

## **Dynamics of Organizational Climate, Leadership, and Job Satisfaction in Increasing Employee Productivity at the Langsa Baro Sub-district Office, Langsa City**

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### **Abstract**

This study aims to analyze the relationship between organizational climate, leadership, and job satisfaction in increasing employee productivity at the Langsa Baro Sub-district Office, Langsa City. This study uses a qualitative approach with a case study method. Data were collected through in-depth interviews, observations, and documentation, which were then analyzed thematically. The results of the study show that a supportive organizational climate, good interpersonal relationships, and a conducive work atmosphere contribute positively to employee productivity. The participatory leadership style applied by the leadership increases employee involvement, although under certain conditions it is still found that the application of authoritarian styles that cause dissatisfaction is still found. Employee job satisfaction levels are in the moderate category, with the main complaints related to salary, incentives, and career development opportunities. Overall, it was found that organizational climate, leadership, and job satisfaction are interrelated in influencing employee productivity. This research suggests the need to strengthen vertical communication, policy transparency, and human resource management strategies to optimize employee productivity in the government sector.

**Keywords:** Organizational Climate; Leadership; Job Satisfaction.

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## **INTRODUCTION**

Employee productivity is one of the key factors that determine the success of an organization, including in the government sector (Nursanti, 2018). In the context of the Langsa Baro Sub-district Office, Langsa City, increasing employee productivity is a top priority to ensure optimal and accountable public services. However, productivity cannot stand alone without the support of various interconnected elements of the organization. One of the important elements in building employee productivity is the organizational climate. The organizational climate reflects the working atmosphere felt by employees on a daily basis. This atmosphere includes patterns of relationships between employees, interactions with superiors, to policies and procedures that apply in the office. When the organizational climate is positive, employees tend to be more motivated, feel valued, and able to work more effectively (Krisnaldy et al., 2019).

On the other hand, leadership also plays a very strategic role. A leader who is able to provide clear direction, motivate employees, and set a good example will create a conducive work environment. Effective leadership is not only able to improve individual performance, but also unites the organization's vision towards achieving common goals (Shofiyah et al., 2023). In addition to the organizational climate and leadership, job satisfaction is an important factor that affects employee productivity. Job satisfaction reflects the extent to which employees are satisfied with working conditions, salary, relationships with colleagues, and career development. When employees are satisfied, they will show a higher commitment to their work (Mawu et al., 2022).

At the Langsa Baro Sub-district office, dynamics involving organizational climate, leadership, and job satisfaction are issues that need special attention. As a public service institution, the Sub-district Office has a great responsibility to provide the best service to the community. In carrying out these responsibilities, employees must work with high productivity, which is influenced by these three factors. However, the dynamics of these three elements do not always run smoothly. There are various challenges that must be faced, such as ineffective communication, authoritarian leadership styles, or organizational policies that are not aligned with the needs of employees. These challenges often hinder employee productivity and, ultimately, affect the quality of service to the community.

This study aims to understand how organizational climate, leadership, and job satisfaction can affect employee productivity in the Langsa Baro Sub-district office. This research also seeks to identify existing challenges and provide recommendations to improve productivity overall. In this study, the organizational climate will be analyzed based on employees' perception of the work atmosphere in the office environment. Factors such as openness, support, and a sense of fairness will be the main focus in evaluating the organizational climate (Effendy & Hardjo, 2016). Understanding this aspect will help organizations create a work atmosphere that supports productivity.

Leadership will be reviewed from the perspective of the leadership style applied by superiors at the Langsa Baro Sub-district office. This research will explore the extent to which these leadership styles are able to motivate employees, build trust, and create a sense of shared responsibility among employees. Meanwhile, job satisfaction will be measured through various indicators, such as work-life balance, recognition of achievements, career development opportunities, and interpersonal relationships (Fauzi et al., 2022). These three aspects will provide a comprehensive overview of the psychological condition of employees in carrying out their daily duties.

In the context of local government, research on organizational climate dynamics, leadership, and job satisfaction is very relevant (Meithiana, 2017). This is because bureaucratic challenges at the local level often require innovative approaches to create high work productivity. This research will provide new insights for the development of organizational policies at the sub-district level. In addition, this research also has a theoretical contribution in understanding the relationship between organizational climate, leadership, job satisfaction, and productivity. By integrating these three variables, this study is expected to be able to provide a strong conceptual foundation for future studies in the field of human resource management.



