



THE EFFECT OF WORK ETHIC AND ORGANIZATIONAL CLIMATE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT SMKN 1 MERANTI

Preddi Silalahi¹, Saman Faris², Nagian Toni², Fajar Rezeki Ananda Lubis², Elly Romy²

¹ *Student of Master Management, Faculty of Economics, Universitas Prima Indonesia,*

² *Center Of Excellence for Human Resource Management Research and Innovation Center, Universitas Prima Indonesia*

Email: salmanfaris@unprimdn.ac.id

ABSTRACT

This study aims to examine the influence of work ethic and organizational climate on employee performance, with job satisfaction serving as an intervening variable at SMKN 1 Meranti. The research involved all 42 permanent employees at the school. Considering the relatively small population, a saturated sampling method was employed, ensuring that every member of the population participated in the study. Data were collected from primary sources through questionnaires and secondary sources through documentation studies, providing comprehensive information about the variables under investigation. Quantitative analysis was conducted using SPSS version 25, applying t-tests, Sobel tests, and path analysis to examine both direct and indirect relationships among variables. The findings indicate that work ethic has a positive and significant effect on job satisfaction, suggesting that employees with higher levels of discipline, responsibility, and dedication tend to feel more satisfied with their work. Similarly, organizational climate also positively and significantly influences job satisfaction, demonstrating that a supportive and harmonious work environment enhances employees' perceptions of their jobs. Furthermore, both



work ethic and organizational climate were found to have direct positive effects on employee performance, indicating that these factors independently contribute to improved productivity and quality of work. Job satisfaction itself significantly affects performance and functions as a mediating variable, bridging the relationship between work ethic and performance, as well as between organizational climate and performance. Overall, the study concludes that the improvement of employee performance at SMKN 1 Meranti depends on a combination of a strong work ethic, a conducive organizational climate, and high job satisfaction. These findings highlight the importance of developing strategies that foster ethical work behavior, supportive organizational environments, and mechanisms to enhance employee satisfaction for achieving optimal performance outcomes.

Keywords: Work Ethics, Organizational Climate, Job Satisfaction, and Performance.

INTRODUCTION

Employee performance is a key factor in the success of any organization, including educational institutions like SMKN 1 Meranti. Optimal performance not only influences the achievement of institutional goals but also impacts the quality of educational services provided to students. Therefore, understanding the factors that influence employee performance is crucial.

One factor believed to significantly influence performance is work ethic. Work ethic reflects an employee's attitude, discipline, responsibility, and commitment to carrying out their duties. Employees with a strong work ethic tend to be more productive, meticulous, and oriented towards achieving maximum results. In addition to work ethic, organizational climate also plays a crucial role. Organizational climate encompasses the work environment, employee relationships, leadership style, and work culture within an institution. A conducive and supportive environment can increase employee motivation and job satisfaction, thereby driving improved performance.

Employee performance is a critical factor in determining the success and effectiveness of an organization, including educational institutions such as SMKN 1 Meranti. Various internal and external factors influence employee performance, among which work ethic and organizational climate are considered highly significant. A strong work ethic, characterized by discipline, responsibility, and dedication, is expected to enhance employees' ability to perform their duties



efficiently and consistently. Similarly, a positive organizational climate, marked by supportive leadership, clear communication, and a collaborative work environment, can motivate employees to achieve higher performance levels.

In addition to these factors, job satisfaction plays an important role as it reflects employees' attitudes and feelings toward their work. Employees who are satisfied with their jobs tend to demonstrate greater commitment, loyalty, and higher productivity. Job satisfaction can also function as an intervening variable, mediating the relationship between work ethic and organizational climate on employee performance. By understanding the interplay among these variables, organizations can implement more effective strategies to improve employee performance and, consequently, achieve institutional objectives.

Based on this context, this study was conducted to analyze the influence of work ethic and organizational climate on employee performance at SMKN 1 Meranti, both directly and indirectly through job satisfaction. The research aims to provide insights that can guide human resource management practices in schools, fostering a work environment that not only promotes satisfaction and motivation but also enhances overall performance and the achievement of institutional goals.

