

## **The Effect of Job Satisfaction and Organizational Climate Factors on Employee Performance at the Education Office of Bone Regency**

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### **Abstract**

This study aims to determine the effect of job satisfaction and organizational climate on performance. This research was conducted at the Bone Regency Education Office for three months, using a survey research method from May to July 2021. The population in this study were all employees at the Education Office of Bone Regency, as many as 135 people. The results showed that 1) job satisfaction consisting of salary, work itself, promotion, supervision, and organizational climate consisting of responsibility, identity, warmth, support, conflict simultaneously had a positive and significant effect on employee performance; 2) salary is a variable of job satisfaction factor that has a positive and significant and most dominant influence on employee performance; 3) warmth is a variable of organizational climate factor that has a positive and significant; 4) successive variables based on their influence on employee performance are salary, warmth, promotion, job description, identity, conflict, responsibility, support, and supervision.

**Keywords:** Job Satisfaction, Organizational Climate, Employee Performance, Indonesia

### **1. Introduction**

The performance of the Bone Regency Education Office is very dependent on the interpretation given by the employees involved in it. Meanwhile, good performance can only be given if employees feel like and appreciate their work and feel happy doing their job. This condition can only occur if employees are satisfied with their work. Job satisfaction needs to be considered by every organization because job satisfaction is a criterion to measure the organization's success in meeting the needs of its members. Job satisfaction is very personal, meaning that only the person concerned can feel it, and it does not always have the exact nature between one individual and another.

Job satisfaction is a generalization of individual attitudes towards his work based on the factors of his career. Job satisfaction is defined as several positive influences or feelings that a person receives from his job. When someone is said to have high job satisfaction, the person likes, appreciates, and feels happy with his career (Fitriani et al., 2021; Heranto et al., 2021; Herlinah et al., 2021; Mislia et al., 2021; Nasriani et al., 2021).

The existence of job satisfaction or not in an employee will be reflected in the feelings and attitudes of the employee concerned (Dana et al., 2021; Darno et al., 2021; Fatmawati et al., 2021; Gunawan et al., 2021; Kasmiaty et al., 2021; Nilmawiah et al., 2021; Rahmat et al., 2021). An employee who gets job satisfaction will be enthusiastic in completing the tasks assigned to him with a total sense of responsibility. On the other hand, an employee who does not get job satisfaction will decrease his morale, so boredom, frustration, and other negative consequences will arise. Attention to employee job satisfaction by the organization, especially the personnel department, is essential. The personnel department is expected to bridge between what the organization needs from employees and what the employees need.

Job satisfaction can be felt because of the factors that influence it. Several factors make a person feel positive or negative about their work (Harisman et al., 2021; Mardhiah et al., 2021; Rahmitasari et al., 2021; Rusli et al., 2021; Suryanti et al., 2021), namely: 1) salary; 2) the work itself; 3) promotion opportunities; 4) supervision; 5) working groups and (6) working conditions. In addition to job satisfaction, organizational climate also affects HR practices and policies accepted by members of the organization. Please note that every organization will have a different corporate environment. The diversity of jobs designed within the organization or the individuals' nature will reflect these differences. All organizations certainly have a strategy in HR management. An open organizational climate encourages employees to express interests and dissatisfaction without fear of reprisal and attention. Such dissatisfaction can be handled positively and thoughtfully (Andri et al., 2021; Asfar et al., 2021; Islamia et al., 2021; Kusuma et al., 2021; Nellyanti, Gunawan, Aziz, et al., 2021; Nengsih, Syahrudin, et al., 2021; Nikmawati et al., 2021; Rasyid et al., 2021; Saleh et al., 2021).

