

Enhancing Employee Performance Through Organizational Climate and Job Satisfaction: Evidence from a Private University

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ABSTRACT

Employees play an important role in determining organizational success. A positive organizational climate and high job satisfaction are expected to improve employee performance and support organizational growth. This study aims to analyze the influence of organizational climate on employee performance with job satisfaction as a mediating variable. The research was conducted on non-academic employees at a private university "X". The sample consisted of 50 employees with a minimum working period of 20 years, selected using purposive sampling techniques. Data were analyzed using Structural Equation Modeling (SEM) with AMOS 16.0 to examine the mediating role of job satisfaction. The results show that organizational climate has a significant effect on employee performance ($p = 0.000$). Job satisfaction also significantly affects employee performance ($p = 0.000$). However, organizational climate does not significantly influence job satisfaction ($p = 0.154$), and job satisfaction is not able to mediate the relationship between organizational climate and employee performance ($p = 0.214$). These findings indicate that improving organizational climate directly contributes to better employee performance, while job satisfaction does not function as an intervening variable in this relationship. The study highlights the importance of creating a supportive organizational climate to enhance employee performance in higher education institutions.

1. INTRODUCTION

Globalization currently influences the business world, forcing every company to make breakthroughs to improve themselves so as not to experience bad things that could happen, such as having to go bankrupt. The market that companies must face is a global market, where the government is no longer allowed to impose restrictions. The company's ability to survive and grow is influenced by many factors, including political, social, legal, economic, and human resource factors. Human resources in this case are employees whose existence is important for the company. Attention to employees includes providing a sense of comfort to the company in working. A sense of comfort in working can be achieved through attention to employee needs, appreciation for employees, and establishing cooperation with employees. A good organizational climate will affect employee performance. Good performance can be created because of employee satisfaction. A good organizational climate will have an impact on employee satisfaction, which is expected to be able to improve employee performance, which will indirectly increase company productivity. Organizations in society serve as a place for individuals to pursue their careers through their performance, as well as a place to meet their daily needs. Employees represent one of the assets needed to carry out activities.

An organizational climate that is able to create a sense of comfort is expected to be able to make employees in carrying out their work free to carry out their work with the skills they have so that it will have a positive influence on their performance and will provide good results for the organization, as shown in research conducted by Ni Luh Putu S and Arief Alamsyah, 2013. The comfort created within the company that can be felt by all parties within the organization will have a good influence in achieving the goals that have been set. determined. Studies that have been conducted show that organizational climate has a fairly close relationship with organizational commitment and employee performance as shown by the results of research by Affandi (2002) and Akbar (2009) and Henaldy (2009). The results of several studies strengthen the existing theory put forward by Wirawan (2007)

who said that organizational climate is the perception of organizational members, regarding what exists or happens in the internal environment of the organization on a regular basis that influences the attitudes, behavior and performance of organizational members, which then determines organizational performance.

Employee performance is one factor that indirectly influences organizational performance. Organizational progress is achieved through strong employee performance, while poor performance hinders the company's growth. Moh. As'ad (2003) defines performance as "...successful full role achievement" from his actions. Based on this, it is stated that performance is the result obtained by an employee according to the work concerned. Many opinions have been conveyed regarding performance, including those conveyed by Simanjuntak, 2005 who said that a person's performance is influenced by many factors that can be grouped into 3 groups, namely the individual's compensation, support from the organization and support from management. An employee's performance can be a determinant of organizational success, however, improving an employee's performance is not an easy thing, especially for organizations that are not solely profit-oriented. Good performance will maintain existing existence and will help achieve predetermined goals. Performance is very important for the progress of the company, therefore, for employees who have performance below standard, attention must be paid to being able to improve performance according to company standards.

The satisfaction an employee experiences within an organization will make them comfortable, allowing them to explore their abilities in carrying out their work, which will have a positive impact on both the employee and the organization they work for. An organization will thrive when employees experience job satisfaction, which can be achieved when the organizational climate provides comfort, which will impact employee and organizational performance.

