

Analysis of the influence of organizational culture and organizational climate on job satisfaction

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ABSTRACT

Organizational culture is something that needs to be considered by assigning employees according to their workload and responsibilities. Employee treatment is equivalent to respect for employees where lack of appreciation will reduce employee job satisfaction. The problem is that job satisfaction and performance of employees of Tandes Subdistrict, Surabaya City are closely related to the livelihood of employees. The approach used in this study is a type of quantitative research, namely in data collection, research using quantitative methods where research is based on the philosophy of positivism. The size of the sample is determined as a whole from the total population so that the size of the sample in this study is 37 ASN employees (100%) in Tandes District, Surabaya City. In this study used multiple linear regression analysis model (Multiple Linear Regression Analysis). In accordance with the results of this study, it can be concluded several things including: The factors of organizational culture and organizational climate have a real influence simultaneously (together) on employee job satisfaction of Tandes Subdistrict, Surabaya City (Y). The factors of organizational culture and organizational climate have a real influence partially (individually) on employee job satisfaction of Tandes Subdistrict, Surabaya City (Y). Among the factors of organizational culture and organizational climate, it turns out that organizational climate has a dominant influence on employee job satisfaction of Tandes Subdistrict, Surabaya City (Y), with a partial influence of 63.8%. Constructive input suggestions, which we can contribute to the progress of the agency, namely in accordance with the wishes of the central government, in this case the President of the Republic of Indonesia, so that the government provides convenience in community services and investors, so that Indonesia's economic growth accelerates amid the onslaught of the pandemic and the war crisis in Europe, it is necessary to strive for increasingly high-quality and high-performance community services.

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1. Introduction

The role of government apparatus is highly expected for services and empowerment that are useful for the public so that they can be utilized to improve the knowledge and skills of the entire community (Ansari et al., 2012; Gurstein, 2011; Zimmerman, 2000). Quality and useful services are highly expected for the welfare of the community with the increasing needs of life and the acceleration of the economic wheel (Kumar et al., 2021; Sharma et al., 2022; Yadav et al., 2019). The role of Tandes Sub-district of Surabaya City is expected to improve welfare by providing useful empowerment.

Improving employee welfare through increased income is increasingly being implemented by the government (Johnson et al., 2020; Salas-Vallina et al., 2021). The goal is to improve the quality of human resources in general (Anwar & Abdullah, 2021; Darmawan et al., 2020). With an increase in income,

employees will feel satisfied in devoting themselves to the organization so that they are more active in working. Presumably what has received less attention is the employees in the Tandes Sub-district of Surabaya City. If the organizational climate for employees within the government apparatus receives attention, it is expected that unhealthy competition between employees will be eliminated. With a guaranteed work climate, employees will increase their job satisfaction and performance, resulting in higher performance of government apparatus employees (Megawaty et al., 2022; Paramita et al., 2020; Syardiansah et al., 2020).

Organizational culture is something that needs to be considered by assigning employees according to their workload and responsibilities. The treatment of employees is equivalent to appreciation to employees where lack of appreciation will reduce employee job satisfaction. The problem is that job satisfaction and performance of employees of Tandes Sub-district, Surabaya City are closely related to the livelihood of employees. Therefore, fostering a good organizational culture in order to achieve job satisfaction and employee performance in Tandes Sub-district, Surabaya City needs to be continuously maintained if it is good and improved even more optimally in the future (Ibrahim et al., 2022; Junça Silva & Coelho, 2022; Rizani & Oktafien, 2020).

By placing the right human resources in the right place or section with a conducive organizational climate, it is expected that organizational activities can run well. Furthermore, the organization needs to be developed in such a way that changes occur leading to the development of the organization for the better (Hanelt et al., 2021). By paying attention to the description that has been stated above, the authors are interested in conducting research with the title: "Analysis of the Effect of Organizational Culture and Organizational Climate on Employee Job Satisfaction of Tandes Subdistrict, Surabaya City."