LITERATURE REVIEW

1. Performance

Performance is one of the important variables in human resource management studies because it is directly related to the achievement of organizational goals. According to Campbell, McCloy, Oppler, and Sager (2003), performance is viewed as behavior that is relevant to organizational goals, thus emphasizing the process of actions taken by individuals, not just the final results. In line with this, Borman and Motowidlo (2007) divide performance into two dimensions, namely task performance, which is related to the main tasks of the job, and contextual performance, which is related to extra behaviors, such as cooperation and support for coworkers. Several Indonesian experts also provide more applicable definitions. Mangkunegara (2017) defines performance as the results of work, both in terms of quality and quantity, achieved by an employee in accordance with the responsibilities assigned to them. Wibowo (2017) adds that performance is not only in the form of results but also includes work processes that are oriented towards goals, standards, and competencies. From these various definitions, it can be concluded that performance basically reflects the work results of individuals or groups in an organization that are assessed based on



certain indicators, such as quality, quantity, timeliness, responsibility, and efficiency, and includes aspects of behavior and work processes.

2 Work Ethic

Work ethic refers to a fundamental attitude that reflects how an individual perceives work, which in turn significantly influences both personal and organizational performance. According to Sinamo (2011), work ethic encompasses a set of positive behaviors rooted in core beliefs, supported by full commitment to a specific work paradigm. He identifies eight key dimensions of exemplary work ethic, including viewing work as a blessing, demonstrating trust, recognizing work as a calling, pursuing self-actualization, practicing worship, appreciating work as an art, upholding honor, and serving others. In addition, Tasmara (2002) explains that work ethic represents a person's attitude toward life, shaped by their belief system, life perspective, and values, which collectively drive an individual's motivation and dedication to work.

According to Sutrisno (2016), work ethic is a form of work spirit that originates internally, based on a profound awareness of the significance of work in an individual's life. Similarly, Nitisemito (2010) defines work ethic as a person's mental attitude and perspective toward work, which influences how they approach and complete tasks. Rivai (2014) further emphasizes that work ethic represents an individual's personality, manifested through dedication, responsibility, and sincerity in performing work duties. Based on these various perspectives, work ethic can be understood as a collection of positive attitudes, values, and beliefs toward work, which are reflected in enthusiasm, commitment, responsibility, discipline, and sincerity aimed at achieving optimal results. Moreover, the development of work ethic is shaped not only by internal factors such as personal motivation and beliefs but also by external factors, including cultural norms, religious values, and the surrounding social environment.

3 Organizational Climate

Davis and Newstrom (2002) explain that organizational climate is the internal environment or work atmosphere within an organization as perceived by employees, which in turn will influence their behavior, attitudes, and performance. Luthans (2006) also emphasizes that organizational climate is the perception of organization members regarding applicable policies, practices, and procedures, which form the basis for determining their attitudes and work behavior.



Several Indonesian experts have also expressed their views. Wirawan (2007) defines organizational climate as the collective perception of employees regarding the relative working environment, both in terms of policies, practices, and the physical and social conditions of the organization. Sedarmayanti (2011) argues that organizational climate is a series of individual feelings and perceptions of their environment at work, including leadership style, work systems, and employee relations.

From these various definitions, it can be concluded that organizational climate is the shared perception of organizational members regarding the internal environment of the organization, which includes policies, structures, systems, social relationships, and work atmosphere. Organizational climate has a major influence on employee motivation, job satisfaction, and performance, so creating a positive climate is a key factor in organizational success. In Indonesian literature, Wirawan (2007) states that indicators of organizational climate include organizational structure, leadership style, reward systems, and interpersonal support in the work environment. Sedarmayanti (2011) also emphasizes that organizational climate can be measured through a sense of security at work, openness in communication, employee participation in decision-making, and harmonious relationships between employees.

