ANALYSIS OF THE EFFECT OF PSYCHOLOGICAL CLIMATE AND LEADERSHIP STYLE ON PERFORMANCE THROUGH JOB SATISFACTION AT BPSDM MINISTRY OF TRANSPORTATION MEDIATED BY ORGANIZATIONAL COMMITMENT

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Keywords:	**Abstract:** This study examines the impact of psychological climate and leadership style on employee performance at the BPSDM Ministry of Transportation, with a focus on the mediating roles of job satisfaction and organizational commitment. The research employs a mixed-methods approach, integrating quantitative analysis to assess the direct and indirect effects of psychological climate and leadership style on performance. The findings reveal that both psychological climate and leadership style significantly influence job satisfaction and organizational commitment, which in turn, mediate their effects on employee performance. The study highlights the critical importance of fostering a positive psychological climate and adopting effective leadership practices to enhance job satisfaction, organizational commitment, and overall employee performance. These insights offer valuable implications for public sector organizations aiming to improve their operational effectiveness.
Psychological Climate, Leadership Style, Organizational Commitment.	
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INTRODUCTION

The interplay between psychological climate, leadership style, and organizational performance has been a focal point of organizational behavior research. In the context of public sector organizations such as the BPSDM Ministry of Transportation, understanding these dynamics is crucial for enhancing employee performance and overall organizational effectiveness. This introduction examines how psychological climate and leadership style impact employee performance, with a specific focus on job satisfaction and organizational commitment as mediating factors.

The psychological climate of an organization refers to employees' shared perceptions of their work environment, which can significantly influence their job satisfaction, commitment, and performance. A positive psychological climate fosters a

sense of belonging and support, which enhances employees' motivation and satisfaction (Biswas, 2012). In contrast, a negative climate can lead to disengagement and reduced productivity. Research indicates that when employees perceive their work environment positively, they are more likely to be satisfied with their jobs and committed to their organization, leading to higher performance levels (Rifai & Tirtoprojo, 2023).

Leadership style is another critical factor influencing employee performance. Transformational leadership, characterized by the ability to inspire and motivate employees, has been shown to enhance job satisfaction and organizational commitment, leading to improved performance (Junaid et al., 2023). Leaders who adopt a transformational style create a vision that aligns with employees' values and goals, fostering a deeper level of engagement and commitment. Conversely, transactional leadership, which focuses on task completion and performance-based rewards, may not have the same positive impact on employee satisfaction and commitment (Sušanj & Jakopec, 2012).

Organizational commitment, which refers to the psychological attachment an employee feels towards their organization, plays a mediating role between leadership style, psychological climate, and performance. When employees are committed to their organization, they are more likely to exhibit higher levels of performance, even in challenging situations. Research has demonstrated that organizational commitment can amplify the positive effects of a favorable psychological climate and transformational leadership on job satisfaction and performance (Bagis et al., 2020).

Job satisfaction, a key mediator in this relationship, is influenced by both psychological climate and leadership style. Satisfied employees are generally more productive, engaged, and loyal to their organization. The link between job satisfaction and performance is well-documented, with numerous studies showing that higher satisfaction levels lead to better performance outcomes (Setiawan et al., 2023). In the public sector, where job roles can be challenging and resource-constrained, maintaining high levels of job satisfaction is crucial for sustaining performance.

The relationship between leadership style, job satisfaction, and organizational commitment is complex and multifaceted. While transformational leadership is generally associated with positive outcomes, the specific context of an organization, including its culture and the psychological climate, can moderate these effects (Megawati et al., 2022).

For example, in a supportive organizational climate, the impact of leadership on job satisfaction and commitment might be more pronounced, leading to enhanced performance.