The quick growth of Indonesia's higher education sector has made private universities more competitive in terms of enhancing staff performance and organizational efficacy. In order to boost staff productivity, service quality, and institutional competitiveness, universities must establish a favorable organizational climate. Because academic staff and administrative staff directly influence educational services, student satisfaction, and institutional progress, employee performance is crucial in higher education institutions. Nonetheless, a number of private institutions continue to struggle with organizational issues pertaining to worker performance, such as low work motivation, poor management employee communication, ambiguous work coordination, and a lack of recognition for worker accomplishments.

Employee performance may eventually be impacted by these circumstances, which may result in low job satisfaction. Within a company, job satisfaction is seen to be a significant psychological aspect that affects workers' attitudes, dedication, and productivity. Based on initial observations and internal conditions, a number of organizational phenomena were recognized at Universitas Wijaya Kusuma. Workers reported that the work environment had not been entirely favorable, especially when it came to leadership support, work coordination, effective communication, and acknowledging employee efforts. Furthermore, a number of workers felt that professional growth prospects and job distribution were still subpar. These circumstances possibly influence employee job satisfaction and have implications for staff performance effectiveness in supporting university operations and services.

Employee performance and job satisfaction are significantly correlated with corporate climate, according to prior research. While an unfavorable corporate climate may lower employee satisfaction and performance, a positive one can boost staff morale, loyalty, and productivity. However, there are relatively few research looking at how job satisfaction mediates the relationship between organizational climate and employee performance in private universities. Thus, the purpose of this study is to examine how organizational climate affects worker performance at Universitas Wijaya Kusuma using job satisfaction as a mediating variable.

In the current era of higher education competition, private universities are required to improve institutional performance through effective human resource management. Employee performance has become one of the key factors determining the quality of academic and administrative services in universities. A conducive organizational climate is needed to encourage employees to work productively, collaboratively, and professionally. However, many higher education institutions still face

organizational challenges such as low work motivation, weak communication, unclear job coordination, and limited appreciation systems, which can reduce employee job satisfaction and performance.

At Universitas Wijaya Kusuma, several organizational phenomena indicate that the organizational climate has not been fully optimal. Based on preliminary observations, some employees experience communication barriers between divisions, unequal workload distribution, limited career development opportunities, and lack of recognition for employee achievements. These conditions potentially decrease job satisfaction and affect employee performance in supporting educational services and institutional effectiveness. If these issues are not addressed immediately, they may negatively impact service quality, employee productivity, institutional competitiveness, and the university's long-term sustainability. Therefore, research on organizational climate, job satisfaction, and employee performance becomes urgent for higher education management.

Previous studies have shown that organizational climate significantly influences employee performance and job satisfaction. Research conducted by Patterson et al. (2005) found that a positive organizational climate contributes to higher employee productivity and organizational effectiveness. In addition, Permarupan et al. (2013) explained that organizational climate positively affects employee job satisfaction and work commitment. Meanwhile, research by Eliyana et al. (2019) revealed that job satisfaction plays an important role in improving employee performance through positive workplace conditions. Although many previous studies have discussed organizational climate and employee performance, studies examining the mediating role of job satisfaction in private higher education institutions are still limited. Most previous research focused on business organizations, manufacturing industries, or public institutions, while studies in the context of private universities remain underexplored. Furthermore, inconsistent findings were identified in previous studies regarding the direct and indirect effects of organizational climate on employee performance. Some studies found a significant direct effect, while others indicated that job satisfaction acts as an important mediating variable.

Therefore, this study seeks to fill the research gap by examining the effect of organizational climate on employee performance with job satisfaction as a mediating variable at Wijaya Kusuma University. This study is expected to contribute theoretically to human resource management literature and practically provide recommendations for improving organizational climate and employee performance in private higher education institutions.

