

Analysis of Leadership Style on Employee Job Satisfaction Level at PT. Indofood CBP Sukses Makmur Tbk

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ABSTRACT

This study aims to analyze how the company's leadership style affects the level of job satisfaction of employees of PT Indofood CBP Sukses Makmur Tbk. An organization's leadership style significantly impacts employees' job satisfaction, which affects business performance. Based on the research findings, job satisfaction of PT Indofood CBP Sukses Makmur Tbk employees is positively and significantly influenced by transformational and transactional leadership styles. Job satisfaction can be improved by leaders who provide clear instructions, emotional support, and involve employees in decision-making. In addition, PT Indofood applies a mixture of participative and directive-supportive leadership philosophies, successfully creating a positive work atmosphere and increasing team member motivation and loyalty. The company prioritizes job satisfaction by creating a supportive environment through a fair appreciation system, clear regulations, proportional workload distribution, and appropriate incentives.

Keywords: Leadership Style, Employee Job Satisfaction, PT Indofood CBP Sukses Makmur Tbk.

I. Introduction

The role of leaders in an organization and the function of individuals working alone or in groups are critical to the organization's ability to achieve its goals. One of the most important factors that influences team member behavior and job satisfaction in an organization is leadership style. Team member engagement, loyalty, and productivity depend on competent leadership in a competitive corporate environment such as PT Indofood CBP Sukses Makmur Tbk. As one of the largest food companies in Indonesia, PT Indofood Sukses Makmur Tbk runs an integrated business operation from raw materials to consumer products. With thousands of employees, human resource management is vital in maintaining the company's sustainability and competitive advantage. One important aspect of human resource management is how leadership style can affect team members' job satisfaction. Sedarmayanti (2017) defines leadership style as a leader's pattern of behavior used to influence others. Many factors, including the leader's ideals, assumptions, perceptions, expectations, and attitudes, can influence that pattern of behavior.

According to several expert studies on leadership styles, leadership success depends on how leaders influence their followers. Therefore, the leader of a well-organized company must always be able to create comfortable working conditions for employees to have workers who are skilled in their work and ready to



work towards company goals. Nulhakim (2019). Increasing job happiness among employees is one of a company's main objectives of human resource management. Job satisfaction is expected to result in more accurate and superior achievement of corporate goals. As Herzberg (in Kotler & Armstrong, 2007) stated, factors such as promotion, responsibility, achievement, recognition, and the job itself contribute significantly to job satisfaction.

This is also in line with the opinion of Hasibuan (2010), who states that Positive emotional attitudes and love for the profession are the hallmarks of work happiness. Workplace morale, discipline, and productivity all reflect this mindset. A person can experience job satisfaction both inside and outside the workplace, and a combination of both. Organizational and business leaders must pay attention to and achieve employees' job satisfaction. The level of job satisfaction will also affect employees' positive attitude towards their work, which is an essential aspect. Lembono, (2013) Moreover, in the highly competitive work environment at PT Indofood, effective leadership is critical to maintaining employee motivation, productivity, and performance. (Ramlan et al., 2025). Based on this description, which focuses on a case study at PT Indofood CBP Sukses Makmur Tbk, this paper aims to investigate leadership styles regarding employee job satisfaction levels by reviewing the literature and synthesizing the results of previous studies.

II. Literature Review

2.1 Leadership Style

The key component of this leadership approach is leadership. There are two perspectives on effective leadership style: organizational structure and judgment. Organizational structure aims to facilitate communication between group members and the leader and monitors how the leader oversees group activities to achieve organizational goals. The consideration component, on the other hand, emphasizes individual relationships and the leader's sense of empathy towards his followers. Rivai & Deddy (2012) define leadership as influencing organizational decisions, inspiring people to achieve their goals, and influencing activities to improve corporate and group culture.

