

The Relationship of Leadership Style, Work Environment and Work Facilities on Employee Job Satisfaction in Omah Jenang MSMEs

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ABSTRACT

This research aims to analyze the influence of leadership style, work environment and work facilities on employee job satisfaction at Omah Jenang MSMEs, located in Blitar Regency. The research method used is a qualitative approach with a case study design. Data was collected through in-depth interviews, direct observation, and analysis of related documents. The research results show that participative and transformational leadership styles contribute positively to employee motivation and job satisfaction. A harmonious work environment and a culture of mutual cooperation creates a comfortable working atmosphere, even though there are challenges such as hot temperatures in the production area. The available work facilities are sufficient to support the production process, but still require improvement, especially in the aspects of ventilation and personal protective equipment. This research concludes that the synergy between leadership style, work environment and work facilities has a significant influence on employee job satisfaction. These findings provide relevant insights for MSMEs to improve human resource management to achieve business sustainability.

INTRODUCTION

In the business world, especially in the Micro, Small and Medium Enterprises (MSME) sector, employee job satisfaction is an important factor that influences productivity and business sustainability. Leadership style, work environment, and work facilities are three key elements that can contribute significantly to employee job satisfaction levels. Research by Susanti (2021) shows that the influence of leadership on employee job satisfaction is very important in creating a positive work environment. Therefore, it is important to understand how these three elements interact in the context of MSMEs, such as Omah Jenang.

Omah Jenang MSMEs as one of the business actors in the traditional food sector face various challenges, ranging from intense competition to limited resources. In situations like these, the leadership style of the owner or manager plays an important role in motivating employees. According to research by Rahayu (2020), leaders who are able to provide clear direction and support employee development tend to increase their job satisfaction. This shows that a good leadership style can create a more conducive work climate.

The work environment at Omah Jenang also affects the psychological well-being of employees. An unsupportive environment can cause stress and decreased work motivation. Research by Pratiwi (2022) found that a positive work environment is correlated with higher job satisfaction. In this context, understanding the working environment conditions at Omah Jenang is very important to determine the necessary improvement steps.

Adequate work facilities are also a factor that should not be ignored. Employees who feel supported by good facilities tend to have higher levels of job satisfaction. According to Haryanto (2019), complete and adequate work facilities can increase employee comfort in carrying out their duties. Therefore, it is necessary to carry out an in-depth analysis of the facilities at Omah Jenang and how they affect employee job satisfaction.

In this context, Sudarmiatin (2021) emphasizes that "the quality of work facilities and management support greatly influences employee satisfaction and productivity." This research highlights the importance of synergy between leadership style and work environment in creating optimal job satisfaction.

In a broader context, this research is not only relevant for Omah Jenang, but can also provide insight for other MSMEs that face similar challenges. Research by Wening Patmi Rahayu (2022) states that "effective implementation of managerial strategies in managing human resources can improve employee performance and job satisfaction." This shows that MSMEs need to focus on good management to achieve their goals.

By looking at the importance of the relationship between leadership style, work environment, and work facilities, this research aims to dig deeper into the factors that influence employee job satisfaction at Omah Jenang. The problem formulation in this research is: "How does leadership style, work environment and work facilities influence employee job satisfaction at Omah Jenang MSMEs?"

The aim of this research is to analyze and understand the relationship between these three variables and provide recommendations that can be

implemented to increase employee job satisfaction at Omah Jenang. With a better understanding of these factors, it is hoped that a more productive and harmonious work atmosphere can be created.

LITERATURE REVIEW

Leadership Style

Leadership style has an important role in shaping employee job satisfaction. According to Hersey and Blanchard (1982), a leadership style that is adaptive and responsive to employee needs can increase their motivation and commitment to work. Leaders who are able to provide constructive feedback and create open communication tend to create a positive work environment. Research by Rahayu (2020) shows that a transformational leadership style, which prioritizes inspiration and individual development, can significantly increase job satisfaction. Apart from that, Sudarmiati (2021) added that leaders who are able to create trust and good interpersonal relationships with employees also contribute to increasing job satisfaction.

Work Environment

The work environment is a key factor that influences employee job satisfaction. According to Pratiwi (2022), a positive work environment, including relationships between colleagues and a supportive atmosphere, can increase employee satisfaction and productivity. A good environment not only includes physical aspects, but also psychological aspects. Research by Luthans (2005) shows that a supportive work environment can reduce stress and improve employees' mental health, thus having a direct effect on their job satisfaction. In addition, according to Wening Patmi Rahayu (2022), organizations that create an inclusive work culture and provide emotional support to employees will be better able to maintain high levels of job satisfaction.

Work Facilities

Adequate work facilities play an important role in increasing employee job satisfaction. Haryanto (2019) explains that good facilities, such as a comfortable work space, complete equipment, and access to modern technology, can increase employee comfort in completing their tasks. Research by Sudarmiati (2021) shows that inadequate facilities can cause frustration and decreased work motivation, which in turn affects job satisfaction negatively. Additionally, good work facilities can create positive perceptions among employees about the company's concern for their well-being, which contributes to higher levels of job satisfaction.