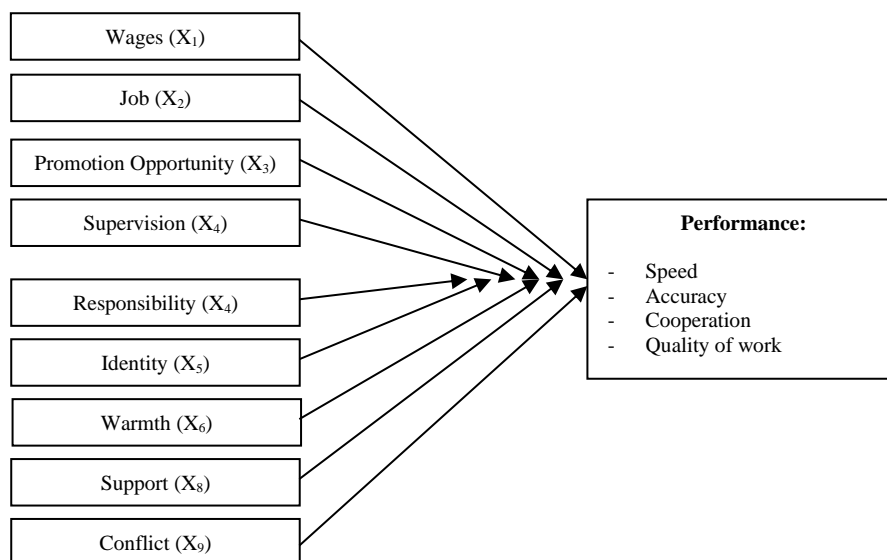
The Bone Regency Education Office has a strategic role in carrying out its main tasks and functions to formulate and implement educational development policies, programs, and activities and is responsible for achieving the goals and targets that have been set. To bridge the information gap regarding various phenomena related to performance, job satisfaction and organizational climate, it is felt the need for a study that discusses these problems. For this reason, this study will examine the effect of job satisfaction and organizational climate on further performance. It is hoped that with an understanding of the factors that influence performance, the Bone Regency Education Office employees can provide the best performance to the organization.

## 2. Literature Review

Performance is the result of work in quality and quantity achieved by an employee carrying out his duties following the responsibilities given to him. Furthermore, in the performance assessment, (Ahral et al., 2021; Amrullah et al., 2021; Arham et al., 2021; Debby et al., 2021; Fitria et al., 2021; Harma et al., 2021; Kusiani et al., 2021; Masrullah et al., 2021; Tennisanna et al., 2021) mentions standards that include measuring the implementation of activities included in 3 things, namely: 1) the quantity that it must complete. 2) the quality of the resulting quality; 3) timeliness.

Job satisfaction is one of the crucial aspects of human resource management and organizational behavior. Job satisfaction can affect absenteeism, labor turnover, morale, complaints, and other vital personnel issues. Several factors make a person feel positive or negative about their job. We observe six main elements of job satisfaction: 1) salary; 2) the work itself; 3) promotion opportunities; 4) supervision (Ahmad, Umar, et al., 2021; Ikbal et al., 2021; Sam et al., 2021).

Organizational climate is the internal environment or psychology of the organization. Organizational climate consisting of responsibility, respect, warmth, corporate identity, and conflict has a positive and significant influence on employee work commitment (Ahmad, Mattalatta, et al., 2021; Ilyas et al., 2021; Maksum et al., 2021; Sultan et al., 2021; Sumarni et al., 2021; Syahrir et al., 2021; Zacharias, Yusriadi, et al., 2021). Organizational climate influences HR practices and policies accepted by corporate members. Please note that every organization will have a different organizational climate. The diversity of jobs designed within the organization or the individuals' nature will reflect these differences.



**Figure 1.** Research conceptual framework

### Hypothesis

Based on the theoretical basis, hypotheses are put forward, namely: 1) Job satisfaction consisting of salary, the work itself, promotion, supervision, and organizational climate consisting of responsibility, identity, warmth, support, conflict simultaneously affect the performance of the Bone Regency Education Office employees; 2) The salary variable has a dominant effect on the performance of the Bone Regency Education Office employees.

### 3. Method

#### Data collection technique

The location of this research was conducted at the Office of the Education Office of Bone Regency. The research time in the field was carried out for three months, from May to July 2021. The data needed in this study was collected using questionnaires, interviews, and observations.