A similar opinion is also expressed by Fahmi (2013), who asserts that leadership is a science that deeply investigates how to supervise, influence, and guide people to carry out tasks by established guidelines. The dynamics of human development continue to influence the science of leadership. Nulhakim, (2019). According to Suyuti (2001; in Baihaqi, 2010), what is meant by leadership is the process of directing, guiding, and influencing the thoughts, feelings, actions, and behavior of others to be moved towards specific goals. Another opinion from Kartono (2005) states that leadership is the activity of influencing and directing the behavior of subordinates or others to achieve organizational or group goals. Lembono, (2013). Edi Sutrisno (2016) also defines leadership style as a method that individuals use to inspire others by directing, convincing, and influencing them to take action to achieve the desired performance results. (Armadani, 2025). According to various leadership philosophies, there are many types of leadership. The transactional leadership style is used in most leadership theories, including Fiedler's theory model, goal-path theory, and participative leadership model. According to McGregor Burns, effective leadership styles can be classified into two types: transformational and transactional.

1. The primary foundation of transformational leadership is transactional leadership. One aspect of transactional leadership is the transactional relationship between leaders and followers. Transactional leaders motivate or direct their followers towards predetermined goals by clearly setting job tasks and requirements. (Hajjali et al., 2022)
2. Changes in the leader's values and beliefs and the needs of followers are the cornerstones of transformational leadership. According to Robbins (2003), transformational leaders can significantly influence their followers and convince them to put the organization's demands ahead of their interests.

According to Bass (1985, 1998) and Bass & Avolio (1993), authentic transformational leadership contains four components, namely:

1. Idealized Influence: Leaders serve as role models who are trusted, respected, and admired. They display strong moral and ethical standards.
2. Inspirational Motivation: Leaders inspire and motivate their team by providing purpose and challenge and demonstrating passion and hope.
3. Intellectual Stimulation: By challenging assumptions, revisiting problems, and taking new approaches to old situations, leaders foster creativity and innovation.
4. Individualized Consideration: By serving as a coach or mentor, the leader pays special attention to each individual's needs for success and development.

In addition, Fiedler's contingency model of leadership style is used. Fiedler has identified three categories of leadership situations or factors that influence how effective a leadership style is, namely:

- 1) Quality of leader-member relations, Managers no longer need formal power and authority if team members value their leaders for their personality, character, or skills.
- 2) Task structure: Managers naturally have power in structured activities, but their influence weakens in unstructured activities.
- 3) Position power, a leader with high position power more easily influences others, while a leader with low position power faces greater challenges. Wahjono, et al, (2020).

Robbins (2011) states that several factors influence leadership, including:

1. Genetic Factors: These factors indicate that a person's family history contributes to their leadership potential.
2. Social Factors: These elements indicate that everyone is on an equal footing and has the potential to lead.
3. Talent Factors: According to these factors, people will only become successful if they have demonstrated leadership abilities since childhood.

In the opinion of Yani (2012), the most common factors appearing in leadership are:

1. Intelligence is the ability to quickly understand or master a particular field, either self-taught or acquired from others.
2. Maturity is a quality and mindset that allows a person to make wise choices and adapt to their environment in certain situations.
3. The third is self-motivation, a person has the drive to develop themselves.
4. Knowledge acquired through formal (school) and informal (courses) means is referred to as education.
5. Expertise is a person's unique skill in a particular field.
6. The attitude that a person must have in order to be consistent with their decisions is assertiveness.

Leadership is the ability of individuals or groups to convince individuals or organizations to achieve individual and collective goals (Sinurat, 2017). Companies with a deep understanding of leadership styles and their supporting components, such as PT Indofood CBP Sukses Makmur Tbk, can optimize team performance.

2.2 Job Satisfaction

Achieving job satisfaction among employees is one of a company's main objectives of human resource management. The term "job satisfaction" describes how an employee feels about his or her job, which is influenced by psychological and physical factors such as salary, working conditions, and cooperation among coworkers. Companies and organizations must prioritize the needs and desires of employees if they want to increase job satisfaction. According to Herzberg's research (in Kotler and Armstrong, 2007), achievement, recognition, the task itself, responsibility, and advancement contribute to job satisfaction. (Lembono, 2013). Robbins and Judge (2015) define job satisfaction as a positive attitude towards one's job based on assessing its quality. According to Hasibuan (2010), a good emotional attitude and pleasure at work are indicators of job satisfaction. This attitude is reflected in work ethic, discipline, and performance. Job satisfaction is influenced by factors inside and outside the workplace, and a combination of both. Indicators of job satisfaction include loyalty, skills, integrity, creativity, leadership, pay scale, indirect job satisfaction, and work environment. Samsudin, et al, (2023).