Employee Job Satisfaction

Job satisfaction is a positive emotional state experienced by employees related to their work. According to Locke (1976), job satisfaction is the result of a comparison between employee expectations and the reality they experience. Research by Judge and Bono (2001) shows that job satisfaction is closely related to employee performance; Employees who are satisfied with their work tend to have better performance and lower absenteeism rates. On the other hand,

research by Spector (1997) emphasizes that factors such as appreciation, communication, and participation in decision making greatly influence job satisfaction.

A study by Kahn (1990) stated that employee involvement in their work contributes to higher job satisfaction. Employees who feel engaged tend to have a greater sense of ownership of their work, which has a positive impact on productivity and loyalty. In the context of MSMEs, where employee engagement is often higher due to smaller structures, it is important to pay attention to these factors that can increase job satisfaction.

From this literature review, it can be concluded that leadership style, work environment, work facilities, and employee job satisfaction are interconnected and have an important role in determining the level of employee job satisfaction. Further research is needed to explore the relationship between these variables in more depth, especially in the context of MSMEs such as Omah Jenang, to gain better insight into managing human resources.

METHODOLOGY

This research method uses a qualitative approach with a case study design, focusing on Omah Jenang MSMEs. Data was collected through in-depth interviews with owners, managers and employees to understand the influence of leadership style, work environment and work facilities on employee job satisfaction. Direct observations were also carried out to capture real conditions in the workplace, as well as analysis of documents related to management policies. The data analysis process uses thematic analysis techniques, where patterns and themes that emerge from the data are identified and classified. This approach is expected to provide a holistic picture of the factors that influence job satisfaction at Omah Jenang, as well as recommendations for improvements that can be implemented. The relevant source in this methodology refers to Sugiono (2019), who emphasizes the importance of in-depth understanding in qualitative research.

RESEARCH RESULT

General description of Omah Jenang MSMEs

MSMEs Omah Jenang is one of the micro, small and medium enterprises (MSMEs) located in Rejowinangun Village, Kademangan District, Blitar Regency. This business is engaged in the production of jenang, a traditional Javanese food made from rice flour, sugar and coconut milk. Established more than a decade ago, Omah Jenang MSME has grown rapidly, starting from a home production scale to becoming one of the jenang producers that is widely known in the local and regional markets.

In its operations, MSME Omah Jenang prioritizes product quality and the use of natural ingredients without preservatives. The jenang products produced have various flavors, such as pandan jenang, chocolate, durian and original. Apart from that, they are also expanding their product diversification by producing other traditional foods, such as wajik and dodol. This is done to meet increasingly diverse market tastes.

Omah Jenang MSME marketing does not only rely on direct sales at production locations, but also through various channels such as traditional markets, gift shops and e-commerce platforms. Digital marketing strategy is one of the keys to the success of these MSMEs, especially in attracting the attention of customers from outside the region. With strong branding, Omah Jenang has succeeded in building an image as a quality jenang producer.

The success of MSMEs is also supported by continued innovation in terms of production and packaging. In the production process, this MSME uses simple, efficient technology to maintain consistent product quality. On the other hand, the packaging design is made attractive

Leadership Style in Omah Jenang MSMEs

The leadership style applied at Omah Jenang MSMEs tends to be participative. MSME owners not only act as superiors, but also as mentors who accompany employees in the production process. This approach encourages employees to contribute to decision making, especially those related to product innovation and operational improvements.

However, in certain situations, a transformational leadership style also appears to be applied. Leaders often motivate employees to work with a bigger vision, namely preserving traditional food while increasing the competitiveness of local products. This inspirational leadership builds high work morale among employees.

In addition, communication between leaders and employees takes place openly. Leaders often hold informal discussions to listen to employee complaints, suggestions and ideas. This creates an inclusive working atmosphere and strengthens trust between both parties.

Work Environment at MSMEs Omah Jenang

The work environment at MSME Omah Jenang is generally quite conducive. The production location is clean and well organized, even though it still uses semi-permanent buildings. The work process is arranged in such a way that each stage of production runs smoothly and is organized.

A harmonious working atmosphere is one of the advantages of this MSME. Employees help and support each other in completing tasks, especially when facing large orders. This strong teamwork is supported by a work culture that prioritizes mutual cooperation and togetherness.

Even so, there are still several challenges related to the work environment. One of them is the temperature in the production area which tends to be hot, especially when the jenang cooking process takes place. This sometimes causes discomfort for employees, even though they are used to these conditions.

Work Facilities at MSMEs Omah Jenang

The work facilities at MSMEs Omah Jenang include adequate basic equipment to support the jenang production process. Equipment such as automatic stirrers, large gas stoves, and jenang molds are available in sufficient quantities and function well. With this equipment, work efficiency increases, especially in fulfilling large orders.

Apart from that, this MSME also provides basic facilities such as a simple rest room, a place to eat together and a clean bathroom. This facility shows the owner's attention to employee comfort while working.