From a practical perspective, the results of this study can be used by the Langsa Baro Sub-district office to design strategies to increase employee productivity. This strategy includes improving aspects of the organizational climate, developing effective leadership styles, and increasing job satisfaction through various programs that support employee welfare. This research also seeks to answer the urgent need for bureaucratic reform at the local level. By understanding the dynamics of the organization as a whole, the Langsa Baro Sub-district office can be a model for other government institutions in creating a more productive and efficient work system.

The research method used in this study involves a quantitative approach with data collection through surveys of employees. Data analysis will be carried out to evaluate the relationship between the variables studied and identify factors that have a significant influence on productivity. Overall, this study seeks to answer the main question: how can organizational climate dynamics, leadership, and job satisfaction increase employee productivity in the Langsa Baro Sub-district office? The answer to this question is expected to provide a deeper understanding of organizational management in the public sector.

In addition, this study will also explore how the unique characteristics of the Langsa Baro Sub-district office affect the dynamics of the three elements. Factors such as local work culture, organizational structure, and relationships with the community will be part of the analysis. This research is expected to provide real benefits for all interested parties, including the leaders of the Sub-district Office, employees, and the general public. By increasing employee productivity, the quality of service to the community will be better, which ultimately contributes to the overall development of the region.

In this increasingly complex era, understanding the relationship between organizational climate, leadership, and job satisfaction is becoming increasingly important. This research is present as an effort to answer these challenges, as well as provide solutions that can be applied practically. Thus, this research not only focuses on efforts to increase productivity, but also on the holistic development of human resources in the government work environment. The results are expected to have a long-term positive impact on the Langsa Baro Sub-district office, Langsa City, and the communities it serves.

## RESEARCH METHODS

This study uses a qualitative approach to explore in depth the dynamics of organizational climate, leadership, and job satisfaction in increasing employee productivity at the Langsa Baro Sub-district Office, Langsa City. The qualitative approach was chosen because it was able to provide a comprehensive understanding of complex phenomena through the perspective of the participants. A detailed explanation of this research method is as follows:

The qualitative approach is descriptive-exploratory, aiming to explore employees' experiences, views, and perceptions related to organizational climate, leadership, and job satisfaction (Rukin, 2019). This approach is relevant to understand the social and cultural dynamics that affect employee productivity in the government work environment.

The research was carried out at the Langsa Baro Sub-district Office, Langsa City. The selection of this location is based on the urgency of improving productivity in public service institutions, which requires a deep understanding of the relationship between research variables.

The subjects of this study involve:

- Employees of the Langsa Baro Sub-district Office as the main informant.
- Langsa Baro Sub-district Head, to explore leadership styles and organizational policies.
- The community who is a service user, as an additional informant to provide an external perspective related to employee performance.

The selection of research subjects was carried out by purposive sampling, which was based on certain criteria, such as the employee's service period (at least 1 year), position, and level of involvement in office operational activities.



The data collection techniques in this study involve the following methods:

- In-depth Interview. The interviews are conducted in a semi-structured manner to gain in-depth information about the informant's perceptions, experiences, and views. Interview questions cover the following topics:
  - Organizational climate (working conditions, employee relations, office policies).
  - Leadership style (way of leading, decision-making, communication).
  - Job satisfaction (level of comfort, motivation, and work balance).
- Participatory Observation. The researcher made direct observations of daily activities in the office to see patterns of interaction between employees, relationships with leaders, and work atmosphere. Observations were made to identify non-verbal aspects that were not revealed in the interview.
- Documentation/Documentation includes official archives, such as employee performance reports, meeting minutes, and policies related to human resource management at the Langsa Baro Sub-district Office.

The main instrument in this study is the researcher himself. Researchers play the role of data collectors, observers, and analysts. To support the research process, interview guidelines, observation sheets, and field notes are used.

The data obtained were analyzed using a thematic analysis approach, which included the following steps (Miles & Huberman, 1992):

- Data Collection: Collecting data through interviews, observations, and documentation.
- Data Transcription: Transcribe interview results and field notes into text form.
- Data coding: Identify key themes from the collected data, such as leadership patterns, organizational climate conditions, and job satisfaction factors.
- Categorization: Grouping similar themes into categories that are relevant to the research objectives.
- Interpretation: Analyze the relationships between themes to explain the dynamics that affect employee productivity.