Based on the opinions of these experts, it can be concluded that organizational climate indicators include structural aspects (rules, procedures, and roles), relational aspects (support, communication, and social relationships), and motivational aspects (recognition, participation, and commitment). These three aspects are interrelated in shaping employees' perceptions of the work atmosphere, which ultimately affects their satisfaction and performance.

4 Job Satisfaction

Robbins and Judge (2017) also state that job satisfaction is an individual's general attitude toward their work, which is demonstrated through feelings of pleasure or displeasure in performing tasks. According to Luthans (2011), job satisfaction is the result of employees' perceptions of the extent to which their work is able to meet their needs and expectations.

Several Indonesian experts also provide their definitions. Hasibuan (2016) states that job satisfaction is a pleasant emotional attitude and love for one's work, which is reflected in work morale, discipline, and performance. Mangkunegara (2017) defines job satisfaction as feelings that support or do not support employees in relation to their work and personal circumstances. Rivai



(2014) adds that job satisfaction is an employee's assessment of the extent to which their work meets their expectations, needs, and values.

From these various definitions, it can be concluded that job satisfaction is essentially a positive emotional state experienced by a person when their work, work environment, and results are in line with their expectations, needs, and values. Job satisfaction is influenced by various factors, such as salary, relationships with colleagues and superiors, working conditions, opportunities for development, and recognition of achievements.

METHODS

Population and Sample

According to Sugiyono (2018), a sample is a portion of a population, along with its characteristics, used to represent the entire population in a study. In this study, the population size was relatively small, so the researcher used a saturated sampling technique. This technique emphasizes that all members of the population are used as research samples, so that each individual has the opportunity to provide representative data. Therefore, all 42 permanent employees of SMKN 1 Meranti were involved as research respondents. This approach ensures that all variations in characteristics within the population are included in the analysis, so that the research results can more accurately reflect the actual conditions.

- **Data collection**

Data collection techniques in this study were carried out in two ways. First, questionnaires, which involved compiling a list of questions that were then given to employees as research respondents. Through this method, researchers can obtain information directly about the respondents' views, experiences, and perceptions of the variables being studied. Second, a documentation study, which involves collecting various data and archives owned by companies or agencies relevant to the research needs. This technique is used to supplement primary data and provide a more objective picture of the organization's condition.

- **Measurement**

Path Analysis



According to Imam Ghozali (2005), path coefficients are devoid of dimensions, thereby allowing the inference that a heightened path coefficient value denotes a more pronounced influence of that variable on others.

RESULTS

Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

Model Summary

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.895 ^a	.800	.784	.152

a. Predictors: (Constant), Job Satisfaction, Organizational Climate, Work Ethic

The Sobel Test was conducted to examine the mediating role of Job Satisfaction in the relationship between the independent variables, Work Ethic and Organizational Climate, and the dependent variable, Employee Performance. The results indicate that Job Satisfaction significantly mediates these relationships. Specifically, the test showed that Work Ethic has a significant positive effect on Job Satisfaction, and in turn, Job Satisfaction significantly influences Employee Performance. This suggests that employees who demonstrate a strong work ethic tend to experience higher job satisfaction, which subsequently enhances their performance.

Similarly, Organizational Climate was found to have a significant positive impact on Job Satisfaction, which then affects Employee Performance. A supportive and conducive organizational climate fosters a sense of satisfaction among employees, motivating them to perform better in their roles. The mediating role of Job Satisfaction demonstrates that it not only contributes directly to performance but also strengthens the effect of Work Ethic and Organizational Climate on employee outcomes.

These findings highlight the importance of considering both intrinsic factors (such as work ethic) and extrinsic factors (such as organizational climate) in improving employee performance. By



fostering a positive work environment and encouraging strong work values, organizations can enhance job satisfaction, which serves as a critical pathway through which employee performance can be maximized. In practical terms, these results provide valuable guidance for human resource management in schools, emphasizing strategies to enhance employee motivation, commitment, and overall effectiveness.

