

THE INFLUENCE OF ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE REGIONAL INSPECTORATE OF SOUTH LABUHANBATU REGENCY.

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ABSTRACT

This study aims to determine whether Organizational Climate and Organizational Culture affect Performance through Job Satisfaction as an intervening variable at the Regional Inspectorate of South Labuhanbatu Regency. The research was conducted on permanent employees (PNS) at the Regional Inspectorate of South Labuhanbatu Regency. The population in this study was 32 people. Due to the small population, the sampling technique in this study was a saturated sample with a sample size of 32 people. The data collection techniques used are primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 25 program, namely the t test, sobel test and path analysis. The results obtained in this study indicate 1) there is a positive and significant influence between Organizational Climate on Job Satisfaction, 2) there is a positive and significant influence between Organizational Culture on Job Satisfaction, 3) there is a positive and significant influence between Organizational Climate on Performance, 4) there is a positive and significant influence between Organizational Culture on Performance, 5) there is a positive and significant influence between Job Satisfaction on Performance, 6) there is a positive and significant influence between Organizational Climate on Performance through Job Satisfaction as an intervening variable, 7). There is a positive and significant influence between Organizational Culture on Performance through Job Satisfaction as an intervening variable.

Keywords: Organizational Culture, Organizational Climate, Job Satisfaction, and Performance.

INTRODUCTION

Organizational climate is the process of placing the right people in the right place. However, before the placement process is carried out, the first thing to do is to carry out the selection process. According to Hariandjo (2006) Organizational Climate is the process of assigning / filling positions or reassigning to new tasks / positions or different positions. Mutation is an element that always occurs in companies and organizations. As is known, mutation is a change in position / position / place / work carried out by the top leadership of the organization to someone, namely employees (management and non-management) both horizontally and vertically (promotion / demotion) within one organization, this is part of human resource development (HR). According to Dhania (2010) workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Wirawan (2007) states that Organizational Culture is an influence that directly affects the performance of individuals in the organization as a result of a set of patterns and environments that generate motivation and focus on a reasonable understanding and have values. Organizational climate is also commonly referred to as the work atmosphere that arises due to the relationship of each individual in the organization which can then be felt by all individuals in an organization. Based on the phenomena that occur in the Labuhanbatu Regency Health Office, the researcher is interested in conducting a study related to this phenomenon with the title "The Effect of Organizational Climate and Organizational Culture on Employee Performance Through Job Satisfaction as an Intervening Variable at the Regional Inspectorate of South Labuhanbatu Regency".

LITERATURE REVIEW

According to Sutrisno (2016) "Performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization." According to Wibowo (2014), performance indicators are as follows: goals, standards, feedback, tools or means, competencies, motives, opportunities. According to Tagiuri and Litwin in Wirawan (2007) organizational climate is the quality of the organization's internal environment that is relatively ongoing, experienced by members of the organization, affects their behavior and can be described in terms of a set of characteristics or properties of the organization. According to Wirawan (2007), organizational climate indicators include: structure, commitment, responsibility, appreciation, standards, support. According to Fahmi (2013), organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers. According to Hari (2015), the indicators of organizational culture are as follows: innovative taking into account risks, results-oriented, oriented to all employee interests, detail-oriented to the task. According to Davis and Newstrom (1985), "job satisfaction is a set of employee feelings about whether their job is pleasant or not". According to Yuwono in Badriyah (2015), identifying job satisfaction indicators are as

follows: wages, promotions, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, communication.

The effect of organizational climate on job satisfaction based on research conducted by Fitri Afriani (2013) with the title *The Effect of Organizational Climate on Employee Job Satisfaction at the Kepenuhan Hulu District Office* obtained the following research results, namely the organizational climate has a significant effect on employee job satisfaction at the Kepenuhan Hulu District Office as indicated by the hypothesis test where t count and t table, also seen from the significance value where the Sig. value is smaller than 0.050. The effect of organizational culture on job satisfaction based on research conducted by Bella Kinanti (2022) with the title *The Effect of Organizational Culture, Work Environment and Motivation on Employee Job Satisfaction of PT Nov Profab in Batam City* obtained research results showing that the significance value of $0.031 < 0.05$, so it is concluded that organizational culture has a significant effect on employee job satisfaction. Based on research conducted by Raudhatul Janah, Zarina Akbar, and Elindra Yetti (2019) with the title *The Effect of Organizational Climate on the Performance of PAUD Teachers in Depok City*, the following research results were obtained which concluded that there was a positive direct effect of organizational climate on the performance of PAUD teachers in Depok City with a correlation coefficient value of 0.612 and a path coefficient value of 0.442. The effect of organizational culture on performance based on research conducted by Yara Mira Sartika (2020) with the title *The Effect of Organizational Culture, Organizational Commitment, and Job Stress on Employee Performance of PT. Danapati Abinaya Investema (Jaktv)* obtained the following research results which prove that partially organizational culture has an influence on employee performance, organizational commitment has no effect on employee performance, and job stress has an influence on employee performance. The effect of job satisfaction on performance based on research conducted by Alfian Nurrohmat and Rini Lestari (2021) with the title *The Effect of Job Satisfaction on Employee Performance* obtained the following research results which show that job satisfaction and employee performance at PT Kahatex in Bandung Regency are included in the "Good" criteria. Job satisfaction affects employee performance at PT Kahatex in Bandung Regency.