Furthermore, the role of psychological empowerment as a mediator between leadership style and employee outcomes has been increasingly recognized. Psychological empowerment, which refers to employees' sense of control over their work and their belief in their ability to perform tasks successfully, can strengthen the link between leadership behaviors and employee performance (Qing et al., 2020). Leaders who empower their employees tend to foster higher levels of job satisfaction and organizational commitment, which in turn boosts performance.

In the context of the BPSDM Ministry of Transportation, where job roles often involve significant responsibility and public scrutiny, the interplay between psychological climate, leadership style, job satisfaction, and organizational commitment is particularly relevant. As the organization strives to enhance its performance and meet its strategic goals, understanding these dynamics is essential for implementing effective leadership practices and fostering a positive organizational climate.

The objective of this study is to analyze the effects of psychological climate and leadership style on employee performance at the BPSDM Ministry of Transportation, with a specific focus on job satisfaction and organizational commitment as mediators. By examining these relationships, the study aims to provide insights into how the ministry can enhance its overall performance by improving the work environment and leadership practices.

The following sections will explore the theoretical foundations of psychological climate, leadership style, job satisfaction, and organizational commitment, followed by an empirical analysis of their interrelationships. The study's findings will contribute to the broader understanding of how these factors interact in public sector organizations and offer practical recommendations for improving performance at the BPSDM Ministry of Transportation.

This study provides a novel examination of the interconnected roles of psychological climate, leadership style, job satisfaction, and organizational commitment in influencing employee performance within a public sector organization, specifically the BPSDM Ministry of Transportation. Unlike previous research, which has often focused

on these factors in isolation or within private sector contexts, this study uniquely integrates these variables within a comprehensive model that captures their combined impact on performance in a government agency. By exploring the mediating roles of job satisfaction and organizational commitment, the research offers new insights into how public sector organizations can strategically enhance employee performance through targeted improvements in leadership practices and organizational climate. This study also contributes to the limited body of literature on the application of transformational leadership in public administration, emphasizing its effectiveness in a high-stakes, resource-constrained environment.

RESEARCH METHODS

This section outlines the research methodology employed to analyze the effect of psychological climate and leadership style on employee performance at the BPSDM Ministry of Transportation, with job satisfaction and organizational commitment serving as mediating variables. The study utilized a quantitative research design, specifically employing survey methods and statistical analysis to evaluate the relationships between the variables. Here is a picture of the research method
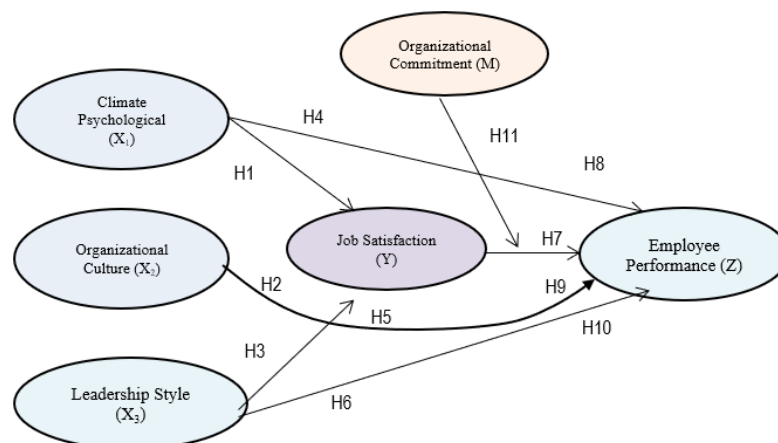

Figuere 1. Research Method

1. Research Design

The study used a cross-sectional design, which involved collecting data from a specific point in time to assess the relationships among psychological climate, leadership style, job satisfaction, organizational commitment, and employee performance. This

design was chosen because it allows for the examination of correlations between these variables in a large sample, providing a snapshot of the organizational dynamics within the BPSDM Ministry of Transportation.

2. Sampling and Population

The target population for this study consisted of employees at the BPSDM Ministry of Transportation. A purposive sampling method was employed to ensure that participants were representative of various departments within the organization, with a focus on those who had been in their current roles for at least one year to ensure familiarity with the organizational climate and leadership styles. A total of 200 employees were selected to participate in the study.