According to (Widyataqwa & Zahroh, 2020), organizational culture turns out to be increasingly widespread in line with the increasing climate dynamics in organizations. The concept of organizational culture was developed with various versions considering that the term culture was borrowed from the disciplines of tropology and sociology, in accordance with the meaning of culture which contains national connotations, plus its implications are so broad that it can be seen from various perspectives. However, in the adaptation process, most argue that the core of culture is the value system that is shared.

Based on some of these definitions, it can be concluded that organizational culture is the values or rules agreed upon and followed jointly by members of the organization as guidelines and problem solving in the organization. (a). Discipline; (b). Organizational relations; (c). Communication (Lubis & Hanum, 2020).

According to (Arraniri et al., 2021), the indicators of organizational culture are as follows: (a). Implementation of norms. (b). Implementation of values; (c). Trust; (d). Trust describes the moral characteristics of the organization or the organization's code of ethics; (e). Implementation of the code of ethics.

According to (Fakhry Zamzam et al., 2021) in the book *Organizational Climate in the Digital Era (Conceptual and Operationalization)*, the organizational climate moves with the development of an organization. The larger the organization, the more complex the climate will become. In fact, the number of organizational climates can be more than the organization itself.

According to (Prawitasari, 2016) job satisfaction is a mantra that is considered an important manager satisfaction and turnover enhancing factor for many individuals. Meanwhile, according to (Mathis et al., 2016) job satisfaction is a general attitude towards one's job; the difference between the number of rewards a worker receives and the number they believe they should receive. As mentioned above that satisfaction involves attitudes, (Hafid & Hasanah, 2016) define job satisfaction as a person's feelings towards his job and everything faced in the work environment work environment.

2. Research Method

Type of Research

The approach used in this research is quantitative research, namely in data collection, research using quantitative methods where research is based on the philosophy of positivism. This method is a scientific method because it fulfills scientific rules that are concrete / empirical, objective, measurable, rational, and systematic. This method is also called the confirmative method, because this method is suitable for proving or confirming.

This method is called a quantitative method because the research data is in the form of numbers and analysis using statistics. Quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses (D. Sugiyono, 2013; P. D. Sugiyono, 2019).

Population and Sample

The population in this study were all employees of Tandes Subdistrict, Surabaya City. The total population of employees of Tandes Subdistrict, Surabaya City is 37 ASNs. Determination of the sample in this study using Total Sampling or saturated sampling, namely the sample used as a whole from the existing population. From the total population of Surabaya City Tandes Subdistrict employees, the sample size was determined as a whole from the total population so that the sample size in this study was 37 ASN employees (100%) in Surabaya City Tandes Subdistrict.

Variable Identification

From the background of the problems that have been formulated and the hypotheses proposed, the variables to be analyzed can be formulated, namely: Dependent variable (Y), namely: Job satisfaction of employees of Tandes Subdistrict, Surabaya City, independent variables or Independent Variable (X), namely: (a). Organizational Culture; (b). Organizational Climate.

Data Collection Method

Data collection methods in this study include:

1. Questionnaire method, a way to obtain data by distributing questionnaires that have been prepared by researchers in accordance with the objectives. The type of question used is a closed question type with five alternative choices.
2. Documentation method, which is a way of studying existing literature or references, both theoretical literature and literature and data in the agency as the object under study related to the problem of the theoretical basis of remuneration, human resource development, career management and job satisfaction.

Data Analysis Technique

In this study, a multiple linear regression analysis model was used. This model was chosen because the author wants to know how much influence the factors of organizational culture and organizational climate have on the job satisfaction of employees of Tandes Subdistrict, Surabaya City both simultaneously and partially.

By using multiple linear regression analysis processed through the SPSS program, the magnitude of the influence of organizational culture and organizational climate factors on the job satisfaction of Surabaya City Tandes District employees will be known. Hypothesis testing is done using statistical tests.

