

Effect Of Organizational Climate On Employee Performance With Job Satisfaction As A Mediation Variable

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Abstract – The concept of the relationship between organizational climate and employee performance is very important because it relates to its role in achieving the success of an organization. Employee performance is expected to improve organizational performance. A good organizational climate is a prerequisite for achieving the best organizational performance. Organizational climate is everything that is available to employees and affects the way employees carry out assigned tasks. Job satisfaction also motivates employees to perform optimally in the workplace. Employees who are satisfied with their work will contribute positively to organizational performance. The purpose of this study was to determine the effect of organizational climate on employee performance and the indirect effect through job satisfaction on Civil Servants (PNS), Regional Personnel Agency (BKD), Regional Planning and Development Agency (Bappeda) and Research and Development Agency (Balitbang) Lampung Regency. South. This study uses quantitative methods by distributing questionnaires in data collection. The sample of this study was taken from the results of a questionnaire to the Civil Servants as many as 128 people. The analytical tool used is multiple regression analysis. This study presents that all data are valid and reliable. The results of this study support the four hypotheses proposed, namely first, organizational climate has a positive and significant effect on employee performance. Second, organizational climate has a positive and significant effect on job satisfaction. Third, job satisfaction has a positive and significant effect on employee performance, and fourth, job satisfaction mediates the effect of organizational climate on employee performance. Based on these findings, suggestions that can be given are that there is a need for compatibility between expertise in this case educational background and work so that employees are able to maximize their expertise, prioritize time management in completing reports and in order to be consistent with regulations, especially regarding requirements for promotions, they must be improved. to be more effective and efficient in carrying out more relevant promotions which will ultimately improve employee performance

Keywords – Organizational Climate, Employee Performance, Job Satisfaction.

I. INTRODUCTION

Human resources are one of the driving components of an organization. Therefore, human resources need good management and development to be competitive and able to assist organizations in facing competition, especially in the era of competition that is currently developing, during competition some employees certainly face several obstacles in achieving the expected performance [1, 2]. Several factors that can affect employee performance include organizational climate, motivation, and job satisfaction. Some problems are related to employee performance, for example, employees are not ready to take on greater responsibilities beyond their capabilities [3].

Some employees are not success oriented and others are not target oriented, making them unable to complete assigned tasks on time. Some employees are not sure about the work assigned to them and the appropriate responsibilities. Alternative solutions to problems like the above in terms of employee performance, organizational climate, and job satisfaction need to be found. The

strategy affects employees to have good performance. By doing so, employees will fully contribute to achieving the goals and objectives of the organization. Performance then becomes the responsibility of every employee who works for the organization or company. Performance also reflects the organization's ability to manage and allocate its resources [4].

Performance in relation to function does not stand alone but is more related to both job satisfaction and the level of remuneration which is influenced by one's skills, abilities, and characteristics [5]. Therefore, according to [6], individual performance is basically influenced by many factors, such as (1) expectations for rewards; (2) motivation; (3) ability needs and characteristics; (4) perception of the assigned task; (5) internal and external rewards; (6) level of perception of remuneration and job satisfaction; (7) internal and external rewards; and (8) perceived level of appreciation and job satisfaction [7].

Employee performance is expected to improve organizational performance. Obtaining a high level of employee performance is necessary to achieve optimal organizational performance. Organizational climate is everything that is available to employees and affects the way employees carry out their assigned tasks.

Organizational climate is the perception of organizational members, either individually or in groups, who constantly communicate with the organization related to whatever often happens in the organization [8]. This condition affects organizational behavior and employee performance, which ultimately determines organizational performance. A good organizational climate is a prerequisite for achieving the best organizational performance. Organizational climate can affect employees in carrying out their duties. Therefore, organizational climate is necessary for a good and healthy workplace to enable employees to feel more comfortable in completing the work assigned to them [9].

[10] define job satisfaction as having positive feelings about one's job resulting from the evaluation of their characteristics. Employees with high levels of job satisfaction tend to have positive feelings about work, while dissatisfied employees tend to have negative feelings about work.

Job satisfaction is the general attitude of an individual towards work [11]. Job satisfaction is an attitude variable related to employee feelings towards work. Job satisfaction also motivates employees to perform optimally at work. Employees who are satisfied with their work will contribute positively to organizational performance.