Creating an organizational climate that can motivate its members to improve their performance in order to achieve organizational goals is not easy. This is because humans fundamentally have different behavioral characteristics according to their level of needs. If there are differences in perceptions between members and leaders regarding the climate they feel and expect, it will allow for feelings of dissatisfaction at work. This condition can lead to abuse of rights and obligations that can result in the organization's goals not being met optimally. This problem can make it difficult for the organization to develop and adapt to the environment, which will impact employee dissatisfaction due to a loss of identity. Leaders will find it increasingly difficult to satisfy employee needs, making organizational goals difficult to achieve.

Climate will be felt by someone when entering an organizational environment. Organizational climate is the perception of organizational policies, practices and procedures that are felt and accepted by individuals in the organization, where individuals consider organizational attributes as recognition of their existence in the organization which at the individual level the assessment of these attributes is called psychological climate. When this assessment is felt and accepted by most people in the workplace, it is called organizational climate (Reichers & Schneider, 1990).

Organizational climate can also be defined as a collection of attitudes and beliefs related to the organization that are felt and collectively implemented by the members of the organization as a whole. Litwin and Meyer (1971) explain 6 indicators of organizational climate as follows:

a) Conformity

Shows the degree to which workers feel that there are many rules, procedures, policies and practices that they must comply with in their own way as they see fit.

- b) Responsibility
Refers to the degree to which workers feel they can make decisions and solve problems without having to ask their superiors first.
- c) Standard
Refers to the degree to which employees feel that the organization sets challenging goals and encourages them to commit to those goals.
- d) Reward
Refers to the degree to which employees feel that they are appreciated and rewarded for good work rather than being ignored, criticized or punished if something is done wrong.
- e) Clarity
Refers to the degree to which workers feel that things are well organized and goals are clearly defined rather than being disorganized or chaotic.
- f) Team spirit
It indicates the degree to which employees feel they trust and support each other, as well as the existence of good relationships within the work environment. These six dimensions interact with each other to shape the overall climate. Measurements using these six dimensions can indicate dimensions within the organization that require attention or change.

Stringer (in Wirawan 2007) states that the characteristics or dimensions of organizational climate can influence organizational members to behave in certain ways. The six dimensions proposed by Stringer (in Wirawan, 2007) are:

- a) Structure
Structure reflects the feeling that employees are well-organized and have clear definitions of their roles and responsibilities. It includes the employee's position within the company.
- b) Standards
Measures the feeling of pressure to improve performance and the degree of pride employees take in doing their jobs well. Covers the working conditions employees experience within the company.
- c) Responsibility
Reflects employees' sense of being "self-directed" and never seeking input from others regarding their decisions. Includes independence in completing work.
- d) Confession
Employees feel they are being fairly rewarded for a job well done. This includes the rewards or wages employees receive after completing a job.
- e) Support
Reflects employees' feelings about the trust and mutual support that prevails within the work group. Includes relationships with other coworkers.
- f) Commitment
Reflects a sense of pride and commitment as members of the organization. Includes employees' understanding of the company's goals.

The definition of performance according to experts is as follows:

- a) According to (Amstrong and Baron 1998:15) performance is the result of work that has a strong relationship with the strategic goals of the organization, consumer satisfaction and provides economic contribution.
- b) According to (Schermerhorn, Hunt and Osborn, 1991:480) performance is the quality and quantity of task achievement, whether carried out by individuals, groups or organizations.
- c) According to (Prawirosentono 1999:481), performance is the work results that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization in question legally without violating the law and in accordance with morals and ethics.
- d) According to Rivai and Basri (2005:482) Performance is the result or level of success of a person or the whole during a certain period in carrying out tasks compared to various possibilities such as work result standards, targets or goals or criteria that have been determined in advance and agreed upon together.

Performance is a multidimensional construct encompassing many influencing factors. These factors consist of intrinsic and extrinsic factors. These factors are as follows (Sjafri Mangkuprawira and Aida Vitalaya, 2006:155):

- a) Personal factors include elements of knowledge, skills, abilities, self-confidence, motivation and commitment possessed by each individual employee.
- b) Leadership factors, including aspects of the quality of managers and team leaders in providing encouragement, enthusiasm, direction and work support to employees.
- c) Team factors, including the quality of support and encouragement provided by teammates, trust in fellow team members, and the cohesiveness and closeness of team members.
- d) System factors, including work systems, work facilities or infrastructure provided by the organization, organizational processes, and performance culture within the organization.
- e) Contextual (situational) factors include external and internal environmental pressures and changes.