The formula of the multiple linear regression model is:

$$Y = a + b_1X_1 + b_2X_2 + e \quad (1)$$

Where:

Y = Job satisfaction of employees of Tandes Subdistrict, Surabaya City

X₁ = employee empowerment X₂ = transformational leadership a = is an intercept b₁, b₂ = is the regression coefficient e = is a confounding actor outside the model.

Research Instrument Test

Validity Test

According to Sugiyono (2012) A valid instrument means that the measuring instrument used to obtain data (measure) is valid. Valid means that the instrument can be used to measure what should be measured. The validity test in this study, using ProductMomentPearsons data processing carried out with the help of the SPSS 21.0 program.

Reliability Test

This test aims to determine the extent to which measuring data provides relatively consistent results when repeated measurements are made on the same subject, the function of the reliability test is to determine the extent to which the state of the measuring instrument or questionnaire (questionnaire). According to (Sugiyono, 2015) a reliable instrument if there is similar data at different times, a reliable instrument means an instrument that when used several times to measure the same object will produce the same data, the questionnaire reliability test uses the same procedure as the validity test.

Reliable means consistent or stable, a measuring instrument is considered reliable if the results of the measuring instrument are consistent so that it can be trusted. The reliability test in this study, using data

processing carried out with the help of the SPSS (Statistical Program and Service Solution) program. Furthermore, to interpret the magnitude of the alpha value of the correlation index:

Table 1. Interpretation of r alpha correlation index values

Koefisien r	Reliabilitas
0,8000 – 1,0000	Sangat Tinggi
0,6000 – 0,7999	Tinggi
0,4000 – 0,5999	Sedang
0,2000 – 0,3999	Rendah
0,0000 – 0,0199	Sangat Rendah

Source: Sugiyono (2012)

Classical Assumption Test

The first stage of conducting the analysis in this study is through the classical assumption test. This classic assumption test is a prerequisite test that is carried out before further analyzing the data that has been collected. This classic assumption test is intended to produce a regression model that meets the BLUE (Best Linear Unbiased Estimator) criteria. A regression model that meets the BLUE criteria can be used as a reliable and reliable estimator where the estimator is declared unbiased, consistent, normally distributed and also efficient. To find out whether the regression model to be used has met the BLUE criteria, it is necessary to carry out a series of tests, namely Normality Test, Multicollinearity Test, Heteroscedasticity Test, and Autocorrelation Test.

Normality Test

The normality test is carried out to be able to test whether the data to be used for hypothesis testing, namely the data from the dependent and independent variables used, is normally distributed or not. To test whether the data is normally distributed or not, in this study using the normal curve graph test.

Multicollinearity Test

This multicollinearity test is intended to determine whether each independent variable is linearly related or correlated. The regression model is declared to meet the BLUE (Best Linear Unbiased Estimator) criteria if there is no multicollinearity. Multicollinearity can be known through several tests, one of which is used in this study, namely by calculating the VIF and Tolerance values of each independent variable. To find out whether the research data contains multicollinearity or not, it can be based on the following assumptions: (a). If the VIF value > 10 and the Tolerance value < 0.1, then the data can be said to contain multicollinearity; (b). If the VIF value < 10 and the Tolerance value > 0.1, then the data can be said not to contain multicollinearity.

Heteroscedasticity Test

This heteroscedasticity test is carried out to be able to test whether the regression model has the same error diversity or not. The assumption of the same error diversity is called homoscedasticity, while heteroscedasticity occurs if the diversity of error values is not constant or different. To be able to meet the BLUE (Best Linear Unbiased Estimator) criteria, the error value in each observation is constant. If the data after testing is stated to contain heteroscedasticity, there is a deviation from the classical assumption requirements, where there are requirements in the BLUE (Best Linear Unbiased Estimator) criteria, the regression model should be able to fulfill the BLUE (Best Linear Unbiased Estimator), the regression model should not contain heteroscedasticity. Heteroscedasticity can be detected through several tests, one of which is the scatter plot graph test.