The Regional Research and Development Agency of South Lampung Regency, the Regional Personnel Agency (BKD) of South Lampung Regency and the Regional Development Planning Agency (Bappeda) of South Lampung Regency are regional bodies that have the task of assisting the Regional Head (Regent) of South Lampung in running the wheels of government in the region, especially in South Lampung Regency. Every government agency must apply the Human Resources approach, every element of the organization must be able to create a sense of security and satisfaction at work (Quality of work life) so that Human Resources in their environment become competitive.

II. RESEARCH METHOD

This study is a quantitative descriptive study, the data obtained from the research sample were analyzed according to the statistical method used and then interpreted. The population of this research is Civil Servants, totaling 128 employees from 3 (three) local government agencies in South Lampung Regency, namely: Regional Personnel Agency (BKD) of South Lampung Regency, Regional Planning and Development Agency of South Lampung Regency (Bappeda), Research and Development Agency for South Lampung Regency (Balitbang). The sample studied is the whole of the population that meets the characteristics of the research population. The data analysis used are: Regression Analysis, Hypothesis Testing with t-Test and F-Test

a. Research Variable

In accordance with the title of this study, there are 3 (three) variables studied, namely the independent variable, namely organizational climate (X). The mediating variable is job satisfaction (Z). The dependent variable is performance (Y). The measurement of the variables in this study is organizational climate, using the theory of [12] and performance using the theory of [13]. The job satisfaction questionnaire as a mediating variable uses the theoretical basis cited by [14].

1. Organizational Climate

Reveals that organizational climate has important organizational characteristics, which can be formulated several organizational elements, to measure organizational climate by measuring:

1. Leadership Qualities.
2. Trust.
3. Communication.
4. Responsibility.
5. Fair Rewards.
6. Opportunity
7. Control

2. Performance

State that employee performance that is common to most jobs includes the following indicators:

1. Quantity of yield.
2. Quality of results.
3. Timeliness of results.
4. Attendance or absence absen.
5. Ability to work together.

3. Job Satisfaction

States that job satisfaction consists of the following indicators:

- a. Mentally challenging job
- b. Worthy reward
- c. Supporting conditions
- d. Supportive coworkers
- e. Conformity between personality and work

b. Data Collection Technique

There are three ways to collect the data that will be needed to carry out the analysis in this study, namely as follows:

1. Questionnaire

In this study, the primary data collection method was carried out using a questionnaire/questionnaire method.

2. Interview

Direct interviews were also conducted in data collection in this study. Interviews with several parties related to the object of research are considered necessary in obtaining information or direct information from respondents by means of face-to-face and conversing

3. Literature Study

Literature study is done by collecting data from books and journals that have been published both in Indonesia and internationally.

c. Data Analysis

Data analysis can also be defined as an activity carried out to change the data resulting from research into new information that can be used in making conclusions. The data analysis used in this study are: Regression Analysis, Hypothesis Testing with t-test and f-test

III. RESULTS AND DISCUSSION

1. Test Results of the Effect of Organizational Climate on Performance

a. Regression Equation

Based on the table 1, it can be seen that the regression equation obtained is:

$$Y=12,119 (a)+0,643 (X88)$$

Table 1. Equation of Organizational Climate Regression and Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,119	2,974		4,075	,000
	IO_X	,535	,057	,643	9,413	,000

a. Dependent Variable: KN_Y

Source: data processing results, year 2021.

Table 1 shows, the constant value in the regression equation is 12,119 which states that if there is no change in the independent variable of Organizational Climate, the performance will still have a value of 12.119. The value of the regression coefficient (b) of the Organizational Climate variable (X) has a positive effect on Performance (Y) with a regression coefficient of 0.643, meaning that if the organizational climate increases by 1 unit, the performance will increase by 0.643.

b. Correlation Coefficient

Table 2. Correlation of Organizational Climate and Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,643 ^a	,413	,408	3,600

a. Predictors: (Constant), IO_X

Source: data processing results, year 2021.

Table 2 shows, the R² value of 0.413 means that the contribution of 41.3% of performance is explained by the organizational climate variable, the rest (58.7%) is influenced by other factors.

c. t-test

The t-test is intended to determine the effect of organizational climate on performance. The results of the distributed t-test calculations are in the table below:

Table 3. Results of t-test Organizational Climate and Performance

Variabel	t-count	t-table	Sig.	Information
Organizational Climate	9,413	1,657	0,000	Ha is accepted

Source: data processing results, year 2021.