METHODS

The approach in this study is to use an associative approach, an associative approach is an approach where to find out that there is a relationship or influence between the two variables (independent variable and dependent variable). In this study, the independent variable X_1 is Organizational Climate, X_2 is Organizational Culture, Z is Job Satisfaction and the dependent variable Y is Performance.

RESULTS

Normality Test

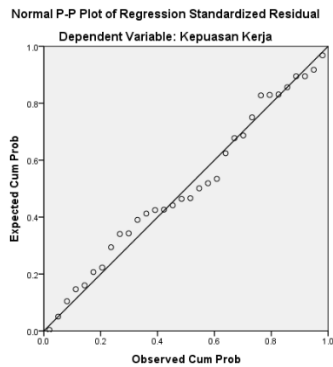


Figure 1. Normality Test Results of Sub Model I

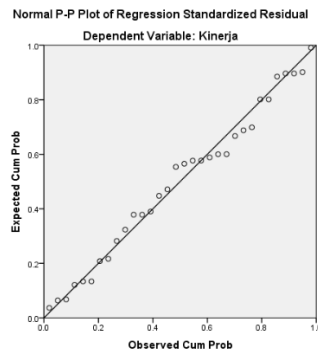


Figure 2. Normality Test Results of Sub Model II

Multicollinearity Test

Table 1. Multicollinearity Test Results Sub Model I

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	47.884	3.080		15.548	.000		
Organizational Climate	.305	.090	.513	3.370	.002	.972	1.029
Organizational Culture	.291	.116	.384	2.521	.017	.972	1.029

a. Dependent Variable: Job Satisfaction

Source: Primary Data Processed, 2024

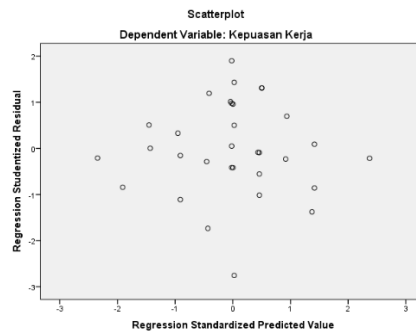
Multicollinearity Test Table Sub Model II

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	54.294	5.112		10.621	.000		
Organizational Climate	.452	.058	.986	7.800	.000	.699	1.431
Organizational Culture	.142	.069	.242	2.048	.049	.797	1.254
Job Satisfaction	.376	.101	.487	3.729	.001	.655	1.528

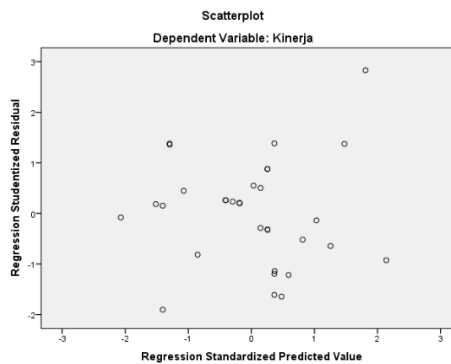
a. Dependent Variable: Performance

Source: Primary Data Processed, 2024

Heteroscedasticity Test



Heteroscedasticity Test Results Sub Model I



Heteroscedasticity Test Results Sub Model II

Hypothesis Test

Table 3. Sub Model I t-test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	47.884	3.080		15.548	.000
Organizational Climate	.305	.090	.513	3.370	.002
Organizational Culture	.291	.116	.384	2.521	.017

a. Dependent Variable: Job Satisfaction

Source: Primary Data Processed, 2024

Table 4. Sub Model II t-test results

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	54.294	5.112		10.621	.000
Organizational Climate	.452	.058	.986	7.800	.000
Organizational Culture	.142	.069	.242	2.048	.049
Job Satisfaction	.376	.101	.487	3.729	.001