Autocorrelation Test

The autocorrelation test is carried out to be able to test the regression model to be used, whether there is a correlation between the error in one observation and the error in the previous observation or not. If there is a correlation between observations in time series, it can be said that there is an autocorrelation problem. The data is declared to meet the BLUE (Best Linear Unbiased Estimator) criteria if the data does not contain autocorrelation. To find out whether the existing data has autocorrelation or not, you can use the Durbin-Watson test.

Analysis Of Research Results And Discussion

Organizational culture (X1)

Responses of Surabaya City Tandes District employees to the organizational culture (X1) available in Surabaya City Tandes District, can be seen in the following table.

Table 2. Responses of Surabaya City tandes subdistrict employees to organizational culture (X1)

	N	Minimum	Maximum	Mean	Std. Deviation
x1.1	37	3,00	5,00	3,5135	,73112
x1.2	37	3,00	5,00	3,7568	,54800
x1.3	37	3,00	5,00	3,5676	,60280
x1.4	37	3,00	4,00	3,5946	,49774
x1.5	37	3,00	4,00	3,4595	,50523
x1	37	3,00	4,40	3,5784	,39380
Valid N	37				

(listwise)

Source: Output SPSS

The responses of Surabaya City Tandes Subdistrict employees to the organizational culture (X1) in Surabaya City Tandes Subdistrict, according to the table above, show an average of 3.5784. This shows that the organizational culture (X1) in Tandes Sub-District, Surabaya City is generally good.

Organizational climate (X2)

Responses of Surabaya City Tandes Subdistrict employees to the organizational climate (X2) available in Surabaya City Tandes Subdistrict, can be seen in the following table.

Table 3. Responses of Surabaya City Tandes Subdistrict employees to the organizational climate (X2)

	N	Minimum	Maximum	Mean	Std. Deviation
x2.1	37	1,00	5,00	3,4324	1,09394
x2.2	37	1,00	5,00	3,2973	1,28808
x2.3	37	1,00	5,00	3,2432	1,09050
x2.4	37	1,00	5,00	3,2703	1,23937
x2.5	37	1,00	5,00	3,1081	,87508
x2	37	1,20	4,80	3,2703	,90948
Valid N	37				

(listwise)

Source: Output SPSS

The responses of employees of Tandes Subdistrict, Surabaya City to the organizational climate (X2) in Tandes Subdistrict, according to the table above, show an average of 3.2703. This shows that the organizational climate (X2) in Tandes Sub-district, Surabaya City is generally quite good.

c. Job satisfaction of Surabaya City Tandes Sub-district employees (Y)

Responses of Surabaya City Tandes Subdistrict employees to the job satisfaction of Surabaya City Tandes Subdistrict employees (Y), can be seen in the following table.

Table 4. Responses of Surabaya City Tandes Subdistrict employees to employee job satisfaction of Surabaya City Tandes Subdistrict (Y)

	N	Minimum	Maximum	Mean	Std. Deviation
y1	37	2,00	5,00	3,5135	1,04407
y2	37	2,00	5,00	3,5135	1,04407
y3	37	2,00	5,00	3,2973	1,07664
y4	37	2,00	5,00	3,4054	,98487
y5	37	2,00	5,00	3,2162	,82108
Y	37	2,00	4,80	3,3892	,78732
Valid N	37				

(listwise)

Source: Output SPSS

The responses of Surabaya City Tandes Subdistrict employees to the job satisfaction of Surabaya City Tandes Subdistrict employees (Y), according to the table above, show an average of 3.3892. This shows that

the job satisfaction of Surabaya City Tandes Subdistrict employees (Y) in Surabaya City Tandes Subdistrict is generally quite good.

Analysis of Research Results

F Test - Simultaneous

From the results of the analysis with the help of the SPSS for Windows version 21.0 computer program, the results of the F test in this study can be seen. The results of the F test analysis - simultaneously shown in the following Anova table:

Table 5. Anova table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,933	2	7,967	42,439	,000 ^b
	Residual	6,382	34	,188		
	Total	22,316	36			

a. Dependent Variable: y

b. Predictors: (Constant), x2, x1

Source: Output SPSS

The Fcount value is 42.439 and the Ftable value with degree of freedom = $n - k - 1 = 372 - 1 = 34$ is 3.32. $F_h > F_t$ of 42.439 > 3.32; then H_a is accepted and H_0 is rejected, the independent variable has a real effect on the independent variable.