To measure employee performance personally according to Robbins et al., (2008) there are four dimensions, namely:

- a) Quality is the level at which the final result achieved is close to perfect in the sense of fulfilling the goals expected by the company.
- b) The quantity of the amount produced expressed in terms of a number of work units or the number of activity cycles produced.
- c) Timeliness of the activity level of completing the work at the desired start time.
- d) Cooperation is an activity carried out to achieve one goal.

To find out employee performance, it is necessary to conduct a performance assessment, where according to Chusminah RM, R.Ati Hariyanti (2019), this performance assessment has the following objectives:

- a) To find out the level of employee performance
- b) Providing appropriate compensation
- c) Human Resources Development
- d) Increase motivation
- e) As a source for HR planning, career and decision making for career planning
- f) As a tool to encourage employees to improve their performance.

According to Sadarmiyati in Ainnisya and Susilowati (2018), this performance assessment also has several benefits, namely:

- a) Improve work performance.
- b) Provide fair employment opportunities.
- c) Training and development needs.
- d) Compensation adjustment.
- e) Promotion and demotion decisions.

Employees are social beings who are the primary asset of any organization. They are the implementers who support the achievement of goals, possessing goals, possessing thoughts, feelings, and desires that can influence their thoughts and attitudes toward their work. Handoko (2001) suggests that job satisfaction can occur, as seen from the pleasant or unpleasant emotional state with which employees view their work. Job satisfaction is an employee attitude that arises from the match between employee expectations and the reality provided by their work. Someone with a high level of job satisfaction demonstrates a positive attitude toward their work. Conversely, someone who is dissatisfied with their work demonstrates a negative attitude toward it. According to Wikramasinhe et al. (in Rasika, 2011), job satisfaction is a collection of feelings about work that an employee has. There are five indicators of job satisfaction, namely:

- a. It yourself (The Work Itself)
According to Luthans (1998), this element explains the employee's view of his work as interesting work, through which the employee gets the opportunity to learn.
- b. Supervision

Luthans (1995) is of the opinion that the task of supervision cannot be separated from the leadership function, namely the effort to influence the activities of subordinates through the communication process to achieve certain goals set by the organization.

c. Pay (Reward)

According to Biggs, David et. Al (2007), employees want a pay system and promotion policies that are perceived as fair, unambiguous, and in line with their expectations. When pay is seen as fair based on job demands, individual skill levels, and community pay standards, satisfaction is more likely to result.

d. Promotion (Job Opportunities)

According to Luthans (1998), "Promotion opportunities have different effects on job satisfaction due to differences in compensation." According to Handoko (2001), promotion is "the process of moving employees from one position to another higher position." Thus, promotion will always be accompanied by higher duties, responsibilities, and authority than the position previously held. Through promotion, the company will achieve stability and employee morale will be more assured.

e. Co-Workers

Luthans (1998) stated that "Friendly coworkers, cooperation between coworkers or work groups are sources of job satisfaction for individual workers. Meanwhile, work groups can provide support, advice or suggestions, and assistance to fellow coworkers.

Hypothesis

According to Campbell et al. (1996), organizational climate is a characteristic that distinguishes one organization from another, influences the individuals within it, and is relatively enduring over a period of time. Climate is perceived by individuals when they enter an organizational environment. Organizational climate can also be defined as a collection of attitudes and beliefs related to the organization that are felt and collectively implemented by the organization's members as a whole (Litwin and Meyer 1971). Based on the description above, the following hypothesis can be drawn:

Hypothesis 1: Organizational climate influences employee performance

Job satisfaction is an attitude that arises from performance appraisal. Organizations that have more satisfied employees tend to be more effective than organizations that have employees who are not satisfied. This condition occurs because the job satisfaction of employees will result in satisfactory performance for them. A person who is satisfied in carrying out his work certainly acts, the implementation of his work is in accordance with the terms and conditions of the work contract that they have agreed to with the organization. Organizational climate is a condition in the workplace, both physical and non-physical, that supports the implementation of tasks in the organization, such as a sense of comfort, harmonious working relationships with colleagues and superiors, and the existence of objective rewards and punishments. Based on the explanation above, it is suspected that there is an influence of organizational climate on job satisfaction.