a. Dependent Variable: Performance

Source: Primary Data Processed, 2024

Sobel Test

Table 5. Sobel Test Results

Variables	Unstandardized	Std. Error	Test Statistic	Std. Error	P-Value
Organizational Climate on Job Satisfaction	0.305 (a)	0.090 (S) _a	2.506	0.045	0.012
Job Satisfaction on Performance	0.376 (b)	0.101 (S) _b			
Organizational Culture on Job Satisfaction	0.291 (a)	0.116 (S) _a	2.080	0.052	0.037
Job Satisfaction to Performance	0.376 (b)	0.101 (S) _b			

Source: Data Processed with Calculation for the Sobel Test, 2024

Direct Effect Path Analysis

To calculate the direct effect or DE, the following formula is used:

1. The direct effect of Organizational Climate (X₁) on Performance (Y) is 0.986.

2. The direct influence given by Organizational Culture (X_2) on Performance (Y) is 0.242.

Indirect Effect Path Analysis (IDE)

To calculate the indirect effect or IDE, the following formula is used:

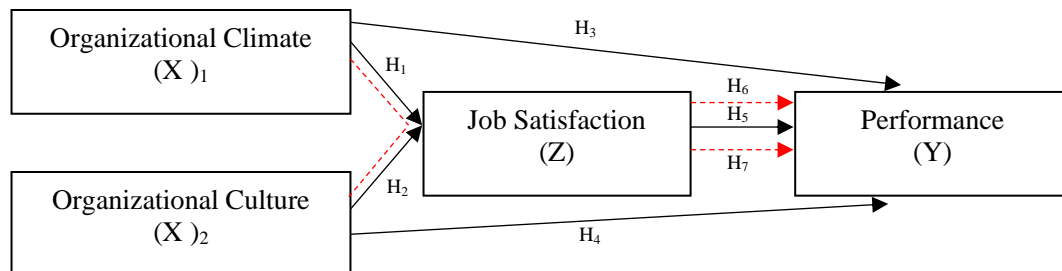
1. The indirect effect of Organizational Climate (X_1) on Performance (Y) through Job Satisfaction (Z), namely $0.513 \times 0.487 = 0.249$.
2. The indirect effect of Organizational Culture (X_2) on Performance (Y) through Job Satisfaction (Z), which is $0.384 \times 0.487 = 0.187$.

Path Analysis of Total Effect

Based on the explanation above, a path diagram can be drawn on

1. The total effect given by the Organizational Climate variable (X_1) on Performance (Y) is the direct effect plus the indirect effect, namely $0.986 + 0.249 = 1.235$.
2. The total influence given by the Organizational Culture variable (X_2) on Performance (Y) is the direct effect plus the indirect effect, namely $0.242 + 0.187 = 0.429$.

Based on the explanation above, a path diagram can be drawn as follows:



DISCUSSION

Effect of Organizational Climate on Job Satisfaction

Based on the results of testing the first hypothesis, it is known that Organizational Climate has a significant effect on Job Satisfaction at the Regional Inspectorate of South Labuhanbatu Regency. This is supported by research conducted by Fitri Afriani (2013) with the title The Effect of Organizational Climate on Employee Job Satisfaction at the Kepenuhan Hulu District Office, I Gusti Ngurah Pranata, and I Wayan Mudiarta Utama (2019) with the title The Effect of Organizational Climate on Turnover Intention with Job Satisfaction as a Mediating Variable, and Edi Sugiono, Dina Oktofarita Hidayat, and Suryono Efendi (2020) with the title The Effect of Organizational Climate, Training And

Compensation on Job Satisfaction And Its Impact on Employee Performance Mantab Al Hamid Foundation which states that Organizational Climate has an influence on Job Satisfaction.

Effect of Organizational Culture on Job Satisfaction

Based on the results of testing the first hypothesis, it is known that Organizational Culture has a significant effect on Job Satisfaction at the Regional Inspectorate of South Labuhanbatu Regency. This is supported by research conducted by Diah Pranitasari and Cici Bela Saputri (2020) with the title The Effect of Organizational Culture and Work Environment on Work Motivation and Its Impact on Employee Job Satisfaction, Syamsul Akmal, Raisnaiyah (2020) with the title The Effect of Organizational Culture and Compensation on Employee Job Satisfaction at the Gampong Community Empowerment Service (Dpmg) Pidie Regency, and Bella Kinanti (2022) with the title The Effect of Organizational Culture, Work Environment and Motivation on Job Satisfaction of PT Nov Profab Employees in Batam City which states that Organizational Culture has an influence on Job Satisfaction.