## RESULTS

This research aims to explore the dynamics of organizational climate, leadership, and job satisfaction in increasing employee productivity at the Langsa Baro Sub-district Office, Langsa City. Based on in-depth interviews, observations, and documentation, here are the main findings of the study:

### Organizational Climate

The results of the study show that the organizational climate in the Langsa Baro Sub-district Office has the following characteristics:

- Employees feel a work atmosphere that tends to be supportive, especially in collaboration between employees.
- However, there are still unclear policies in certain areas, such as uneven distribution of tasks, which creates a greater workload on some employees.
- Interpersonal relationships between employees are quite good, but there are still barriers to vertical communication between employees and leaders.

Table 1. Employee Perception of Organizational Climate

| Aspects of Organizational Climate | Positive Response (%) | Negative Response (%) | Note   |
|-----------------------------------|-----------------------|-----------------------|--|
| Work atmosphere                   | 75%                   | 25%                   | The work atmosphere is supportive, but there is workload pressure in some parts. |
| Inter-employee relationships      | 80%                   | 20%                   | Good horizontal relationships, strong collaboration between teams.               |
| Vertical communication            | 60%                   | 40%                   | Communication barriers between employees and leaders still exist.                |

### Leadership



The leadership style applied by the leadership in the Langsa Baro Sub-district office tends to be a combination of participatory and instructive styles. The findings show that:

- Leaders often involve employees in decision-making related to office operations.
- However, in certain situations, leadership styles tend to be authoritarian, especially in urgent situations, which makes employees feel less involved.
- Employees appreciate the leadership's attention to their welfare, although some policies are considered less transparent.

**Table 2. Employee Perception of Leadership Style**

| Leadership Aspects             | Positive Response (%) | Negative Response (%) | Note   |
|--------------------------------|-----------------------|-----------------------|--|
| Involvement in decisions       | 70%                   | 30%                   | Employees feel appreciated, but not yet completely consistent.           |
| Policy transparency            | 65%                   | 35%                   | Employees feel that certain policies are not properly socialized.        |
| Motivation from the leadership | 85%                   | 15%                   | Leaders are often motivating, but less effective in conflict conditions. |

### Job Satisfaction

Job satisfaction at the Langsa Baro Sub-district Office is at a moderate level. Employees are satisfied with certain aspects, such as interpersonal relationships and work flexibility, but there are complaints regarding salary and career development opportunities.

**Table 3. Employee Job Satisfaction Factors**

| Job Satisfaction Factor     | High Satisfaction Rate (%) | Low Satisfaction Rate (%) | Note  |
|-----------------------------|----------------------------|---------------------------|---|
| Interpersonal relationships | 85%                        | 15%                       | Relationships between employees are very positive and support productivity. |
| Work-life balance           | 70%                        | 30%                       | Employees feel quite flexible in managing working hours.                    |
| Salary and incentives       | 50%                        | 50%                       | The main complaint is related to low salaries compared to workload.         |
| Career development          | 45%                        | 55%                       | Training and promotion opportunities are considered uneven.                 |

### Employee Productivity

The results of observation and documentation show that employee productivity is influenced by three main factors:

- Organizational climate: Employees with good working relationships tend to have higher productivity.
- Leadership: A participatory leadership style has a positive impact on employee performance.
- Job satisfaction: Employees who are satisfied with their jobs show a higher level of initiative and creativity.

### DISCUSSION

This research aims to understand the dynamics of organizational climate, leadership, and job satisfaction in increasing employee productivity at the Langsa Baro Sub-district Office, Langsa City. Based on the results of the study, it was found that these three factors have a significant





relationship with employee productivity. This discussion explains the results of the research in depth and connects it with the theory or findings of previous research.

### **Organizational Climate and Employee Productivity**

The results of the study show that the organizational climate at the Langsa Baro Sub-district Office has a significant influence on employee productivity. A supportive work environment, good relationships between employees, and a conducive work atmosphere are the main factors that support productivity. This finding is in line with the theory put forward by Litwin and Stringer in (Nuradina, 2021), which states that the organizational climate creates a psychological environment that affects the motivation and performance of individuals in the workplace. However, barriers in vertical communication between employees and leadership indicate that there is still room for improvement. This is consistent with research conducted by (Sundari et al., 2024), which states that ineffective communication in the organization can reduce productivity because employees feel less heard and do not have clear access to information. Therefore, strengthening vertical communication needs to be a priority to increase employee engagement overall.