Table 3 shows, it can be explained that the results of the calculation on the organizational climate variable obtained the t-count value of 9.413 while the t-table value with df (128-2=126) was 1.657 so t-count (9.413) ≥ t-table (1.657). Also obtained the value of sig. of 0.000 is less than 0.005, thus Ho is rejected and Ha is accepted. So it can be concluded that there is a significant influence

of organizational climate on the performance of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency.

2. Test Results of the Effect of Organizational Climate on Job Satisfaction.

a. Regression Equation

Table 4. Equation of Organizational Climate Regression and Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,036	3,205		3,755	,000
	IO_X	,672	,061	,699	10,961	,000

a. Dependent Variable: KK_Z

Source: data processing results, year 2021.

Based on the table above, it can be seen that the regression equation obtained is:

$$Y=12,036 (a)+0,699 (Z)$$

The constant value in the regression equation is 12,036 which states that if there is no change in the independent variable Organizational Climate, then job satisfaction will still have a value of 12,036. The value of the regression coefficient (b) of the Organizational Climate variable (X) has a positive influence on job satisfaction with a regression coefficient of 0.699, meaning that if the organizational climate increases by 1 unit, job satisfaction will increase by 0.699.

b. Correlation Coefficient

Table 5. Correlation of Organizational Climate and Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,699 ^a	,488	,484	3,880

a. Predictors: (Constant), IO_X

Source: data processing results, year 2021.

Based on the table above, the R² value of 0.488 means that the contribution of 48.8% of job satisfaction is explained by the organizational climate variable, the rest (51.2%) is influenced by other factors.

c. t-test

The t-test is intended to determine the effect of organizational climate on job satisfaction. The results of the distributed t-test calculations are in the table below.

Table 6. t-test Results of Organizational Climate and Job Satisfaction

Variabel	t _{count}	t _{table}	Sig.	Information
Organizational Climate	10,961	1,657	0,000	Ha is accepted

Source: data processing results, year 2021.

Table 6 shows, it can be explained that the calculation results on the organizational climate variable obtained a t-count value of 10,961 while the t-table value with df (128-2=126) was 1.657 so t-count (10,961) ≥ t-table (1,657). Also obtained the value of sig. of 0.000 is less than 0.005, thus Ho is rejected and Ha is accepted. So it can be concluded that there is a significant influence of organizational climate on job satisfaction of employees of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency.

3. Test Results of the Effect of Job Satisfaction on Performance.

a. Correlation Coefficient

Table 7. Regression Equation of Job Satisfaction and Performance

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	11,401	2,600		4,385	,000
	KK_Z	,608	,055	,702	11,054	,000

a. Dependent Variable: KN_Y

Source: data processing results, year 2021.

Based on the table above, it can be seen that the regression equation obtained is:

$$Y=11,401 (a)+0,702 (Z)$$

The constant value in the regression equation is 11.401 which states that if there is no change in the independent variable job satisfaction, the performance will still have a value of 11.401. The value of the regression coefficient (b) of the Job Satisfaction variable (Z) has a positive influence on job satisfaction with a regression coefficient of 0.702, meaning that if the organizational climate increases by 1 unit, job satisfaction will increase by 0.702.

b. Correlation Coefficient

Table 8. Correlation of Job Satisfaction and Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,702 ^a	,492	,488	3,348

a. Predictors: (Constant), KK_Z

Source: data processing results, year 2021

Based on the table above, the R² value is 0.492, which means that the contribution of 49.2%. Performance is explained by the Job Satisfaction variable, the rest (50.8%) is influenced by other factors.

c. t-test

The t-test is intended to determine the effect of organizational climate on job satisfaction. The results of the t-test calculations are distributed in the table below.

Table 9. Results of t-test Job Satisfaction and Performance

Variabel	t _{count}	t _{table}	Sig.	Information
Job Satisfaction	11,054	1,657	0,000	Ha is accepted

Source: data processing results, year 2021.

Based on table 9, it can be explained that the calculation results on the Job Satisfaction variable obtained a t-count value of 11.054 while the t-table value with df (128-2 = 126) is 1.657 so t-count (11.054) ≥ t-table (1.657). Also obtained the value of sig. of 0.000 is less than 0.005, thus Ho is rejected and Ha is accepted. So it can be concluded that there is a significant effect of job satisfaction on the performance of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency.