Hypothesis 2: Organizational climate influences job satisfaction.

Job satisfaction isn't a simple matter; one example is the difficulty in finding an answer to the question of whether there is a link between job satisfaction and performance. However, an employee who is "satisfied" with their performance doesn't automatically mean they are high achievers; it could also be argued that job satisfaction isn't always a strong motivating factor for performance.

Job satisfaction and performance are interrelated, despite the fact that they are caused by different factors. Organizations with more satisfied employees tend to be more effective than those with less satisfied employees. A satisfied employee will naturally improve their performance. Satisfied employees have many ways of defining and assuming responsibility for the work they have been entrusted with. They will take advantage of the opportunities provided by the company to enjoy and utilize the facilities provided. They will work and carry out activities flexibly without feeling pressured and have the freedom to develop themselves outside the company's interests, as long as it does not negatively impact the workplace.

In such an atmosphere, employee performance will grow collectively. Employee performance will grow not only within a group but also spread on a broad scale to become organizational

performance. If organizational performance grows well, it will certainly have an impact on the achievement of clear goals, clear goals because when talking about performance, employees do not just grow alone, but they will grow together to advance the organization. Performance refers to togetherness. Based on the explanation above, it is suspected that there is an influence between job satisfaction and employee performance.

Hypothesis 3: Job satisfaction influences employee performance

An organizational climate that is able to provide comfort at work is indicated to be able to influence employee performance positively, however, if the opposite occurs, it will have a negative impact on employee performance.

Employees will be able to achieve job satisfaction if they feel comfortable in carrying out their work, for example, they feel safe, their superiors and coworkers are supportive, and rewards and punishments are fair. A positive organizational climate will make employees feel satisfied, which is thought to have an impact on employee performance.

Hypothesis 4: Organizational climate influences employee performance which is mediated by job satisfaction.

Based on the hypothesis, the analysis model is as Figure 1 below

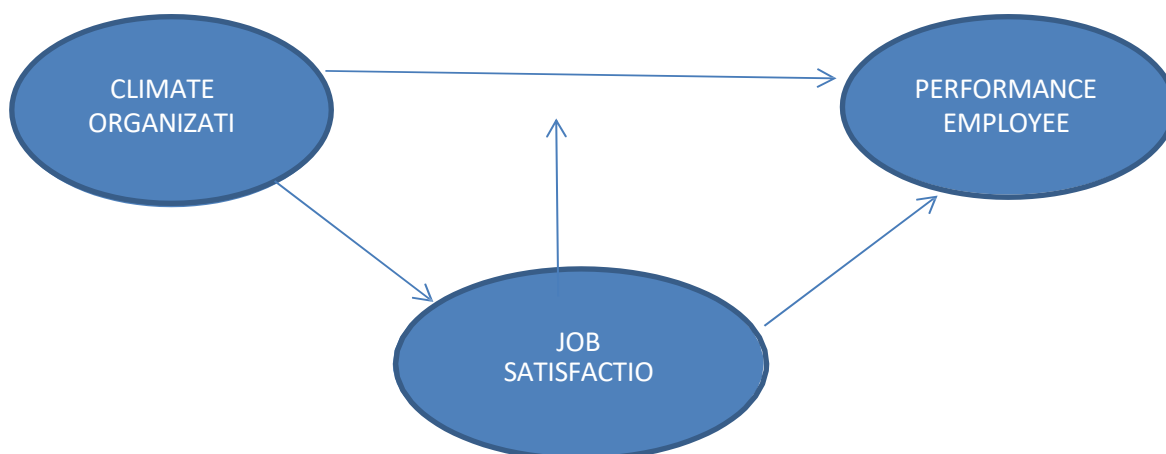


Fig. 2. Analysis Model

2. METHOD

This research discusses cause and effect or comparative causal research. Sugiyono (2011: 37) states that a causal relationship is a cause and effect relationship. There are independent (influencing) and dependent (influenced) variables. From this research, the influence between the independent variables, namely organizational climate and satisfaction with the dependent variable, namely employee performance, is sought. This research is quantitative research. According to Sugiyono (2011: 8), quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