### **Employee Leadership and Productivity**

The leadership style in the Langsa Baro Sub-district Office is dominated by a participatory approach with a combination of instructive. Employees benefit from their involvement in decision-making, which encourages a sense of belonging to the organization. This supports Hersey and Blanchard's theory of situational leadership in (Tabroni, 2022), which states that leadership effectiveness depends on the leader's ability to adapt the leadership style according to the needs of the situation and the maturity of subordinates. However, in urgent situations, the leadership style tends to turn authoritarian, which sometimes causes dissatisfaction among employees. This phenomenon is in accordance with the findings (Ferdiansyah, 2018), which states that authoritarian leadership styles can be effective in certain situations, but if used excessively, can reduce employee motivation and commitment. Therefore, it is important for leaders at the Langsa Baro Sub-district Office to be more consistent in implementing a participatory approach without ignoring the needs of the organization in urgent situations.

### **Job Satisfaction and Employee Productivity**

Job satisfaction at the Langsa Baro Sub-district Office is at a moderate level. Factors such as positive interpersonal relationships and a fairly flexible work-life balance are aspects that increase employee satisfaction. However, complaints regarding salaries, incentives, and career development opportunities are still a major challenge. This is in line with the two-factor theory (Sobaih & Hasanein, 2020), which states that motivating factors (such as recognition and development opportunities) and hygienic factors (such as salary and working conditions) affect employee job satisfaction levels. Previous research by (Judge & Robbins, 2013) It also emphasizes that job satisfaction has a direct relationship with productivity. Employees who are satisfied tend to have higher initiative, creativity, and commitment to work. Therefore, increasing job satisfaction through improving incentive policies and career development opportunities can be a strategy to encourage employee productivity at the Langsa Baro Sub-district Office.

### **The Relationship Between Organizational Climate, Leadership, and Job Satisfaction on Employee Productivity**

This study found that organizational climate, leadership, and job satisfaction are interrelated in influencing employee productivity. A supportive organizational climate allows employees to work more comfortably and productively. The participatory leadership style of the leader provides additional motivation to employees, while a moderate level of job satisfaction indicates the potential for further improvement. This relationship is aligned with the organizational behavior theory model of (Judge & Robbins, 2013), which states that organizational climate, leadership style, and job satisfaction are key elements in creating optimal performance in the work



environment. In addition, research by (Podsakoff et al., 1996) revealed that a supportive work environment, led by effective leaders, and filled with satisfied employees can significantly increase productivity.

## CONCLUSION

The organizational climate at the Langsa Baro Sub-district Office is considered quite conducive, with a work atmosphere that supports collaboration and good interpersonal relationships between employees. However, vertical communication barriers between employees and leaders are one of the challenges that need to be overcome. A positive organizational climate plays a significant role in creating a comfortable and productive work environment, as confirmed by Litwin and Stringer's theory. The participatory leadership style applied by the leadership at the Langsa Baro Sub-district Office has made a positive contribution to employee motivation and engagement. Nevertheless, the authoritarian style applied in certain situations needs to be managed more wisely so as not to cause dissatisfaction. These findings are in line with Hersey and Blanchard's situational leadership theory, which emphasizes the importance of flexibility of leadership styles according to the situation. Employee job satisfaction is at a moderate level, where good interpersonal relationships and work-life balance are the main driving factors. However, salaries, incentives, and career development opportunities are still considered inadequate, causing potential dissatisfaction. These findings support Herzberg's two-factor theory, which asserts that hygienic factors such as salary and incentives must be met to achieve optimal job satisfaction. Organizational climate, leadership, and job satisfaction have been shown to have a significant relationship in influencing employee productivity. Employees who work in a supportive environment, are led by participatory leadership, and have a high level of job satisfaction tend to show more productive performance. This supports the organizational behavior theory of Robbins and Judge as well as the research of Podsakoff et al, which emphasizes the importance of synergy between organizational climate, leadership, and job satisfaction to improve employee performance.

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