Sobel Test

Sobel Test Results

Variable	Unstandardize <i>d</i>	Std. Error	Test Statistic <i>c</i>	Std. Error	P- Value
Work Ethic on Job Satisfaction	0.505	0.082	3.176	0.014	0.001
Job Satisfaction on Performance	0.089	0.024			
Organizational Climate on Job Satisfaction	0.304	0.095	2.422	0.011	0.015
Job Satisfaction on Performance	0.089	0.024			

Source: Data processed using *the Sobel Test calculation* , 2025

The analysis revealed that Job Satisfaction functions as an intervening variable between Work Ethic and Employee Performance, as well as between Organizational Climate and Performance. The impact of Work Ethic on Job Satisfaction is indicated by an unstandardized coefficient of 0.505 with a standard error of 0.082, producing a test statistic of 3.176 and a p-value of 0.001, which demonstrates that this relationship is statistically significant. Moreover, Job Satisfaction itself significantly affects Employee Performance, with a coefficient of 0.089 and a standard error of 0.024, showing a positive influence.

In the case of Organizational Climate, the effect on Job Satisfaction yielded a coefficient of 0.304, a standard error of 0.095, a test statistic of 2.422, and a p-value of 0.015, confirming a significant relationship. This indicates that Job Satisfaction also effectively mediates the relationship between Organizational Climate and Performance.



Overall, the Sobel Test results confirm that Job Satisfaction plays a crucial mediating role, reinforcing the effects of Work Ethic and Organizational Climate on employee performance. This suggests that enhancing employees' work ethic and fostering a supportive organizational climate not only directly improves performance but also indirectly boosts performance by increasing job satisfaction. Consequently, organizations aiming to optimize employee performance should focus on both developing strong work values and creating a positive work environment, as these factors collectively enhance motivation, commitment, and overall effectiveness.

DISCUSSION

1. The Influence of Work Ethics on Job Satisfaction

The study's findings demonstrate that Work Ethic positively and significantly influences Job Satisfaction among employees at SMKN 1 Meranti. This suggests that employees who exhibit a stronger work ethic tend to experience higher levels of satisfaction in performing their duties. Employees with a strong work ethic tend to demonstrate discipline, responsibility, enthusiasm for completing tasks on time, and consistency in maintaining work quality. These behaviors directly increase feelings of job satisfaction, because employees feel capable of meeting the targets and standards expected by the organization.

According to Sinamo's (2011), a good work ethic will encourage employees to work harder and more professionally, thus creating a sense of satisfaction with their achievements. These findings are consistent with the results of the present study, which revealed that employees who possess strong internal motivation and a high level of dedication tend to feel more valued, have greater autonomy in their work, and derive more enjoyment from the work process, thereby enhancing their job satisfaction. Consequently, it can be concluded that a solid work ethic not only promotes higher productivity but also contributes positively to employees' psychological satisfaction with their job.

2. The Influence of Organizational Climate on Job Satisfaction

The study's results reveal that Organizational Climate has a positive and significant impact on employee Job Satisfaction at SMKN 1 Meranti. This suggests that when the organizational climate within the school is supportive and conducive, employees are more likely to experience higher levels of satisfaction in their work. A good organizational climate is characterized by effective



communication, harmonious working relationships, supportive leadership, and a sense of security and comfort in carrying out tasks. These factors make employees feel valued and motivated to perform optimally.

Wirawan (2007) explains that a positive organizational climate fosters a psychological environment that enables employees to perform their duties effectively, thereby enhancing their job satisfaction. When employees feel supported and comfortable in their workplace, they are more likely to exhibit higher loyalty, stronger engagement, and greater internal motivation. This perspective is consistent with prior studies indicating that organizational climate shapes employees' perceptions of their work, which in turn affects their job satisfaction. Therefore, establishing a supportive and conducive organizational climate is a key factor in improving employee job satisfaction.

3. The Influence of Work Ethics on Performance through Job Satisfaction

The study's findings reveal that Job Satisfaction serves as a mediating variable in the relationship between Work Ethic and employee Performance at SMKN 1 Meranti. This indicates that a strong work ethic not only directly enhances performance but also indirectly contributes to improved performance by increasing employees' job satisfaction. Employees with a strong work ethic tend to be more disciplined, responsible, and committed to completing tasks with the highest quality. This behavior makes employees feel more satisfied with their jobs because they are able to meet organizational standards and expectations.