According to Sugiyono (2011: 37) a causal relationship is a relationship that is cause and effect. The population in this study were non-educational employees at Universitas Wijaya Kusuma Surabaya. According to Sugiyono (2011), a sample is part of the number and characteristics of a population. A sample is a part that is useful for research purposes. The sampling technique used is based on purposive sampling techniques where this research is not conducted on the entire population, but focused on the target. The sample criteria used in this study are non-educational employees who have worked for more than 20 years. In this study, the sample used was 50 employees, which is in accordance with the theory put forward by Sekaran that a sample size of more than 30 and less than 500 has met the criteria and is appropriate for all research. To test the hypothesis and answer the existing problems, the data analysis technique used is SEM (Structural Equation Model) which is operated with the AMOS 16.0 program.

3. RESULTS AND DISCUSSION

Results

Table 1 show the respondents profile of this research

Table 1. Respondent Profile

Description	Frequency	Percentage
Age		
20 Years - 25 Years	-	-
26 Years - 30 Years	7	14
31 Years - 35 Years	6	12
>36 Years	37	74
Gender		
Man	38	76
Woman	12	24
Education		
S1	26	52
S2	2	4
Senior High School	22	44
Years of service		
1 Year - 5 Years	8	16
6 Years - 10 Years	6	12
11 Years - 15 Years	8	16
16 years - 20 years	8	16
> 21	20	40

Based on Table 1 it can be concluded that based on age, respondents with ages >36 years is the most, namely 37 respondents (74%), based on gender, the most number of respondents are male, namely 38 respondents (76%), based on education, the most number of respondents are for S1, namely 26 respondents (52%) and based on the length of service, the most respondents are respondents with a length of service of 36 years.> 21, namely 20 respondents (40%).

Table 2 show the validity and reliability test results.

Table 2. Validity and Reliability Test Results

	Convergent Validity	Composite Reliability
Organizational Climate	0.664	0.831
Job satisfaction	0.685	0.844
Employee performance	0.627	0.850

Judging from these results, for Convergent Validity, AVE > 0.60 and for Construct Reliability CR > 0.7, so it can be concluded that the three variables meet the requirements.

Table 3. Hypothesis Test Results

No		P-Value
1	IO → Employee Performance	0.000
2	IO → Job Satisfaction	0.154
3	Job Satisfaction → Employee Performance	0,000
4	IO → Job satisfaction → Employee performance	0.214

Based on the hypothesis testing results presented in Table 3, the relationship between organizational climate, job satisfaction, and employee performance can be interpreted as follows:

1. Organizational Climate → Employee Performance (P-Value = 0.000)

The p-value of 0.000 is lower than the significance level of 0.05, indicating that organizational climate has a significant effect on employee performance. This result means that a more positive and conducive organizational climate can improve employee performance. A supportive work environment, effective communication, and good coordination within the organization encourage employees to work more productively and effectively.

2. Organizational Climate → Job Satisfaction (P-Value = 0.154)

The p-value of 0.154 is greater than 0.05, indicating that organizational climate does not have a significant effect on job satisfaction. This finding suggests that the organizational climate perceived by employees is not sufficient to directly increase their level of job satisfaction. Employee job satisfaction may also be influenced by other factors such as salary, promotion opportunities, workload, and leadership style.

3. Job Satisfaction → Employee Performance (P-Value = 0.000)

The p-value of 0.000 is lower than 0.05, showing that job satisfaction has a significant effect on employee performance. This result indicates that employees who feel satisfied with their jobs tend to demonstrate better performance. Employees with higher job satisfaction are generally more motivated, committed, and responsible in carrying out their duties.