However, there are deficiencies in other supporting facilities, such as the lack of a good ventilation system in the production area. This has an impact on air quality in the work environment, especially when the cooking process takes place. Some employees suggested improvements such as installing fans or additional ventilation to increase comfort.

The availability of personal protective equipment (PPE) is also a concern. Even though some employees have used gloves and masks, the use of PPE has not been implemented consistently. This is important to support occupational health and safety at production sites.

Influence on Job Satisfaction

From the research conducted, it appears that leadership style, work environment and work facilities have a significant impact on employee job satisfaction. Employees feel motivated by an open and supportive leadership style, so they are more enthusiastic in carrying out their duties.

A harmonious work environment also contributes to a comfortable working atmosphere, although there are still several aspects that need to be improved. On the other hand, adequate work facilities, although not optimal, have helped employees complete their work more efficiently.

In conclusion, Omah Jenang MSMEs have a strong foundation in creating employee job satisfaction, but need to make several improvements, especially in terms of providing supporting facilities and optimizing the work environment. This is important to support business sustainability and employee welfare.

DISCUSSION

The results of this research support the theory that leadership style, work environment, and work facilities have a significant relationship to employee job satisfaction. This finding is in line with previous research, as stated by Hermawan and Priyono (2020), which states that a participative leadership style is able to increase employee motivation and job satisfaction in the MSME sector. At Omah Jenang MSMEs, participative and transformational leadership styles have been proven to create a sense of trust and improve employee performance.

The work environment is also an important factor in creating job satisfaction, as stated by Susanti and Wicaksono (2019). The research found that a conducive work atmosphere can increase employee loyalty and productivity. At MSMEs Omah Jenang, a harmonious work atmosphere and the value of mutual cooperation are factors that strengthen interpersonal relationships between employees. Even so, the challenge of hot temperatures in production areas is an obstacle that needs to be overcome, as also highlighted by Kurniawati et al. (2021) in research on the impact of the physical conditions of the work environment on the welfare of workers in food MSMEs.

Work facilities also play an important role in supporting job satisfaction, as reported by Sari and Pratama (2020). Their research shows that the availability of adequate facilities, such as modern work tools and comfortable rest areas,

directly impacts employee efficiency and well-being. Omah Jenang MSMEs have provided several basic facilities such as rest rooms and automated production equipment. However, improvements are still needed in aspects of ventilation and the use of personal protective equipment to meet better work safety standards.

In terms of its influence on job satisfaction, the results of this research support the findings of Nurhayati and Ananda (2021), who emphasized that the synergy between a supportive leadership style, a conducive work environment and adequate work facilities can increase employee comfort and productivity. At MSMEs Omah Jenang, employee involvement in decision making and leaders' attention to work comfort has been proven to be able to create high job satisfaction, even though there are deficiencies that need to be corrected.

In conclusion, this research not only confirms the results of previous research, but also provides a specific description of the implementation of leadership styles, work environment management, and work facilities in the MSME sector, especially in Omah Jenang. This emphasizes the importance of MSME leaders continuing to improve these aspects to support business sustainability and employee welfare. With the improvements made, MSMEs such as Omah Jenang can continue to adapt to face the challenges of an increasingly competitive industry.

CONCLUSIONS AND RECOMMENDATIONS

This research shows that leadership style, work environment and work facilities have a significant influence on employee job satisfaction at MSME Omah Jenang. A participative and transformational leadership style is able to build a sense of trust, increase motivation, and create high work morale among employees. A harmonious work environment and a culture of mutual cooperation are advantages that support productivity, although there are still challenges in the form of physical conditions in the work environment that are less than ideal. Adequate work facilities, such as automated production equipment and simple break rooms, have helped improve work efficiency, but need to be further improved, especially in the aspects of ventilation and work safety. Overall, Omah Jenang MSMEs have a good foundation in creating employee job satisfaction, although there are several areas that require improvement to support business sustainability and employee welfare.

To increase employee job satisfaction, Omah Jenang MSMEs are advised to be more consistent in implementing an inspirational leadership style and supporting individual employee development. Improving working environmental conditions, such as adding ventilation and personal protective equipment, needs to be done to increase employee comfort and safety, especially in production areas. In addition, investing in supporting facilities, such as more comfortable break rooms and modernizing work equipment, can have a positive impact on employee well-being and productivity. With these steps, Omah Jenang can not only increase job satisfaction but also strengthen its competitiveness in an increasingly competitive market.

ADVANCED RESEARCH

The limitations of this study lie in the approach that still focuses on qualitative methods with a limited number of respondents, so the results cannot be generalized to other MSMEs outside the context of Omah Jenang. In addition, this study did not fully explore external factors, such as market conditions or government policies, which may also affect employee job satisfaction. To improve this research, it is recommended to use mixed methods by adding a quantitative survey to obtain broader and more representative data. Future research can also expand the scope by comparing similar MSMEs in other regions, as well as examining the influence of external factors on the variables studied.

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