Sunyoto (2012) defines job satisfaction as describing how someone feels about their job. Employees' optimistic view of their job and everything they encounter indicates this. This is similar to the opinion of Stephen Robbins (2003), who asserts that "job satisfaction" describes a person's overall perspective on their job. (Purwanto, 2016). Bokti and Talib (2009) stated that the relationship between psychological aspects of the workplace and behavioral deviance may also be partially mediated by job satisfaction. This means that there is a possibility of employee behavioral deviance in the workplace if job satisfaction is low. (Lembono, 2013). Employee job satisfaction is critical because it can affect how a company or organization operates. Employees' positive attitudes towards their jobs will also be affected by their level of job satisfaction. Improved discipline and higher enthusiasm are just two examples of how job satisfaction can positively influence behavior. Increased job satisfaction will improve morale, which is also linked to outcomes such as work performance. An individual will find that this approach makes it easier to perform better. Workers who feel satisfied with their jobs will try to complete their responsibilities and achieve performance targets. Samsudin, et al, (2023). According to Gomes (2012), grouping the factors that affect job satisfaction into 2, namely:

1. Individual factors, such as needs, goals, attitudes, and abilities, are considered individual.
2. Organizational factors, such as the organization, are a source of factors, including compensation, job security, coworkers, supervision, recognition, and the job itself.

Meanwhile, the opinion of Yani (2012) states that five factors can affect the onset of job satisfaction, namely:

1. Needs satisfaction
According to this paradigm, the extent to which job quality allows people to meet their needs determines their level of satisfaction.
2. Discrepancies
According to this concept, meeting expectations results in satisfaction. The difference between what people expect and what they get from their work is reflected in the fulfillment of expectations. People will not be happy if their expectations are higher than what they get. On the other hand, people are predicted to feel satisfied if they get benefits that exceed their expectations.
3. Value attainment
According to the value attainment concept, satisfaction arises from the belief that one's work fulfills significant personal work ideals.
4. Justice
According to this approach, how fairly a person is treated at work determines their level of satisfaction. A person's belief that the results and contributions of their work are much more favorable than those of other jobs is what causes their satisfaction.
5. Genetic and dispositional factors

This concept is based on the idea that genetic and personal characteristics affect job satisfaction. According to this model, individual differences are only as important as work environment features in explaining job satisfaction.

Conversely, job dissatisfaction can arise from a lack of equal reciprocity, limited opportunities for participation, and a lack of appreciation or recognition of employee contributions. This can lead to boredom and lower morale. Therefore, companies must pay attention to the wants and needs of employees to create a satisfying and productive work atmosphere. According to Sofyandy (2012), job satisfaction has the following impacts:

1. Attitude, so far, job satisfaction is known to be very strongly correlated with other attitude variables.
2. Attendance is a common way for employees to feel satisfied with their job.
3. Employee Turnover is another relationship of job satisfaction that has attracted much attention from researchers and managers.
4. Work Performance is one way to make employees more productive, which is to make them more satisfied. (Sinurat, 2017)

It can be said that leadership style has a significant impact on the level of employee satisfaction in the workplace. While transformational leadership creates intrinsic motivation through inspiration and growth, transactional leadership increases happiness through rewards and task clarity. In addition, it also uses directive-supportive and participative approaches. The effectiveness of the combined leadership style approach, which has not received much attention in previous research, is emphasized as a hallmark of this study. Human resource management approaches can utilize this insight in creating adaptive leadership methods.

III. Research Method

This research uses a systematic literature study approach with descriptive qualitative methods to explore the relationship between leadership styles and employee job satisfaction levels in large-scale organizations. This approach was chosen based on the need to analyze and synthesize previous research findings to form a complete conceptual understanding without collecting primary data. The main focus is on how leadership styles impact employee job satisfaction in various industries, emphasizing the manufacturing and food sectors, such as PT Indofood CBP Sukses Makmur Tbk.