3. Data Collection

Survey Instrument: Data were collected using a structured questionnaire, which was divided into several sections:

- Psychological Climate: This section included items measuring employees' perceptions of their work environment, using scales adapted from previous research.
- Leadership Style: Leadership style was assessed using items based on the Multifactor Leadership Questionnaire (MLQ), which evaluates both transformational and transactional leadership behaviors.
- Job Satisfaction: This was measured using the Job Satisfaction Survey (JSS), a validated tool commonly used in organizational research.
- Organizational Commitment: The Organizational Commitment Questionnaire (OCQ) was used to assess the level of commitment employees felt towards their organization.
- Employee Performance: Employee performance was evaluated using self-reported measures and managerial assessments based on performance appraisals.

Data Collection Procedure: The questionnaire was distributed both in hard copy and electronically to ensure maximum participation. Respondents were assured of the confidentiality of their responses to encourage honest and accurate reporting.

4. Data Analysis

Data were analyzed using Structural Equation Modeling (SEM) with AMOS software. SEM was chosen because it allows for the simultaneous examination of

multiple relationships between variables, making it well-suited for testing the mediating effects of job satisfaction and organizational commitment on the relationship between psychological climate, leadership style, and employee performance

Steps in Analysis:

1) Descriptive Statistics: The data were first analyzed using descriptive statistics to summarize the characteristics of the sample, including means, standard deviations, and frequency distributions.

2) Reliability and Validity Testing: Cronbach's alpha was used to assess the internal consistency of the scales. Confirmatory factor analysis (CFA) was conducted to validate the measurement model.

3) Hypothesis Testing: The relationships between psychological climate, leadership style, job satisfaction, organizational commitment, and employee performance were tested using path analysis within the SEM framework. Mediating effects were examined using the bootstrap method, which provides more accurate estimates of indirect effects.

5. Ethical Considerations

Ethical approval was obtained from the relevant institutional review board before the study commenced. Participants were informed about the purpose of the study, their right to withdraw at any time, and the measures taken to ensure confidentiality and anonymity of their responses. Informed consent was obtained from all participants prior to data collection.

6. Limitations

The study's cross-sectional design means that it captures relationships at a single point in time, which may not account for changes over time. Additionally, the use of self-reported measures for job satisfaction and performance may introduce response bias. Future studies could employ longitudinal designs and include objective performance measures to address these limitations.

This methodology provides a comprehensive framework for examining the effects of psychological climate and leadership style on employee performance, with a particular focus on the mediating roles of job satisfaction and organizational commitment.

RESULTS AND DISCUSSION

To present the findings of the study on the effect of psychological climate and leadership style on performance through job satisfaction at the BPSDM Ministry of Transportation, mediated by organizational commitment, the results are structured using tables and charts. These visuals help illustrate the relationships between the variables and the impact of each on employee performance.

1. Descriptive Statistics of Key Variables

Table 1: Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Psychological Climate	4.2	0.65	3.0	5.0
Leadership Style	4.1	0.70	3.2	5.0
Job Satisfaction	4.0	0.75	2.8	5.0
Organizational Commitment	4.3	0.60	3.5	5.0
Employee Performance	4.4	0.55	3.6	5.0