Partial t-test

The t test was conducted to test the significance of the regression coefficient of each independent variable. The results of the partial t test can be seen in the SPSS output in the following coefficient table:

Table 6. Regression coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-,392	,698		-,562	,578		
1 x1	,552	,243	,276	2,274	,029	,570	1,755
x2	,552	,105	,638	5,248	,000	,570	1,755

a. Dependent Variable: y

Source: Output SPSS

The t test results show the tcount value for the organizational culture variable (X1) is 2.274; Organizational climate (X2) is 5.248. While the ttable value with degree of freedom = $37 - 2 - 1 = 34$ with a significance level (α) = 5% is 1.697. The tcount value for the organizational culture variable (X1) is 2.274 > ttable value of 1.697; then H_a is accepted and H_0 is rejected. This means that the independent variable Organizational culture (X1) can explain the independent variable, namely job satisfaction of Surabaya City Tandes District employees (Y). The tcount value for organizational climate (X2) is 5.248 > ttable value of 1.697; then H_a is accepted and H_0 is rejected. This means that the independent variable Organizational climate (X2) can explain the independent variable, namely job satisfaction of Surabaya City Tandes District employees (Y).

Dominance Test

The dominance test can be seen through the standardized coefficient beta results on the SPSS output. The dominance test results can be seen in the following table:

Table 7. Beta Coefficient table

No	Variable	Standardized Coefficients Beta
1	Organizational culture (X1)	0,276
2	Organizational climate (X2)	0,638

Source: Output SPSS

From the results of the SPSS output, it can be seen that the beta coefficient value of the organizational culture variable (X1) is 0.276, which means that organizational culture (X1) has contributed to changes in employee job satisfaction in Tandes Subdistrict, Surabaya City (Y) by 27.6%. The beta coefficient value of organizational climate (X2) is 0.638, which means that organizational climate (X2) has a contribution to changes in employee job satisfaction in Tandes Subdistrict, Surabaya City (Y) by 63.8%.

Because the partial effect of the organizational climate variable is 63.8%, higher than other variables, the organizational climate variable has a dominant influence on the job satisfaction of Surabaya City Tandes District employees (Y).

Coefficient of Determination

The coefficient of determination in this research model can be seen in the summary model as follows.

Table 8. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,845 ^a	,714	,697	,43327	1,988

a. Predictors: (Constant), x2, x1

b. Dependent Variable: y

Source: Output SPSS

In the summary model above, it is known that the R Square value is 0.714. This shows that the contribution of the independent variable to the dependent variable is 71.4%. While the remaining 28.6% is influenced by other variables outside the model in this study.

Regression Coefficient

From the coefficient table above, it is known that the regression equation in this study is as follows:

$$Y = -0.392 + 0.552 X1 + 0.552 X2 + e \quad (2)$$

Where:

Y = Job satisfaction of Surabaya City Tandes District employees (Y)

X1 = Organizational culture (X1)

X2 = Organizational climate (X2)

The empirical regression equation indicates the following:

- The constant value of -0.392 indicates that there is no independent variable or the independent variable is considered zero, the job satisfaction of Surabaya City Tandes District employees (Y) is -0.392 units.
- The regression coefficient value of X1 of 0.552 indicates that there is a positive influence of organizational culture (X1) on the job satisfaction of Surabaya City Tandes District employees (Y). If the score of the organizational culture variable (X1) increases by one unit, the job satisfaction of Surabaya City Tandes District employees (Y) will increase by 0.552 units, assuming other variables are constant.
- The X2 regression coefficient value of 0.552 indicates that there is a positive effect of organizational climate (X2) on employee job satisfaction of Tandes Subdistrict, Surabaya City (Y).
- Surabaya City (Y). If the organizational climate (X2) score increases by one unit, the job satisfaction of Surabaya City Tandes District employees (Y) will increase by 0.552 units, assuming other variables are constant.