Data sources were collected through a literature selection process from various national and international scientific journals published between 2015 and 2024. The literature used was selected based on inclusion criteria such as thematic relevance to leadership and job satisfaction, publication credibility (indexed by SINTA, Scopus, or nationally accredited journals), and full accessibility to the article content. Searches were conducted through Google Scholar, ScienceDirect, Garuda, and university journal portals. The content analysis method was used to identify the main theme patterns of each leadership style and job satisfaction indicator in the data analysis process. Next, a thematic synthesis was conducted to integrate the findings into conceptual categories reflecting the relationships between variables. This process included manual coding of leadership dimensions and their correlation with satisfaction, such as work environment, rewards, colleague relationships, and career growth. The limitation of this research lies in the non-use of primary data, such as interviews or surveys with actual respondents, so interpretations are limited by the scope and quality of the studies reviewed. In addition, the literature used mainly covers the manufacturing and service industry sectors. Hence, generalizations to other sectors, such as education or public services, must be made cautiously. However, the original contribution of this research lies in its approach that attempts to integrate different types of leadership styles in a single conceptual framework. The author not only compares the influence of each style separately but also presents the integration of leadership values in forming an adaptive leadership model that is relevant for modern organizations. This research is helpful as a foundation for further empirical studies that want to examine the effect of leadership style directly on job satisfaction in a more specific

context. In addition, HR managers and organizational leaders can use these findings to design leadership strategies that suit the needs and characteristics of today's workforce, which is more dynamic and prioritizes participation and psychological balance.

IV. Results and Discussion

4.1 Leadership Style at PT Indofood Sukses Makmur Tbk

The leadership styles implemented at PT Indofood reflect a diverse and adaptive approach to organizational dynamics and employee needs. According to several studies, PT Indofood applies four leadership philosophies, each with unique characteristics and impacts on employee job satisfaction. Based on research conducted by Hamdani and Amlya, this company applies a transactional leadership style reflected in a strict reward and punishment system and a strong orientation towards achieving targets. This style highlights the role of management in directing, supervising, and regularly evaluating employee performance to ensure organizational goals are achieved. This approach shows that management emphasizes efficiency, structure, and measurable results, and demands discipline and adherence to work procedures.

On the other hand, PT Indofood also adopts a transformational leadership style that focuses on sustainable human resource development. Management efforts in providing training, coaching, and strengthening two-way communication between superiors and subordinates demonstrate a commitment to building harmonious and mutually supportive working relationships. This approach aims to empower employees, foster intrinsic motivation, and encourage them to innovate and contribute optimally in their responsibilities (Hamdani & Amlya, 2024). Furthermore, a study by Yulianto explained that Indofood combines directive and supportive leadership styles. The directive style emphasizes control and clear direction from the leader, while the supportive style shows concern for employees' needs and emotional state. This combination balances performance demands and attention to employee welfare, positively impacting job satisfaction and company loyalty (Lembono, 2013). In addition to these styles, PT Indofood has begun implementing participative leadership styles in some managerial divisions. As stated by Rayhan, management provides space for employees to be involved in discussions and decision-making, especially in matters directly related to the execution of their duties. This approach aims to create a more inclusive and collaborative work environment. By providing opportunities for employees to voice their opinions and actively participate, companies hope to increase their sense of belonging to work, strengthen commitment, and motivate employees to make greater contributions to achieving overall company goals (Nulhakim, 2019).

4.2 Employee Job Satisfaction at PT Indofood Sukses Makmur Tbk

PT Indofood CBP Sukses Makmur Tbk strongly prioritizes the job satisfaction of its employees as an HR management strategy. This commitment is shown through several things: First, the company implements a fair and transparent reward system, a healthy work environment, and positive coworker relationships. Second, open two-way communication and workloads are tailored to each employee's abilities. In addition, PT Indofood CBP Sukses Makmur Tbk also applies strict rules and sanctions for its employees. To reduce social jealousy, rules and sanctions are designed in such a way as to be as fair as possible. This aims to increase employee discipline and accountability for their work. If employees have a good level of discipline and responsibility, they are expected to complete their tasks on time to increase their job satisfaction.