#### Data Types and Sources

The data needed in this research activity is divided into two types: primary data and secondary data. Preliminary data sourced directly from research respondents collected through a questionnaire instrument, in-depth interviews (in-depth interviews). At the same time, secondary data was obtained from the Education Office of Bone Regency in-service performance reports and various other documents. Then also various publications and access to relevant internet sites.

#### Population and Sample

The population in this study were all employees at the Education Office of Bone Regency, as many as 135 people. The sample examines some of the elements of the population, or in other words, the example is a small part of the population. The number of samples is based on the sample table developed by Issac and Michael, where if the population is 135 people, at a 5% confidence level, then the total sample is 95 people. Sampling in this study was by simple random sampling (simple incidental) considering population homogeneity.

#### Analysis Method

Data processing is carried out using multiple linear regression models and the help of the SPSS 16.00 program, as in the following model:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + b_8X_8 + b_9X_9 + e_i$$

Where:

Y : Performance

$b_0$  : Constant

$b_1$ - $b_9$  : Regression coefficient

$X_1$  : Salary

$X_2$  : The work itself

$X_3$  : Promotion opportunity

$X_4$  : Surveillance

$X_5$  : Responsibility

$X_6$  : Identity

$X_7$  : Warmth

$X_8$  : Support

$X_9$  : Conflict

$e_i$  : Error

#### 4. Result

The data obtained from the research results were analyzed using quantitative and qualitative methods. Quantitative analysis is used to prove the proposed hypothesis using multiple linear regression models. Qualitative analysis is used to support and or explain quantitative research results. The quantitative analysis of multiple linear regression using the SPSS 11.00 program is shown in Table 1.

**Table 1.** Results of Multiple Linear Regression Analysis

| Variable                  | Coefficient. R | t. count | Probabilities | $r^2$ Partial |
|---------------------------|----------------|----------|---------------|---------------|
| Wages ( $X_1$ )           | 0,572          | 2,409    | 0,000         | 0,553         |
| Job description ( $X_2$ ) | 0,370          | 2,126    | 0,004         | 0,225         |
| Promotion ( $X_3$ )       | 0,477          | 2,339    | 0,002         | 0,246         |
| Supervision ( $X_4$ )     | 0,110          | 2,231    | 0,002         | 0,132         |
| Responsibility ( $X_5$ )  | 0,165          | 2,269    | 0,003         | 0,239         |
| Identity ( $X_6$ )        | 0,243          | 2,213    | 0,008         | 0,023         |
| Warmth ( $X_7$ )          | 0,526          | 2,405    | 0,008         | 0,506         |
| Support ( $X_8$ )         | 0,141          | 1,996    | 0,001         | 0,166         |
| Conflict ( $X_9$ )        | 0,218          | 1,984    | 0,006         | 0,202         |
| Constanta                 | : 0,546        | F. Ratio | : 23,363      |               |
| R Square                  | : 0,712        | Prob.    | : 0,000       |               |
| Multiple R                | : 0,844        | n        | : 95          |               |

Source: Analysis Results, 2021

The results of the analysis show that the variables of salary ( $X_1$ ), job description ( $X_2$ ), promotion ( $X_3$ ), supervision ( $X_4$ ), responsibility ( $X_5$ ), identity ( $X_6$ ), warmth ( $X_7$ ), support ( $X_8$ ) and conflict ( $X_9$ ) jointly have a significant effect on the performance of the employees of the Bone Regency Education Office. It can prove this from the calculation results that  $F_{count}$  is 23,363, while  $F_{table}$  is 1.99 at the 5% confidence level. The value of  $F_{count}$  is greater than  $F_{table}$ , in other words, if  $F_{count}$  is in rejection of  $H_0$ , so from the results of these calculations, it can say that  $H_0$  is rejected and  $H_1$  is accepted, which means that all independent variables have a combined effect on the dependent variable.