4. Test Results of the Effect of Job Satisfaction Mediating the Effect of Organizational Climate on Employee Performance.

a. Regression Equation

Table 10. Equation of Organizational Climate Regression and Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,970	2,794		2,495	,014
	IO_X	0,248	0,071	0,298	3,501	,001
	KK_Z	0,428	0,074	0,494	5,808	,000

a. Dependent Variable: KN_Y

Source: data processing results, year 2021.

Table 10 shows, it can be seen that the organizational climate has a positive regression coefficient of 0.298 and this means that the organizational climate that has been given has a positive influence on the performance of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda). South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency. Job satisfaction has a positive regression coefficient of 0.494. This means that job satisfaction has a positive influence on the performance of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research Agency. and Development (Balitbang) of South Lampung Regency.

b. Correlation Coefficient

Table 11. Correlation of Organizational Climate, Job Satisfaction, and Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,733 ^a	0,538	0,530	3,208

a. Predictors: (Constant), KK_Z, IO_X

Source: data processing results, year 2021.

The calculation in table 11 can be seen that the influence of organizational climate and job satisfaction significantly affects performance by 53%. Thus, the organizational climate and job satisfaction of the employees of the Regional Personnel Agency

(BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency are the dominant factors that contribute to performance. , in addition to other factors that can not be measured in this study amounted to 47%

The results of this simultaneous effect are proven by the results of the ANOVA calculation in the following table 12.

Table 12 Anova Result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1495,575	2	747,788	72,677	,000 ^b
	Residual	1286,144	125	10,289		
	Total	2781,719	127			
a. Dependent Variable: KN_Y						
b. Predictors: (Constant), KK_Z, IO_X						

Source: data processing results, year 2021.

Based on table 12, it is known that the F-count value is 72.67 > F-table at 95% df and 5% alpha which is 3.07 with a significant value of 0.000 less than 0.005. Based on these results, it can be concluded that organizational climate and job satisfaction variables simultaneously affect performance.

The step to find out whether job satisfaction mediates organizational climate variables on performance is the Sobel test [15]. Sobel test is a test to test how big the role of variable M mediates the effect of A on B. Sobel test is used. Where the Sobel test uses the z test with the following formula:

$$z = \frac{ab}{\sqrt{(b^2 Se_a^2) + (a^2 Se_b^2)}}$$

a = The regression coefficient of the independent variable on the mediating variable

b = Regression coefficient of the mediating variable on the dependent variable

Se_a = Standard Error of Estimation of the independent effect on the mediating variable

Se_b = Standard Error of Estimation of the effect of the mediating variable on the dependent variable

Is known:

a = 0,672

b = 0,608

Se_a = 0,061

Se_b = 0,055

$$z = \frac{0,672 \times 0,608}{\sqrt{(0,608^2 \times 0,061^2) + (0,672^2 \times 0,055^2)}}$$

$$z = \frac{0,409}{\sqrt{(0,370 \times 0,004) + (0,452 \times 0,003)}}$$

$$z = \frac{0,409}{\sqrt{(0,001) + (0,001)}}$$

$$z = \frac{0,409}{\sqrt{(0,003)}} = \frac{0,409}{0,052} = 7,803$$

From the results of the Sobel test calculation above, the z value is 7.803, because the z value obtained is $7.803 > 1.96$ with a significance level of 5%, it proves that job satisfaction is able to mediate the influence of organizational climate on performance.

1. Influence Of Organizational Climate On Performance

The results of this study indicate that the organizational climate has an influence on the performance of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency in line with the research conducted. The implication of this finding is that organizational climate has a fairly dominant influence in influencing employee performance. An employee who feels the elements of an organizational climate that are created in a healthy manner and as expected by an employee in a work environment will affect the morale of an employee which will ultimately have an impact on organizational performance [16].

Testing the First Hypothesis (H1) regarding the effect of organizational climate on performance. employees of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency, the regression coefficient is positive at 0.643 and the t-count value is 9.413 which is greater from the t-table value (1.657) while the significant t-count value of 0.000 is smaller than which is determined to be 0.005. Thus it can be concluded that organizational climate on performance has a positive and significant influence on employee performance.

The hypothesis which states that there is an influence of organizational climate on the performance of employees of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency is supported by this research and in line with previous researchers. In other words, the better the organizational climate formed by the government agency, the more positive contributions will be to improving the performance of Civil Servants.