4. Organizational Climate → Job Satisfaction → Employee Performance (P-Value = 0.214)

The p-value of 0.214 is greater than 0.05, meaning that job satisfaction is unable to mediate the relationship between organizational climate and employee performance. This finding indicates that organizational climate influences employee performance directly rather than indirectly through job satisfaction. In other words, improvements in organizational climate can immediately affect employee performance without necessarily increasing job satisfaction first.

Overall, the results demonstrate that organizational climate and job satisfaction independently contribute to employee performance, but job satisfaction does not function as a mediating variable in the relationship between organizational climate and employee performance.

Discussion

Based on the results of the hypothesis test conducted by the researcher, it can be concluded that organizational climate has a positive and significant effect on employee performance where the P-value <5% is 0.000. From these results, hypothesis 1 which states that organizational climate has an effect on employee performance is proven or can be accepted, where the higher the organizational climate, the higher the employee performance. When the organizational climate is viewed positively by employees, attitudes and behaviors will grow in employees. A conducive organizational climate will have an influence on employees in carrying out their work so that employees will improve their performance. where employees in carrying out their duties will try to bring out their abilities without feeling pressured so that the work done can run according to the orders given and will provide good results for the organization. The results of this study are in line with the results of research conducted by (Pasaribu and Indrawati, 2016) which found that organizational climate does not have a significant effect on employee performance.

The second hypothesis which states that organizational climate influences employee performance is not proven where the P-value is 0.154 which means P-value > 5%. This condition could occur because employees in carrying out their work do not depend on the conditions of the work environment but rather on self-motivation that work is a necessity. Work is something that must be done because by working employees will be able to fulfill their life needs, this is what ultimately means that they work not depending on the organizational climate but more on motivation to fulfill life needs. Existing research so far has always shown that organizational climate influences job satisfaction but in this study the author provides results that organizational climate does not influence job satisfaction.

Job Satisfaction has a significant effect on Employee Performance. The 3rd hypothesis test conducted showed a significant influence between Job Satisfaction and Employee Performance. Where the P-value is 0.000 which means p-value <5%. This supports the results of Husnawati's (2006) research

on the relationship between job satisfaction and employee performance, shown by the state of the company where satisfied employees will be more effective in carrying out their work than companies with less satisfied employees. De Rego (2013) stated that Job Satisfaction, among others, has a role in achieving better productivity and quality standards, avoiding the possibility of building a more stable workforce, and using human resources more efficiently, then the second hypothesis is accepted.

From the description above, it can be concluded that a supportive organizational climate and employee satisfaction will enable employees to work well so that employee performance will be good and organizational performance will also be good, in this case, it has a good influence on Universitas Wijaya Kusuma Surabaya in carrying out its activities, especially in the world of education.

Based on the fourth hypothesis test, it shows that job satisfaction does not mediate the organizational climate on employee performance, meaning that the fourth hypothesis is not accepted, with a P-value of 0.214, which means the P-value is $> 5\%$. This research is in line with research conducted by Muh. Idris Muslaeni, Muh. Hidayat, and Ahmad Firman (2022), which shows that job satisfaction does not mediate the influence of organizational climate on employee performance.

4. CONCLUSION

Based on data processing and testing that researchers have carried out on the influence of organic climateation on employee performance, the influence of organizational climate on job satisfaction, the influence of job satisfaction on employee performance and the influence of organizational climate on employee performance with job satisfaction as a mediating variable provide results that organizational climate influences employee performance where the higher the organizational climate, the higher the employee performance. The influence of organizational climate on job satisfaction provides results that have no effect so that there are likely other factors that influence job satisfaction besides organizational climate. Hypothesis 3 which states that job satisfaction influences employee performance provides results that have an effect so that if job satisfaction is high, employee performance will also be high. Job satisfaction is not able to play a role as a mediating variable in the influence of organizational climate on employee performance.

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