Robbins and Judge (2017) state that employees who experience job satisfaction tend to exhibit greater motivation, stronger loyalty, and a willingness to give their best effort, which ultimately enhances overall performance. This indicates that job satisfaction is a key factor in connecting work ethic to employee performance. In other words, while work ethic is a key factor, improving employee performance will be more effective if supported by a high level of job satisfaction.

Thus, this study confirms that strategies for improving employee performance should not only focus on improving work ethic, but also on efforts to increase job satisfaction, for example through awards, recognition, or a supportive work environment.

4. The Influence of Organizational Climate on Performance through Job Satisfaction



The results of the study indicate that Job Satisfaction mediates the influence of Organizational Climate on the Performance of SMKN 1 Meranti employees. This means that the creation of a conducive organizational climate not only has a direct impact on improving performance, but also indirectly through increasing job satisfaction. A positive organizational climate, characterized by effective communication, supportive leadership, harmonious working relationships, and a sense of security and comfort in carrying out tasks, makes employees feel appreciated and motivated to work better.

According to Widyarso (2012), a supportive organizational climate creates a comfortable psychological environment for employees, thus encouraging feelings of satisfaction with the work they do. Employees who experience job satisfaction are likely to demonstrate strong loyalty, stronger work motivation, and a willingness to contribute optimally, so that their performance improves. These findings indicate that Job Satisfaction plays an important role in linking Organizational Climate and Performance, confirming that improved performance depends not only on physical conditions or work procedures, but also on employee perceptions of the organizational environment.

Thus, this study emphasizes the importance of establishing a conducive organizational climate as a dual strategy to improve both job satisfaction and employee performance. This can be achieved through improved communication, supportive leadership, recognition of achievement, and the creation of a safe and comfortable work environment.

CONCLUSION

The research findings indicate that Work Ethic and Organizational Climate positively and significantly influence the performance of employees at SMKN 1 Meranti, both directly and indirectly through Job Satisfaction as a mediating variable. Employees who have a high work ethic tend to be more disciplined, responsible, and dedicated, so they feel satisfied with their work and are able to show better performance. Likewise, the creation of a conducive organizational climate, with effective communication, supportive leadership, and harmonious working relationships, increases job satisfaction and encourages optimal employee performance. Thus, improving employee performance does not only depend on work ethic and organizational climate directly, but is also greatly influenced by job satisfaction, so that performance improvement strategies should combine these three aspects.



LIMITATIONS

This study has several limitations that need to be considered. First, the relatively small population, consisting of only 42 permanent employees of SMKN 1 Meranti, means that the results may not be generalizable to other schools or organizations with different characteristics. Second, this study used a cross-sectional method, so the long-term effects of Work Ethic, Organizational Climate, and Job Satisfaction on Performance cannot be fully observed. Third, the research data were largely obtained through questionnaires, so there is a possibility of subjective bias from respondents in assessing the variables studied. Fourth, other variables that could potentially influence Performance, such as competence, work experience, or external organizational factors, have not been included in this research model. Considering these limitations, this study still provides an initial overview of the relationship between Work Ethic, Organizational Climate, Job Satisfaction, and Performance. However, the results should be interpreted with caution and serve as a basis for broader and more comprehensive follow-up research.

