robbins & Coulter, 2015), is that work climate in an organization is defined as the perception of employees regarding the work environment in the organization. A conducive work climate makes an important contribution to the sustainability of the organization and the organization's ability to adapt and renew (Efendi et al, 2025)

2.3 Leadership Style

Leader-Member Exchange (LMX) theory is a leadership theory that emphasizes the dyadic relationship between the leader and each team member (Northouse, 2007). This theory emphasizes that leaders do not treat all subordinates equally, instead they tend to develop high-quality relationships with certain members (in-group) while maintaining lower-quality interactions with others (out-group). Effective leadership has the ability to inspire and motivate employees, foster a positive workplace atmosphere, and ultimately enhance overall job satisfaction approach (Wulandari et al., 2024). This model explains that the relationship between leaders and subordinates is not one-dimensional, but consists of four distinct yet interrelated relationship dimensions. dimensions the are Affect, Loyalty, Contribution, and Professional Respect.

3. Research Method

3.1 Research Design

This study employed a quantitative method. This method was chosen because it aligns with the research objective of testing hypotheses regarding the influence of work climate and leadership style on job satisfaction among production operators at PT X. This approach is based on the philosophy of positivism (Hidayat et al., 2024) and focuses on collecting objectively measurable data using a questionnaire. This study follows a series of procedures, including the selection of a research topic, the formulation of an appropriate theoretical foundation, and the collection of supporting literature from scholarly journals, theses, and books (Sastri, 2022).

3.1.1 *Population and Sampling Techniques*

The population in this study was all production operators working at PT X, totaling 60 people. This population is homogeneous because all respondents have similar work roles and responsibilities and have an average length of service of over three years. This indicates that the participants have a sufficient understanding of the work climate and leadership styles implemented in the company. The sampling technique used was saturated sampling, a sampling technique in which all members of the population are sampled. This technique was chosen because the population size is relatively small and still allows for comprehensive coverage (Comission, 2016). Therefore, all 60 production operators participated in this study.

3.1.2 Data Collection Techniques

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To collect primary data, an online questionnaire was administered, structured around variable-specific indicators. A 5-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree), was used to measure responses. The instrument comprised three main sections, described as follows:

a. Work Climate (X_1): Measured using the CRISO Psychological Climate Questionnaire (Gagnon et al., 2009), which consists of on five dimensions: job, role, leadership, teamwork, and organization, with a total of 17 statement items.

b. Leadership Style (X_2): Measured using the Leader-Member Exchange - Multidimensional Measure (LMX-MDM) scale developed by Liden et al (1998). This scale consists of four dimensions: affection, loyalty, contribution, and professional respect, with a total of 8 statement items.

c. Satisfaction Work (Y): Measured based on five dimensions satisfaction Work According to Luthans et al (2020), namely work itself, pay, promotion, supervision, and co-workers, with a total of 24 statement items.

The questionnaire was distributed online using Google Forms to increase the efficiency and coverage of data distribution.

3.2 Data Analysis Techniques

Data analysis was conducted using two approaches: quantitative descriptive analysis, which was used to observe respondents' tendencies towards each variable. The total score was categorized into intervals such as very low, low, medium, high, and very high. Furthermore, verification analysis techniques were used. According to (Iswahyudi et al., 2023) verification analysis is research conducted on a specific population or sample with the aim of testing a predetermined hypothesis. The verification method used in this study was to determine and assess the extent of influence of work climate and leadership style variables on job satisfaction of PT X production operators.