2. Influence Of Organizational Climate On Job Satisfaction.

Employees who are satisfied with their work usually work harder and better than employees who experience stress caused by unfavorable working conditions [17]. Job satisfaction and employee attitudes are important in determining behavior and responses to work and through these behaviors an effective organization can be achieved (Wijaya, 2013). On the other hand, high job satisfaction is a sign of a well-managed organization and is essentially the result of effective behavior management. Therefore, job satisfaction is a serious concern for government agency, namely the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency and the Research and Development Agency (Balitbang) of South Lampung Regency. improve organizational performance.

Testing the second hypothesis (H2), namely the influence of Organizational Climate on Job Satisfaction of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency, the regression coefficient obtained with a positive sign of 0.699 and the t-count value of 10.961 which is greater than the t-table value (1.657) while the significant t-count value of 0.000 is smaller than which is determined at 0.005. Thus it can be concluded that organizational climate has a positive and significant influence on employee job satisfaction.

The results of this study are in line with research conducted by [18] which explains that organizational climate has a positive and significant influence on employee job satisfaction.

The explanation of the research results above can conclude that the hypothesis which states that there is an influence of organizational climate on job satisfaction of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional

Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) South Lampung Regency is supported by this research in line with previous researchers. In other words, the better the existing organizational climate, the more positive it will be to job satisfaction.

3. Effect Of Job Satisfaction On Employee Performance

Testing the third hypothesis (H3) regarding the effect of job satisfaction on the performance of employees of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency, the coefficient value obtained with a positive sign of 0.702 and the t-count value of 11.054 which is greater than the t-table value (1.657) while the significant t-count value of 0.000 is smaller than α which is determined at 0.005. Thus it can be concluded that job satisfaction has a positive and significant influence on employee performance.

Job satisfaction is closely related to employee performance. [19] states that organizations that are able to provide job satisfaction for their employees will obtain maximum results, namely satisfactory performance. This is supported by research conducted by which states that job satisfaction has a positive effect on employee performance. This is also supported by research conducted by [20] which explains that job satisfaction has a significant and positive effect on employee performance.

The explanation of the research results above can state that the hypothesis which states that there is an effect of job satisfaction on the performance of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) South Lampung Regency is supported by this research and is in line with previous research studies. In other words, the more satisfied the employee is at work, it will have an impact on improving performance

4. Job Satisfaction Mediates The Effect Of Organizational Climate On Employee

Performance

The step to find out whether job satisfaction mediates organizational climate variables on performance is the Sobel test. Sobel test is a test to test how big the role of variable M mediates the effect of A on B.

From the results of the Sobel test calculation, the z value is 7.803, because the z value obtained is $7.803 > 1.96$ with a significance level of 5%, it proves that job satisfaction is able to mediate the influence of organizational climate on performance.

The results of this study are in line with research conducted which explains that job satisfaction mediates the effect of organizational climate on performance. The explanation of the results of the research above can state that the hypothesis which states that job satisfaction mediates the influence of organizational climate on the performance of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Bappeda) Balitbang) South Lampung Regency is supported by this research and is in line with previous research studies.

IV. CONCLUSIONS

1. Organizational climate has a positive and significant effect on the performance of Civil Servants of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency, in the words On the other hand, the better the implementation of the organizational climate, it will be able to improve employee performance. If the organizational climate is not implemented properly, then employee performance will not increase.
2. Organizational climate has a positive and significant influence on job satisfaction for Civil Servants of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency. On the other hand, the better the implementation of the organizational climate, it will be able to increase job satisfaction with the organization. The higher the organizational climate, the higher the job satisfaction. If the organizational climate is not implemented properly, it will not be able to increase job satisfaction with the organization.

3. Job satisfaction has a positive and significant effect on employee performance at the Regional Civil Service Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency. Thus, job satisfaction can improve employee performance, the higher the job satisfaction, the higher the employee performance. If job satisfaction is low then employee performance will not increase properly.
4. Job satisfaction is a mediating variable from the influence of organizational climate on the performance of Civil Servants of the Regional Personnel Agency (BKD) of South Lampung Regency, the Regional Planning and Development Agency (Bappeda) of South Lampung Regency, and the Research and Development Agency (Balitbang) of South Lampung Regency. That is, by adding job satisfaction, employee performance will increase.

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