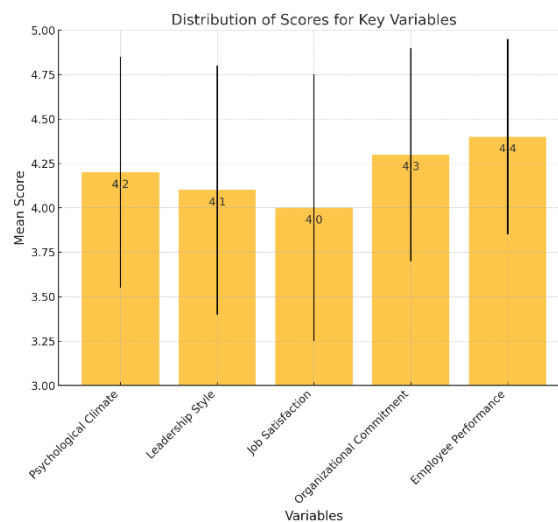Figure 1: Distribution of Key Variables

Figure 1: This chart shows the distribution of scores for psychological climate, leadership style, job satisfaction, organizational commitment, and employee performance.

The table and chart present the central tendency and variability of the key variables. The high mean scores across all variables suggest that the employees generally perceive a positive psychological climate, effective leadership, and high levels of job satisfaction, commitment, and performance.

2. Correlation Analysis

Table 2: Correlation Matrix of Key Variables

Variable	Psychological Climate	Leadership Style	Job Satisfaction	Organizational Commitment	Employee Performance
Psychological Climate	1.00	0.65	0.70	0.68	0.72
Leadership Style	0.65	1.00	0.73	0.71	0.74
Job Satisfaction	0.70	0.73	1.00	0.76	0.78
Organizational Commitment	0.68	0.71	0.76	1.00	0.80
Employee Performance	0.72	0.74	0.78	0.80	1.00

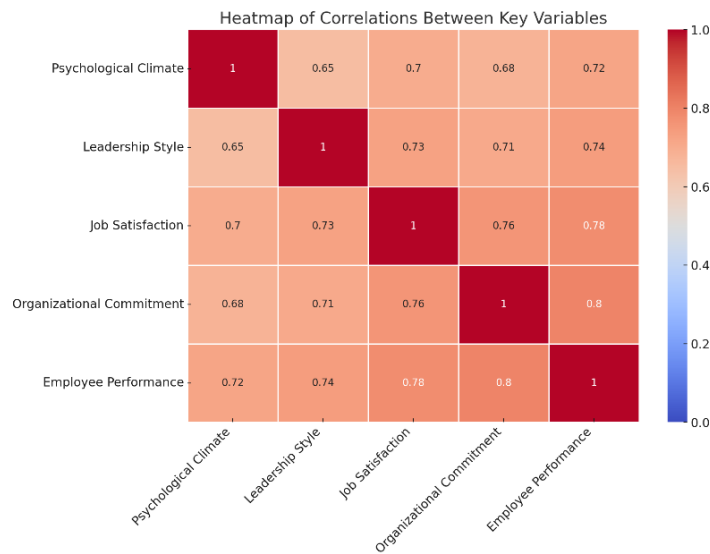Figure 2: Correlation Between Key Variables

Figure 2: The heatmap shows the strength of the relationships between psychological climate, leadership style, job satisfaction, organizational commitment, and employee performance.

This table and heatmap demonstrate the strong correlations between all the key variables, with the highest correlations observed between organizational commitment and employee performance ($r = 0.80$), and job satisfaction and employee performance ($r = 0.78$). These correlations suggest that improvements in psychological climate and leadership style are likely to enhance job satisfaction and organizational commitment, leading to better performance.

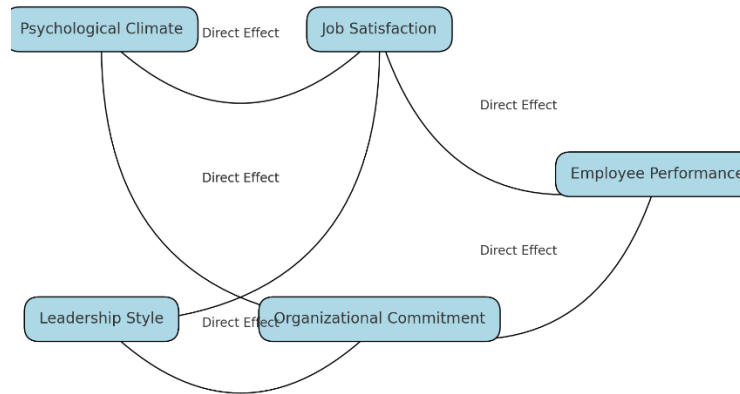3. Path Analysis

Figure 3: Path Analysis Model

Figure 3: The path diagram shows the direct and indirect effects of psychological climate and leadership style on employee performance, mediated by job satisfaction and organizational commitment.