4. Findings and Discussions

This section presents a description of the respondents' identities who participated in the study. This information includes general characteristics of the respondents, such as gender and length of service at the company. The purpose of presenting this data is to provide a general overview of the respondents' backgrounds, which can support the interpretation of subsequent research results. data results obtained:

4.1 Respondents' Work Tenure

Table 1. Length of Employment

Length of work	Frequency	Percentage
Less than 1 year	1	1.7%
1- 3 years	13	21.7%
4 - 6 Years	23	38.3%
7 - 10 Years	10	16.7%
More than 10 Years	13	21.7%
Total	**60**	**100%**

Based on the results above, respondents in this study had a diverse range of work periods. Most

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respondents were in the 4 – 6 years work period category, which was 38.3% of the total respondents. Furthermore, 21.7% of respondents had a work period of between 1-3 years, and the same number, 21.7%, were also in the category with a work period of more than 10 years. Respondents who had worked for 7-10 years were 16.7%, while those who had worked for less than 1 year were only 1.7%. These data indicate that the majority of respondents have a fairly long work period, and can contribute to their understanding of the work climate and job satisfaction in the company, especially the production environment.

4.2 Descriptive Statistics of Research Variables

4.2.1 *Work Climate*

Table 3 Work Climate Distribution

Criteria	Amount Respondents	Percentage
Very high	7	11.7%
High	17	28.3%
Moderate	19	31.7%
Low	14	23.3%
Very Low	3	5.0%

Based on the table above, the majority of respondents (31.7%) rated the work climate variable as sufficient, followed by 28.3% rated the work climate variable as high, and 23.3% rated the work climate variable as low. Meanwhile, 11.7% rated the work climate variable as very high, and 5.0% rated the work climate variable as very low. This indicates that the majority of respondents gave moderate to high ratings.

4.2.2 Leadership Style

Table 4. Leadership Styles Distribution

Criteria	Amount Respondents	Percentage
Very high	7	11.7%
High	20	33.3%
Enough	23	38.3%
Low	8	13.3%
Very Low	2	3.3%

Based on the data obtained, the majority of respondents rated the leadership style as adequate (38.3%) and high (33.3%). This indicates that the company's leadership style is functioning well. However, some respondents still rated it as low, suggesting that improvements are needed in how leaders guide, direct, and communicate with employees to optimize their performance.

4.2.3 Job Satisfaction

Based on the data, 43.3% of respondents reported a fair level of job satisfaction, and 36.7% a high level. Meanwhile, 3.3% of respondents indicated very high job satisfaction. Meanwhile, 15.0% of respondents were in the low category, and 1.7% were in the very low category.

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Table 5. Job Satisfaction Distribution

Criteria	Amount Respondents	Percentage
Very high	2	3.3%
High	22	36.7%
Moderate	26	43.3%
Low	9	15%
Very Low	1	1.7%

4.3. Classical Assumption Testing

4.3.1 Normality Test

The method used to test normality is the Kolmogorov-Smirnov test, with a significance value >0.05 to determine whether the data is normally distributed. If the data exceeds this value, the data distribution can be said to be normally distributed. The following is a normality test for this study. This:

Table 6. Normality Test

Variable	*Asymp.Sig*	Criteria	Conclusion
Work Climate	0.200	>0.05	Normal
Leadership Style	0.200	>0.05	Normal
Satisfaction Work	0.200	>0.05	Normal

According to the findings of the normality test, it can be concluded that all variables in this study have an *Asymp.Sig value* greater than >0.05. Therefore, all of the above data can be declared normally distributed.

4.3.2 Multicollinearity Test

Table 7. Multicollinearity Test

Model	Variables	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2,189	0.598	–	3,659	< 0.001	–	–
	SQ_IK	0.636	0.105	0.530	6,062	< 0.001	0.492	2,032
	SQ_GK	0.415	0.085	0.427	4,883	< 0.001	0.492	2,032

The results of the multicollinearity test indicate that second Variance Inflation Factor (VIF) value variables independent < 10 with Tolerance value > 0.1. Therefore, there is no multicollinearity between the two independent variables in the regression model of this study.