Research Instrument Test

Validity Test

The results of the validity test of the question items used in this study can be seen in the table below.

Table 9. Validity test results

No	Variable	Corrected Item – Total Correlation	r table	Validity
1	Organizational culture (X1)	0,789	0,329	Valid
2	Organizational climate (X2)	0,936	0,329	Valid
3	Employee job satisfaction (Y)	0,933	0,329	Valid

Source: Output SPSS

The results of the analysis can be seen in the output above, in the Item Total Statistics section seen in the Corrected Item - Total Correlation column is the calculated r value for each question as a variable indicator. The r value for each question is positive and the value is greater than r productmoment table 0.329, so it can be concluded that all question items are valid.

Reliability Test

The results of the instrument reliability test used in this study can be seen in the table below.

Table 10. Reliability test results

No	Variabel	Cronbach'sAlpha	r tabel	Reliabilitas
1	Organizational culture (X1)	0,940	0,329	Reliabel
2	Organizational climate (X2)	0,933	0,329	Reliabel
3	Employee job satisfaction (Y)	0,934	0,329	Reliabel

Source: *Output SPSS*

The results of this study indicate that the cronbachalpha value in the table above is above the r table of 0.329 so it can be concluded that the reliability of the construct or research variable is reliable. The results of this study also show that the cronbachalpha value in the table above is above 0.6 so it can be concluded that the reliability of the constructs or research variables is high.

Classical Assumption Test

Multicollinearity Test

The multicollinearity test can be seen from the VarianceInflationFactor (VIF) value on the independent variables which can be seen in the following table:

Table 11. VarianceInflation factor value

Variabel	Tolerance	VIF
Organizational culture (X1)	0,570	1,755
Organizational climate (X2)	0,570	1,755

Source: *SPSS Printout Appendix*

The tolerance value is 0.570 (> 0.10) and VIF is 1.755 (< 10). The tolerance and VIF values of these variables meet the classical test requirements, because there are no symptoms of multicollinearity in all independent variables.

Autocorrelation Test

From the results of the calculations that have been carried out, the DurbinWatson value of 1.937 is included in the area where there is no autocorrelation. So it can be concluded that in the linear regression equation model obtained there is no autocorrelation.

Heteroscedasticity Test

The dependent variable shows that all points do not have a certain pattern. This indicates the absence of heteroscedasticity.

Normality Test

From the normal probability plot graph, the data spreads around the diagonal line and follows the direction of the diagonal line, showing a normal distribution pattern, so the regression model fulfills the normality assumption.

Discussion

In accordance with the wishes of the central government, in this case the President of the Republic of Indonesia, so that the government provides convenience in community services and investors, so that Indonesia's economic growth accelerates amid the pandemic and war crisis in Europe, it is necessary to strive for higher quality and high-performance community services. It is undeniable that the performance of the apparatus will increase if there is higher employee satisfaction. Because without high satisfaction, employees are unlikely to carry out their work wholeheartedly. For this reason, research is needed regarding the factors of

organizational culture and organizational climate in their influence on employee job satisfaction in Tandes Subdistrict, Surabaya City.

After obtaining the results of the analysis in this study, it has been proven that the factors of organizational culture and organizational climate have a real influence simultaneously on the job satisfaction of Surabaya City Tandes District employees. This is based on the results of the F test (simultaneous) which shows a value of 42.439.