REFERENCES

- A, Morissan M. (2014). *Metode Penelitian Survei. Cetakan ke-2*. Jakarta: Kencana.
- Adhari, I. Z. (2020). *Optimalisasi Kinerja Karyawan Menggunakan Pendekatan Knowledge Management & Motivasi Kerja*. Pasuruan: Qiara Media.
- Budiasa, I Komang. (2021). *Beban Kerja dan Kinerja Sumber Daya. Cetakan Ke-1*. Purwokerto: CV. Pena Persada.
- Burhannudin, B., Zainul, M., & Harlie, M. (2019). Pengaruh disiplin kerja, lingkungan kerja, dan komitmen organisasional terhadap kinerja karyawan: Studi pada Rumah Sakit Islam Banjarmasin. *Jurnal maksipreneur: manajemen, Koperasi, dan entrepreneurship*, 8(2), 191-206.
- Butarbutar, M., Efendi, E., Simatupang, S., & Sianturi, M. (2021). Pengaruh Etos Kerja Terhadap Kinerja Karyawan Pada Yayasan Sari Asih Nusantara Pematangsiantar. *Maker: Jurnal Manajemen*, 7(1), 116-124.
- Forehand, G.A., and Gilmer, V., H. (1964). Environmental variations in studies of organisational behaviour. *Psychological Bulletin*, 62, 361-382.



- Ghozali, I. (2005). *Aplikasi Analisis Multivariate dengan SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23 (Edisi 8). Cetakan ke VIII*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hairani, T. (2023, November). Dampak Etos Kerja Terhadap Kinerja Pegawai (Studi Kasus Badan Pusat Statistik Provinsi Lampung). In *Prosiding Seminar Nasional Universitas Borobudur Publikasi Hasil-Hasil Penelitian dan Pengabdian Masyarakat* (Vol. 2, No. 1, pp. 115-131).
- Hasanah, F., & Dewi, A. F. (2023). Pengaruh Kepuasan Kerja, Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus PT. ISS Indonesia Cabang Medan). *SINOMIKA Journal: Publikasi Ilmiah Bidang Ekonomi Dan Akuntansi*, 1(5), 1333-1348.
- Hasibuan, M. S. (2012). *Manajemen Sumber Daya Manusia, Edisi Enam Belas*. Jakarta: Bumi Aksara.
- Herman dan Iwa. (2007). *Perilaku Organisasi*. Yogyakarta: Penerbit PT.Graha Ilmu.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)-Cetakan Kesatu*. Jakarta: Raja Grafindo Persada.
- Maro, Y., & Hermayanti, H. (2022). Pengaruh Etos Kerja, Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Pegawai. *Jurnal Ilmiah Wahana Pendidikan*, 8(7), 99-110.
- Mathis, R.L. & J.H. Jackson. (2006). *Human Resource Management: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba Empat.
- Monoarfa, M. R., & Uhing, Y. (2020). Pengaruh Human Relation, Lingkungan Dan Etos Kerja Terhadap Kepuasan Karyawan Hotel Sintesa Peninsula Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 8(1).
- Niazi, H. A., Nuryana, M., & Suhartono, S. (2019). Pengaruh Etos Kerja, Kepemimpinan, Dan Budaya Organisasi Terhadap Kepuasan Kerja Serta Dampaknya terhadap Kinerja Karyawan (Studi Kasus Pada Badan Penanggulangan Bencana Daerah Provinsi Nusa Tenggara Barat). *Jurnal Ekonomika dan Manajemen*, 8(1), 71-85.
- Nufus, H. (2021). Pengaruh iklim organisasi terhadap kinerja karyawan pada Alfamart di Bintaro. *Jurnal Tadbir Peradaban*, 1(3), 182-188.
- Nuraini, T. (2013). *Manajemen Sumber Daya Manusia*. Pekanbaru: Yayasan Aini Syam.