4.3.3 Heteroscedasticity Test

Table 8. Heteroscedasticity Test

Model	Variables	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	10,950	3,323	–	3,296	.002	–	–
	Work Climate	-.058	0.076	-.137	-.772	.444	0.481	2,078
	Leadership Style	-.146	0.104	-.249	-1,399	.167	0.481	2,078

Based on the heteroscedasticity test, it was obtained that mark significance For variables climate Work is 0.444 and for style leadership is 0.167. Because both values are greater than 0.05, this means that this regression model does not experience heteroscedasticity, thus meeting

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the homoscedasticity assumption in the regression analysis.

4.4. Results of Multiple Regression Analysis

To determine the combined effect of two or more independent variables on a dependent variable, multiple linear regression analysis is applied. In this analysis, it is assumed that the relationship between the independent and dependent variables is linear.

4.4.1. F Test (Simultaneous)

Table 9. Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7525,667	2	3762,833	117,336	< 0.001
Residual	1827,933	57	32,069		
Total	9353,600	59			

The F test results show a calculated F value of 117.336 with a significance value of $p < 0.001$. This indicates that the regression model formed is statistically significant, meaning that Leadership Style and Work Climate simultaneously have a significant effect on Job Satisfaction.

3.2. t-Test (Partial)

The following table shows the results of the t-test for each independent variable.

Table 10. t-test

Model	**Variables**	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	18,951	5,216	–	3,633	< 0.001
	Work Climate	0.727	0.119	0.517	6,126	< 0.001
	Leadership Style	0.873	0.164	0.450	5,328	< 0.001

From the table above, it can be seen that Work Climate has a positive and significant influence on Job Satisfaction with a value of B = 0.727 and t = 6.126, significance <0.001. Leadership Style also has a positive and considerable influence on Job Satisfaction with a value of B = 0.873, t = 5.328, and significance <0.001. Thus, both independent variables have a significant partial influence on Job Satisfaction. Among the two, the Work Climate variable has the greatest influence with the highest Beta value (0.517).

4.3.3. Coefficient of Determination (R^2)

Table 11. Coefficient Determination

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.897[a]	0.805	0.798	5.66295

Coefficient value determination (R Square) of 0.805, which means that 80.5% of the variation in Satisfaction Work can explained by Leadership Style and Work Climate. The remaining 19.5% is influenced by other variables not examined in this model. Based on the results of the multiple regression analysis, it can be concluded that Leadership Style and Work Climate simultaneously have a significant effect on Job Satisfaction. Partially, both also have a

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significant effect, with Work Climate contributing a greater influence than Leadership Style. The regression model used is quite strong in explaining the dependent variable, as indicated by the R^2 value of 80.5%.

4.4 Discussion

The results of this study empirically show that work climate and leadership style have a significant influence on job satisfaction of production operators at PT X, both partially and simultaneously. This provides strong evidence for the theoretical premise that the structural and relational dimensions within an organization play a crucial role in shaping employees' perceptions and attitudes toward their work. These findings also confirm that in routine, target-intensive work contexts, such as on the production line, non-compensatory factors such as the psychological climate and the quality of interpersonal relationships within the organizational structure are key determinants of job satisfaction. This aligns with contemporary perspectives in HR management that place the social work environment and leadership practices as key pillars of modern work design (Gagnon et al., 2009)

The work climate variable showed the greatest influence on job satisfaction (β = 0.517). Statistically, this indicates that employee perceptions of the work environment including aspects of work, role, leadership, teamwork, and organizational structure were more powerful in influencing affective evaluations of work than the quality of the relationship with the supervisor alone. Psychologically, these findings reflect that production operators have a high sensitivity to work system stability, role clarity, collective support, and organizational recognition. When the work climate is perceived as rigid, closed, and less collaborative, as observed in the context of PT X, there is a decrease in engagement and an increase in role ambiguity, which negatively impacts job satisfaction. An uncomfortable work climate that does not meet the required conditions can reduce work capacity, leading to decreased efficiency and productivity (Sunaryo & Rhomadhoni, 2020).