Various factors influence job satisfaction, such as coworkers, superiors, promotions, workload, and salary. On the other hand, some things, including incentive variables, can cause job dissatisfaction. Examples of incentive variables include monetary and non-monetary incentives. Employee job satisfaction can come from a company offering fair compensation and incentives. Employees can feel dissatisfied with their jobs if the salary and benefits received are not proportional to the effort they put in. PT Indofood CBP Sukses Makmur Tbk monitors performance, task distribution, salary/incentive distribution, work environment, and

collaboration to meet employees' work demands and happiness. By implementing this strategy, the company can reduce employee job dissatisfaction (Samsudin et al., 2023).

4.3 The Relationship Between Leadership Style and Employee Job Satisfaction

The relationship between leadership style and employee job satisfaction at PT Indofood Sukses Makmur Tbk shows a close correlation and mutual influence. PT Indofood has successfully implemented a multi-dimensional leadership approach. First, the transactional style with a strict reward and punishment system reflected in Hamdani and Amly's research, balanced with two-way communication, has created clarity of expectations while providing space for employees to be heard.

Second, the transformational approach emphasizes continuous human resource development. This strategy improves employee capabilities and also fosters continued loyalty to the company. Third, a directive-supportive combination that balances control with attention to employee needs. Yulianto's research shows that the balance between assertiveness and attention to employee needs has successfully led to Organizational Citizenship Behavior, which reflects high loyalty and dedication to the company. Fourth, a participative style that involves employees in decision-making. The participatory approach that has begun to be implemented in several managerial divisions, as revealed by Rayhan, also strengthens employees' sense of belonging to the company and increases their motivation to contribute more actively in achieving organizational goals. This diversity of approaches has proven effective in creating a conducive work ecosystem and significantly increasing employee job satisfaction. PT Indofood also highly prioritizes job satisfaction by creating a supportive environment. Moreover, it consistently pays attention to the various aspects that influence job satisfaction, including compensation structure, career development opportunities, quality of supervision, and the dynamics of coworker relationships. These efforts create an environment where employees feel valued, empowered, and supported to grow, encouraging them to deliver top performance.

PT Indofood's success in managing the relationship between leadership style and employee job satisfaction lies primarily in the company's ability to balance performance demands with individual potential development. An adaptive and responsive leadership approach to employee needs, supported by a fair and transparent management system, has created a synergy that simultaneously supports employee productivity and well-being. As such, the leadership model at PT Indofood successfully meets the company's business objectives and builds employee loyalty and long-term commitment, creating a win-win situation for all parties and contributing to the organization's sustainable growth in a competitive industry. Moreover, despite some significant variations, this study supports previous findings of a positive relationship between leadership style and job satisfaction. According to research by Lembono (2013) and Hamdani & Amly (2024), transactional-transformational leadership styles also increase job satisfaction through employee development and rewards. While previous studies, such as the one by Sinurat (2017), only focused on one or two types of leadership, this study shows how PT Indofood is unique in combining four modes (transactional, transformational, directive-supportive, and participative). The results of PT Indofood's participative leadership research support Nulhakim's (2019) statement that employee engagement influences employee satisfaction. However, this research adds a special context: PT Indofood employees participate in operational decision-making in addition to formal participation, which is rarely discussed in previous literature. However, this study differs from the research of Samsudin et al. (2023), which highlights that the main factor determining job satisfaction is money. The balance between the transactional incentive system and the transformational/supportive emotional support system has a greater impact on job satisfaction at PT Indofood, suggesting that a comprehensive strategy is more effective in the context of large manufacturing companies.

V. Conclusion

This research shows that leadership style significantly impacts employee job satisfaction at PT Indofood CBP Sukses Makmur Tbk. It has been shown that a combination of directive-supportive,

transformational, transactional, and participative leadership philosophies can effectively create a positive work atmosphere, increase employee loyalty, and inspire workers. This aligns with previous research highlighting the value of a flexible leadership approach in increasing employee happiness. However, these results also show dynamics that could contradict the single leadership theory, as the combinative model is more effective in the field. The practical implication is that organizational leaders need to develop a leadership approach that is balanced between direction and empowerment, and sensitive to the needs of employees. This research has limitations because it only uses literature studies without primary data. Therefore, further research can explore direct data from employees to strengthen the validity of the findings. In addition, digital leadership trends and hybrid work models are opportunities for further research in the context of changes in the modern world of work.

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