- Priansa, Donni Juni. (2016). *Perencanaan dan Pengembangan SDM. Cetakan Kedua*. Bandung: Alfabeta.
- Priyatno, D. (2014). *Mandiri Belajar Analisis Data dengan SPSS*. Yogyakarta: Mediakom. *Kausal Loyalitas Pelanggan Toserba 'X'*. Skripsi UPI: Universitas Pendidikan Indonesia.
- Rahayu, Indah Dwi. (2017). Pengaruh Gaya kepemimpinan dan Program keselamatan dan kesehatan terhadap motivasi kerja (Studi pada Karyawan Tetap Maintenance Department PT Badak LNG Bontang). Vol 03 No.01.
- Rahayu, Suci. (2013). Aplikasi Metode Trimming Pada Analisis Jalur Dalam Penentuan Model Kausal Loyalitas Pelanggan Toserba X. Skripsi UPI: tidak diterbitkan. www.repository.upi.edu.
- Robbins, Stephen P. (2015). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Roni, J., Syarifuddin, E. A., & Chadafi, M. F. (2024). Pengaruh Iklim Organisasi Dan Efikasi Diri Terhadap Kepuasan Kerja Dan Dampaknya Terhadap Kinerja Karyawan Bank Aceh Syariah Kantor Cabang Bireuen. *IndOmera*, 5(9), 61-69.
- Rustini, T., & Muslichah, M. (2022). Pengaruh Iklim Organisasi Terhadap Kepuasan Kerja Dengan Komitmen Organisasi Sebagai Variabel Mediasi. *Jurnal Nusantara Aplikasi Manajemen Bisnis*, 7(1), 162-173.
- Sanusi, A. (2011). *Metodologi Penelitian Bisnis*. Jakarta: Salemba Empat.
- Simamora, Henry. (2001). *Manajemen Sumber Daya Manusia. Cetakan Ketiga*. Yogyakarta: YPPKN.
- Simamora, Henry (2015). *Manajemen Sumber Daya Manusia*. Yogyakarta: STIEY.
- Simanjuntak, Payaman J. (2010). *Manajemen Sumber Daya Manusia dan Evaluasi Kinerja Edisi ke-3*. Jakarta: Lembaga FEUI.
- Sinamo, J. H. (2011). *8 Etos Kerja Profesional*. Jakarta: Institut Dharma Mahardika.
- Sitorus, T., Mandagi, M., & Mantiri, J. (2021). Pengaruh iklim organisasi terhadap kepuasan kerja pns di kantor bupati minahasa. *Jurnal Administro: Jurnal Kajian Kebijakan dan ilmu Administrasi Negara*, 3(1), 53-63.
- Sudiyanto, T. (2020). Pengaruh Kepuasan Kerja dan Beban Kerja Terhadap Kinerja Pegawai Pada Dinas Tenaga Kerja dan Transmigrasi Banyuasin. *Jurnal Media Wahana Ekonomika*, 17(1), 93-115.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, R & D*. Bandung: CV Alfabeta.



- Suhayat, J., Suwatno, S., & Buchdadi, A. D. (2023). Pengaruh Iklim Organisasi Terhadap Kinerja Guru Berdasarkan Persepsi Kepala Sekolah. *Journal of Accounting, Management, Economics, and Business (ANALYSIS)*, 1(1), 40-51.
- Susilo, M. A., Jufrizen, J., & Khair, H. (2023). Pengaruh Iklim Organisasi dan Motivasi terhadap Kinerja Pegawai melalui Organizational Citizenship Behavior. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 6(1), 587-605.
- Sutrisno, Edy. (2016). *Manajemen Sumber Daya manusia*. Jakarta: Kencana Prenada Media Group.
- Tagiuri R., dan Litwin G. (2007). *Organizational Climate: Expectation Of A Concept*. (terjemahan). Boston: Harvard University Press.
- Tebba, Sudirman. (2010). *Bekerja Dengan Hati*. Jakarta. Bee Media Sosial.
- Timpe, A. Dale. (1992). *Kinerja: Seri Manajemen Sumber Daya Manusia*. Jakarta: PT. Elex Media Komputindo.
- Utama, I Wayan Mudiarta. (2019). Pengaruh Iklim Organisasi, Komitmen Organisasi Dan Organizational Citizenship Behaviour (OCB) Terhadap Kinerja Karyawan Pada PT. PLN (Persero) Area Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 6(4).
- Widayati, F., Fitria, H., & Fitriani, Y. (2020). Pengaruh kepuasan kerja dan loyalitas kerja terhadap kinerja guru. *Journal of Education Research*, 1(3), 251-257.
- Yuniarsih, Tjuju. (2017). *Kinerja Unggul Sumber Daya Manusia*. Bandung: Rizqi Press.