A conducive work climate not only influences workers' emotional well-being but also impacts emotional regulation, conflict resolution, and team cohesion, all of which are crucial for sustained production and achieving operational targets. Therefore, organizational management needs to prioritize redesigning the work environment to make it more participatory, communicative, and supportive of workers' psychological well-being. Positive emotional feelings within employees, caused by internal and external factors, will lead them to work well. In this case, job satisfaction also has the ability to enhance performance (Paramitha et al., 2024)

The leadership style variable also showed a positive and significant influence on job satisfaction (β = 0.450), indicating that the quality of interactions between leaders and team members (as prescribed by the LMX theory) has a major contribution to feelings of being valued, involved, and empowered. However, in the context of PT X, the dominant one-way communication pattern, the lack of physical presence of superiors on the production line, and the text-based supervision method indicate weaknesses in the affect and professional respect dimensions of the LMX-MDM model. This creates an imbalance in the relationship between leaders and subordinates, which leads to the emergence of “structural distance” and “psychological distance,” so that employees feel unrecognized both personally and professionally.

In work settings that demand speed and technical coordination, such as production, transactional and authoritarian leadership styles tend to create resistance, burnout, and lower morale. Conversely, transformational and servant leadership approaches that prioritize

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empathy, engagement, and empowerment are more adaptive to contemporary workplace needs. Effective leadership is a key element in determining the direction and success of a company (Romadhoni et al., 2025). Therefore, leadership style improvements need to focus on strengthening direct interpersonal communication, participatory decision-making, and recognizing operational contributions. The results of the simultaneous test ($F = 117.336$; $p < 0.001$) and the coefficient of determination ($R^2 = 0.805$) indicate that the two independent variables together explain approximately 80.5% of the variance in job satisfaction, which is a very high figure for social research. This indicates that the interaction between work climate and leadership style is not merely additive, but may be interactive, mutually reinforcing, or even synergistic.

This fact indicates that programs to improve job satisfaction cannot be implemented in a fragmented manner, but rather must utilize a holistic approach that integrates the strengthening of a healthy work culture and the development of humanistic leadership capacity. In other words, managerial interventions that focus solely on one aspect (for example, improving communication with superiors) without addressing rigid work systems will be ineffective in the long term.

5. Conclusion

Based on the results of multiple linear regression analysis, this study concludes that work climate and leadership style play a significant role in influencing the level of job satisfaction of production operators at PT X. Both variables, both simultaneously and partially, provide a positive contribution to the creation of feelings of satisfaction in carrying out work tasks and responsibilities. The work climate has been proven to be the most dominant factor, indicating that a conducive work atmosphere, an effective communication system, and a sense of justice and appreciation within the organization greatly influence how individuals evaluate their work experience. Meanwhile, leadership style also provides a significant influence by showing that direct involvement of superiors, the ability to build interpersonal relationships, and the ability to convey a clear vision have an influence on employee motivation and work attitudes. The high value of the coefficient of determination of 80.5% indicates that the combination of work climate and leadership style is able to explain most of the variation in job satisfaction of production operators, so it can be concluded that psychosocial aspects within the organization have a strong predictive power on employee psychological well-being in the work context.

Based on the findings of this study, it is recommended that the management of PT X be more proactive in establishing and maintaining a positive work climate, particularly by increasing communication transparency, providing positive reinforcement for individual contributions, and ensuring a dialogue space between superiors and subordinates. It is also important to conduct training for first-line leaders, especially production supervisors, to improve transformational leadership skills that emphasize empathy, role modeling, and empowerment. The company should not only emphasize technical efficiency but also pay attention to the psychological and social dynamics that develop among employees. Furthermore, this research also opens up space for the development of further studies involving other variables such as work stress, organizational commitment, and perceptions of organizational justice, in order to provide a more comprehensive picture of the factors influencing job satisfaction in the manufacturing industry. By implementing these strategies, it is hoped that the quality of work life of production operators can be improved, which ultimately has an impact on overall company performance and productivity.

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