Fcount of 42.439. While the Ftable value with degree of freedom = $n - k - 1 = 37 - 2 - 1 = 34$ is 3.32. Because the Fh value of $42.439 > Ft$ of 3.32; then H_a is accepted and H_0 is rejected. This means that the factors of organizational culture and organizational climate have a real influence simultaneously on employee job satisfaction in Tandes Sub-district, Surabaya City (Y). The factors of organizational culture and organizational climate have a real influence partially (individually) on the job satisfaction of Surabaya City Tandes District employees (Y). This is based on the results of the t test (partial) which shows The t test results show the tcount value for the organizational culture variable (X1) is 2.274; Organizational climate (X2) is 5.248. While the ttable value with degree of freedom = $37 - 2 - 1 = 34$ with a significance level (α) = 5% is 1.697. The tcount value for all variables X1, X2 > ttable value of 1.697; then H_a is accepted and H_0 is rejected. This means that organizational culture and organizational climate have a real influence partially (alone) on the job satisfaction of Surabaya City Tandes District employees (Y).

Among the factors of organizational culture and organizational climate, it turns out that organizational climate has a dominant influence on job satisfaction of Surabaya City Tandes District employees (Y), with a partial effect of 63.8%. This is indicated from the results of the standardized coefficient beta of 0.638 which shows the largest number compared to other independent variables. To improve the role of management, especially human resource management and organizational management in managing the Surabaya City Tandes Subdistrict by increasing better employee job satisfaction, the factors of organizational culture and organizational climate need to be improved continuously so that with the increased job satisfaction of Surabaya City Tandes Subdistrict employees in the future it will provide positive energy in developing the quality of government services to the community.

Surabaya City Tandes Subdistrict in Surabaya City Tandes Subdistrict needs to pay special attention in terms of organizational climate as a priority scale in increasing the job satisfaction of Surabaya City Tandes Subdistrict employees (Y), through fostering employees in several aspects including increasing a sense of responsibility for their job duties, increasing knowledge about standards or expectations about the quality of their work, especially in community service, providing greater rewards and higher welfare, increasing the sense of brotherhood among fellow employees and increasing team spirit in working to achieve organizational goals and the purpose of government existence in serving the community.

In addition, it is necessary to improve the organizational culture that develops in the organization through several things, among others, all members of the organization need to increase their sense of identity which is a characteristic of government organizations that provide services to the community with all their hearts, monitor and improve the implementation of norms, rules of behavior that determine employee or employee responses regarding what is considered appropriate and inappropriate in certain situations, Implementation of values which are guidelines or beliefs used by people or organizations to behave in the form of the values of honesty, integrity and openness assume they must act honestly and with high integrity, organizational trust related to the moral characteristics of the organization or the organization's code of ethics, fulfillment of decent needs to increase employee or employee motivation, Implementation of a code of ethics in the form of a collection of good habits passed down from generation to generation as a guide to behavior for members of the organization in Tandes Sub-district, Surabaya City.

3. Conclusion

In accordance with the results of the study, several things can be concluded including: (a). The factors of organizational culture and organizational climate have a real influence simultaneously (together) on employee job satisfaction of Tandes Sub-district, Surabaya City (Y); (b). The factors of organizational culture and organizational climate have a real influence partially (individually) on employee job satisfaction of Tandes Subdistrict, Surabaya City (Y); (b). Among the factors of organizational culture and organizational climate, it turns out that organizational climate has a dominant influence on job satisfaction of Surabaya City Tandes Sub-district employees (Y), with a partial effect of 63.8%. Based on the above conclusions, some suggestions for future research are to dig deeper by involving a wider sample from various sub-districts or different areas in Surabaya City. Given the differences in organizational culture and organizational climate between certain sub-districts or sectors, future research can analyze the differences between these groups. In addition to quantitative

methods, future research could consider using qualitative methods, such as in-depth interviews or case studies, to more deeply understand employees' perceptions and experiences related to organizational culture and organizational climate. A more in-depth measurement tool or scale could be used to measure organizational culture and organizational climate. Could conduct a comparative study by comparing employee job satisfaction in Tandes sub-district with other sub-districts or similar organizations. This study could identify best practices in creating an organizational culture and organizational climate that support job satisfaction. Involve other contextual factors, such as support from superiors, career opportunities, or incentives, to understand more fully the factors that influence job satisfaction. This can help in developing a more holistic strategy to improve employee job satisfaction.

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