The result of the computer printout in the attachment is known that the coefficient of determination ( $R^2$ ) is 0.712. This shows that 71.2% of the variables are salary ( $X_1$ ), job description ( $X_2$ ), promotion ( $X_3$ ), supervision ( $X_4$ ), responsibility ( $X_5$ ), identity ( $X_6$ ), warmth ( $X_7$ ), support ( $X_8$ ), and conflict ( $X_9$ ) jointly affect the dependent variable, namely the performance of the employees of the Bone Regency Education Office. At the same time, the remaining 28.8% is influenced by other variables outside the model. The regression coefficient shows the influence of each independent variable ( $X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9$ ) on the dependent variable ( $Y$ ) if the size of the other independent variables in the model remains.

The regression equation obtained, namely:  $Y = 0,546 + 0,572 X_1 + 0,370 X_2 + 0,477 X_3 + 0,110 X_4 + 0,165 X_5 + 0,243 X_6 + 0,526 X_7 + 0,141 X_8 + 0,218 X_9$

The equation of the regression model can be analyzed as follows:

- a. The salary variable ( $X_1$ ) turned out to be positive; this means that if the satisfaction with the salary variable increases, the performance will also increase. Furthermore, the magnitude of the regression coefficient of 0.572 implies that any increase in satisfaction with the salary variable will improve employee performance by 0.572; when the other variables are constant.
- b. The job description variable ( $X_2$ ) turns out to be positive; this means that if the satisfaction with the job description variable increases, the employee performance will also increase, and the regression coefficient of 0.370 means that any increase in satisfaction with the job description variable will increase to 0.370 units of employee performance when the other variables are constant.
- c. The promotion variable ( $X_3$ ) also has a positive sign, meaning that if the satisfaction with the promotion variable increases, the employee's performance will also increase. The magnitude of the regression coefficient of 0.477 implies that any increase in satisfaction with promotion opportunities will increase 0.477 in employee performance if other variables are constant.
- d. The supervisory variable ( $X_4$ ) also has a positive sign, meaning that if the satisfaction with the supervision variable increases, the employee's performance will also increase. The magnitude of the regression coefficient of 0.110 implies that any increase in satisfaction with the supervisory variable will increase 0.110 in employee performance if other variables are constant.
- e. The responsibility variable ( $X_5$ ) also has a positive sign, meaning that if the organizational climate in the form of responsibility increases, the employee's performance will also increase. The magnitude of the regression coefficient of 0.165 indicates that every increase in the responsibility variable will increase by 0.110 in employee performance if other variables are constant.
- f. The identity variable ( $X_6$ ) also has a positive sign, meaning that if the organizational climate in the form of identity increases, employee performance will also increase. The magnitude of the regression coefficient of 0.243 indicates that every increase in the identity variable will increase by 0.110 in employee performance if other variables are constant.
- g. The warmth variable ( $X_7$ ) also has a positive sign, meaning that if the organizational climate in the form of warmth increases, employee performance will also increase. The magnitude of the regression coefficient of 0.526 indicates that every increase in the warmth variable will increase by 0.526 in employee performance if other variables are constant.
- h. The supported variable ( $X_8$ ) also has a positive sign, meaning that if the organizational climate in the form of support increases, employee performance will also increase. The magnitude of the regression coefficient of 0.141 indicates that every increase in the support variable will increase by 0.141 in employee performance if other variables are constant.
- i. The conflict variable ( $X_9$ ) also has a positive sign, meaning that if the organizational climate in the form of the ability to manage conflict increases, the employee's performance will also increase. The

magnitude of the regression coefficient of 0.218 means that every increase in the ability to manage conflict variables will increase by 0.218 in employee performance if other variables are constant. The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). the results of data processing shows that the partial coefficient (r) for the variables of salary (0.553), job description (0.225), promotion opportunities (0.246), supervision (0.132), responsibility (0.239), identity (0.023), warmth (0.506), support (0.166) and conflict (0.202) this means that:

- a. The salary variable can explain each variation of changes in employee performance of 0.553 with the assumption that other variables are constant, meaning that it shows that the salary variable has a reasonably significant correlation with employee performance of 55.3% with the belief that other variables do not change.
- b. The job description variable can explain any variation in employee performance changes of 0.225 with the assumption that the other variables are constant, meaning that it shows that job descriptions are significantly correlated with employee performance of 22.5% with the belief that other variables do not change.
- c. The promotion opportunity variable can explain each variation of changes in employee performance of 0.246, assuming that the other variables are constant. It shows that promotion opportunities are significantly correlated with the performance of 24.6%, with the assumption that other variables do not change.
- d. The supervision variable can explain each variation of changes in employee performance of 0.132 with the assumption that other variables are constant, meaning that it shows that supervision is significantly correlated with the performance of 13.2% with the belief that other variables do not change.
- e. The responsibility variable can explain each variation of changes in employee performance of 0.239, assuming that other variables are constant. It shows that responsibility is significantly correlated with the performance of 13.2%, assuming that other variables do not change.
- f. The identity variable can explain each variation of changes in employee performance of 0.023 with the assumption that other variables are constant. It shows that identity is significantly correlated with the performance of 2.30% with the belief that other variables do not change.
- g. The warmth variable can explain each variation of changes in employee performance of 0.506 with the assumption that the other variables are constant. It shows that warmth is significantly correlated with the performance of 50.6%, believing that other variables do not change.
- h. The supported variable can explain each variation of changes in employee performance of 0.166 with the assumption that other variables are constant, meaning that it shows that support is significantly correlated with the performance of 16.6% with the belief that other variables do not change.
- i. The conflict variable can explain each variation of changes in employee performance of 0.202 with the assumption that other variables are constant. It shows that conflict is significantly correlated with the performance of 20.2% with the belief that other variables do not change.

Testing the regression coefficients for the variables of salary ( $X_1$ ), job description ( $X_2$ ), promotion ( $X_3$ ), supervision ( $X_4$ ), responsibility ( $X_5$ ), identity ( $X_6$ ), warmth ( $X_7$ ), support ( $X_8$ ), and conflict ( $X_9$ ) is significant or not significant, the value of t is tested for significance. The test was carried out with a two-way test, using a significance level of 5%.

The test results obtained  $t_{count}$  for the variable salary of 2,409; job description variable is 2,126; promotion opportunity variable is 2,339; monitoring variable is 2,231; the responsibility variable is



2,269; the identity variable is 2,269; warmth variable is 2.405; the support variable is 1,996; and the conflict variable is 1,984; While the amount of  $t_{table}$  at the 5% confidence level is  $\pm 1.980$ .

The values mentioned above can be explained that partially (alone), all variables have a significant effect on the performance of the Bone Regency Education Office employees because of the  $t_{value} > t_{table}$  value. The  $t_{count}$  value of the nine independent variables is in the rejection area of  $H_0$ ; this means that the nine regression coefficients are not equal to 0; in other words, the nine coefficients are significant. The discussion about the influence of the nine independent variables on the performance of the employees of the Bone Regency Education Office, then the most prominent effect comes from satisfaction with the salary variable with a significant influence of 55.3% because it has the most considerable correlation coefficient value among the eight other variables, so the first hypothesis is accepted.