Effect of Organizational Climate on Performance

Based on the results of testing the first hypothesis, it is known that the Organizational Climate has a significant influence on the Performance of the Regional Inspectorate of Labuhanbatu Selatan Regency. This is supported by research conducted by Raudhatul Janah, Zarina Akbar, and Elindra Yetti (2019) with the title Effect of Organizational Climate on the Performance of PAUD Teachers in Depok City, Jufrizen and Tasya Fadillah Noor (2022) with the title Effect of Work Motivation and Organizational Climate on Employee Performance Mediated by Organization Citizenship Behavior, and Dinie Anisa Triastuti (2018) with the title Effect of Work Environment, Competence and Organizational Climate on Employee Performance which states that Organizational Climate has an influence on Performance.

Effect of Organizational Culture on Performance

Based on the results of testing the first hypothesis, it is known that Organizational Culture has a significant influence on the Performance of the Regional Inspectorate of South Labuhanbatu Regency. This is supported by research conducted by Vivin Rosvita, Endang Setyowati and Zaenal Fanani (2017) with the title Effect of Organizational Culture on Employee Performance, Yara Mira Sartika (2020) with the title Effect of Organizational Culture, Organizational Commitment, and Job Stress on Employee Performance of PT. Danapati Abinaya Investema (Jaktv), and Arendra Amodita Siswandi and Damarsari Ratnasahara Elisabeth (2023) with the title Effect of Compensation, Work Discipline and Organizational Culture on Employee Performance which states that Organizational Culture has an influence on Performance.

Effect of Job Satisfaction on Performance

Based on the results of testing the first hypothesis, it is known that Job Satisfaction has a significant influence on the Performance of the Regional Inspectorate of South Labuhanbatu Regency. This is supported by research conducted by Wanda Febriyana and Fetty Poerwita Sary (2015) with the title Effect of Job Satisfaction on Employee Performance of PT. Kabepe Chakra 2015, Alfian Nurrohmat and Rini Lestari (2021) with the title Effect of Job Satisfaction on Employee Performance, and I Wayan Tony Andika (2022) with the title Effect of Job Satisfaction and Organizational Commitment on Employee Performance at POD Bali Chocolate Factory in Werdi Bhuana Village, Badung Regency which states that Job Satisfaction has an influence on Performance.

Effect of Organizational Climate on Performance through Job Satisfaction

Based on the results of the sobel test calculation, it is known that the test statistic value is $2.506 > 1.96$ with a significance of $0.012 < 0.05$, it can be concluded that the Job Satisfaction variable is able to mediate the relationship between the influence of Organizational Climate on Performance. Thus it can be said that the effect of Organizational Climate will be greater on improving Performance if done through Job Satisfaction.

The Effect of Organizational Culture on Performance through Job Satisfaction

Based on the results of the sobel test calculation, it is known that the test statistic value is $2.080 > 1.96$ with a significance of $0.037 < 0.05$, it can be concluded that the Motivation variable is able to mediate the relationship between the influence of Job Characteristics on Performance. Thus it can be said that the effect of Job Characteristics will be greater in improving Performance if done through Job Satisfaction.

CONCLUSION

Based on the results of research and discussion conducted by researchers regarding the effect of Organizational Climate and Organizational Culture on employee performance at the Regional Inspectorate of South Labuhanbatu Regency through Job Satisfaction as an intervening variable, the following conclusions can be drawn:

1. Organizational Climate affects Job Satisfaction at the Regional Inspectorate of South Labuhanbatu Regency.
2. Organizational Culture affects Job Satisfaction at the Regional Inspectorate of South Labuhanbatu Regency.
3. Organizational climate affects performance at the Regional Inspectorate of South Labuhanbatu Regency.
4. Organizational culture affects performance at the Regional Inspectorate of South Labuhanbatu Regency.

5. Job Satisfaction affects Performance at the Regional Inspectorate of South Labuhanbatu Regency.
6. Organizational Climate affects Performance at the Regional Inspectorate of South Labuhanbatu Regency through Job Satisfaction as an intervening variable.
7. Organizational Culture affects Performance at the Regional Inspectorate of South Labuhanbatu Regency through Job Satisfaction as an intervening variable.

LIMITATION

This research can also be used as a reference for further research on workload, work discipline, job satisfaction and employee performance and supporting theories of HR and the limitations of this research.

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