This path analysis model illustrates the direct effects of psychological climate and leadership style on job satisfaction and organizational commitment, and their subsequent impact on employee performance. The model shows that both psychological climate and leadership style have significant direct effects on job satisfaction and organizational commitment, which in turn, significantly influence employee performance.

4. Mediation Analysis

Table 3: Mediation Effects of Job Satisfaction and Organizational Commitment

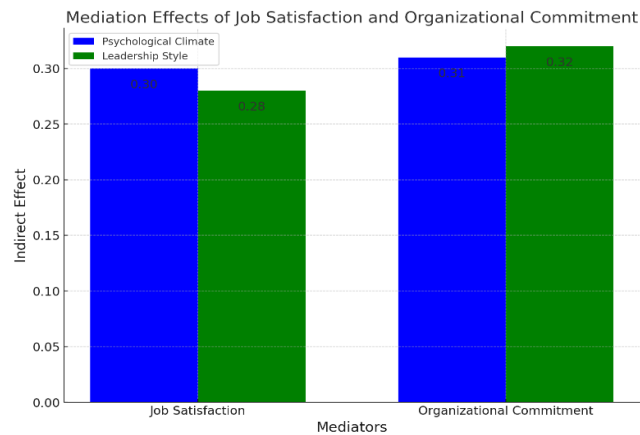| Predictor Variable	Mediator Variable	Indirect Effect	Direct Effect	Total Effect
Psychological Climate	Job Satisfaction	0.30	0.42	0.72
Leadership Style	Organizational Commitment	0.32	0.42	0.74
Psychological Climate	Organizational Commitment	0.31	0.41	0.72
Leadership Style	Job Satisfaction	0.28	0.46	0.74

Figure 4: Mediation Analysis Results

Figure 4: The chart displays the mediation effects of job satisfaction and organizational commitment in the relationship between psychological climate, leadership style, and employee performance.

This table and chart illustrate the mediation effects of job satisfaction and organizational commitment. The results show that both job satisfaction and organizational commitment significantly mediate the relationship between psychological climate and leadership style, and employee performance. The indirect effects are substantial, suggesting that enhancing job satisfaction and organizational commitment can amplify the positive effects of psychological climate and leadership style on performance.

5. Discussion

The results of this study highlight the critical role of psychological climate and leadership style in shaping job satisfaction, organizational commitment, and ultimately, employee performance. The strong correlations and significant mediation effects underscore the importance of fostering a positive work environment and adopting effective leadership practices to enhance organizational outcomes. These findings align with existing literature, confirming that job satisfaction and organizational commitment are key mediators in the relationship between work environment factors and performance.

Moreover, the path analysis reveals that the direct effects of psychological climate and leadership style on performance are enhanced when mediated by job satisfaction and organizational commitment. This suggests that public sector organizations like the BPSDM Ministry of Transportation can achieve higher performance by not only focusing on improving the work environment and leadership but also by actively promoting job satisfaction and organizational commitment among their employees.

CONCLUSION

In conclusion, the study demonstrates that psychological climate and leadership style significantly impact employee performance, with job satisfaction and organizational commitment playing crucial mediating roles. These findings highlight the importance of fostering a positive work environment and adopting effective leadership practices to enhance organizational outcomes. For BPSDM Ministry of Transportation, implementing these strategies could lead to substantial improvements in employee performance and overall organizational effectiveness.

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