## 5. Discussion

Based on the research study, it is known that the influence of salary satisfaction on performance is because, to fulfill needs, most employees are at the level of fulfilling physiological needs, where indicators of salary aspects have a close relationship with the fulfillment of physical requirements itself. One example is salary security, salary compatibility with employee rights, and the ability of salaries to meet minimum physical needs. This is in line with research conducted by (Hasmiaty et al., 2021; Humola et al., 2021; La Kamalussin et al., 2021; Nengsih, Tamsah, et al., 2021; Setyorini et al., 2021; Syamsyucri et al., 2021; Wahida et al., 2021; Wahyuni et al., 2021; Wibowo et al., 2021), which concludes that the job satisfaction variable consisting of pay, job description, and supervision has a significant effect on employee performance, either partially or simultaneously, with a substantial impact of 76%. At the same time, the variable that has the most dominant influence on employee performance is the salary of 56%. This is also in line with the opinion (Achmat et al., 2021; Arifuddin et al., 2021; Wirdawati et al., 2021), which states that job satisfaction factors are divided into five parts, namely: the work itself, which is mentally challenging, appropriate rewards or rewards, open promotion opportunities, work environment conditions, and support. Co-workers and superiors. This is also in line with the opinion of Seppa et al. (2021), which states that the factors that act as motivators for employees, namely those that can satisfy and encourage people to work well, consist of Achievement (Successful implementation), Recognition, The work itself, Responsibilities, Advancement (Development). Meanwhile, the dominant influencing variable is the warmth of 50.6% from the organizational climate factor. This is in line with the research results of Fauzi et al. (2021), which concludes that the organizational climate, which consists of the dimensions of flexibility, responsibility, standards, rewards, warmth, corporate identity, and risk, has a positive and significant influence on employee performance. While the dominant force partially comes from the warmth variable, with a substantial impact of 40.4%. In line with (Misnawati et al., 2021; Nellyanti, Gunawan, Azis, et al., 2021; Setiawan et al., 2021; Zamad et al., 2021), warmth is a feeling towards a friendly work atmosphere. It is more emphasized on conditions of friendliness or friendship in informal groups and good relationships between co-workers, emphasis on the emphasis influence of charity and social groups. In line with (Aci et al., 2021; Jufri et al., 2021; Kuka et al., 2021; Prakoso et al., 2021; Sabrang et al., 2021; Tamsah et al., 2021; Zacharias, Rahawarin, et al., 2021) opinion, which explains that organizational climate is the internal environment or organizational psychology. Organizational climate influences HR practices and policies accepted by corporate members. Please note that every organization will have a different organizational climate. The diversity of jobs designed within the organization or the individuals' nature will reflect these differences. All organizations certainly have a strategy in HR management. An open organizational climate encourages employees to express interests and dissatisfaction without fear of reprisal and attention. Such dissatisfaction can be handled positively and thoughtfully. However, a

climate of openness is only created if all members have a high level of confidence and believe in the fairness of action. Organizational climate is essential to development because it is a person's perception of what the organization provides and is used as the basis for determining the behavior of future members. Climate is determined by how well members are directed, built, and rewarded by the organization.

In this regard, efforts that it can make to improve employee performance in the future are to improve aspects related to satisfaction with the work they are engaged in and create a conducive organizational climate for all employees.

## 6. Conclusion

Based on the results of the analysis and discussion, conclusions are drawn, namely:

- a. Job satisfaction consists of salary, work itself, promotion, supervision, and organizational climate consisting of responsibility, identity, warmth, support, and conflict simultaneously having a positive and significant effect on the Bone Regency Education Office employees.
- b. Salary is a variable of job satisfaction factor that has a positive and significant and the most dominant influence on the performance of the Bone Regency Education Office employees.
- c. Warmth is a variable of organizational climate factors that have a positive and significant and second dominant effect on the performance of the Bone Regency Education Office employees.
- d. The variables successively based on their influence on the performance of the employees of the Education Office of Bone Regency are salary, warmth, promotion, job description, identity, conflict, responsibility, support, and supervision.

## Suggestion

- a. To increase employees' job satisfaction of the Education Office of Bone Regency, interested parties should always pay attention to salaries, job descriptions, promotion opportunities, supervision, responsibility, identity, warmth, support, and ability to manage conflict.
- b. Several indicators of the variables are considered lacking, especially in the promotion aspect. For this reason, the leadership must be proactive towards complaints and problems faced by the employees concerned to improve organizational performance in the future.
- c. Creating and maintaining a conducive office climate, so employees feel comfortable working better and opening up opportunities for promotion fairly and openly.
- d. Take firm and consistent actions within the framework of improving performance to create excellent human resources in stages, plan and follow existing standard procedures to develop a culture of achievement, and improve employee performance.

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