



**AN ANALYSIS OF RELATIONSHIP BETWEEN ORGANIZATION CLIMATE,
WORK CULTURE, AND WORK ENVIRONMENT ON EMPLOYEE JOB
SATISFACTION**

Nursakti^{1*}, Ratno Adrianto¹, Rahmat Bakhtiar¹, Irfansyah Baharuddin Pakki¹, Hilda²

¹Master of Public Health, Universitas Mulawarman, Jl. Kuaro, Gn. Kelua, Samarinda Ulu, Samarinda, Kalimantan Timur 75119, Indonesia

²Poltekkes Kemenkes Kalimantan Timur, Jl. W. Monginsidi No.38, Sidodadi, Samarinda Ulu, Samarinda, Kalimantan Timur 75243, Indonesia

*cahayasakti.s3@gmail.com

ABSTRACT

The background of this research was based on the importance of job satisfaction in improving the quality of services in the health sector, especially in community health centers. This study aimed to analyze the relationship between organizational climate, work culture, and work environment on job satisfaction of employees at Klandasan Ilir Public Health Center and Manggar Baru Public Health Center in Balikpapan City. The research method used a quantitative approach with a survey technique conducted on employees at both public health centers using a cross-sectional approach. The sampling technique was total sampling with a total of 111 respondents. Data were collected through a questionnaire that included indicators of organizational climate, work culture, work environment, and job satisfaction. Data analysis was conducted using univariate analysis with frequency distribution, bivariate analysis with the chi-square test, and multivariate analysis with logistic regression. The study found that 80.2% of respondents were female, with the majority working in the General Services Unit. Most had a diploma-level education and more than three years of work experience. Bivariate analysis showed significant relationships between job satisfaction and all three independent variables. Multivariate analysis indicated that work culture was the most significant factor influencing job satisfaction ($p = 0.001$; $OR = 0.147$). Work culture had the strongest relationship with job satisfaction among Puskesmas employees. Efforts to improve work culture can lead to higher satisfaction and better service quality.

Keywords: job satisfaction; organizational climate; public health center; work culture; work environment

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INTRODUCTION

Previous studies worldwide demonstrated that employees working in a supportive organizational climate reported higher job satisfaction. A conducive work atmosphere fostered a sense of pride and responsibility among employees, while participatory and open climates were linked to positive employee attitudes and overall job satisfaction (Ningtitia & Mariyati, 2023). A study in Slovenia, a member of the European Union, showed that organizational climate components significantly influenced employee engagement (Rožman & Štrukelj, 2021). In Indonesia (Harahap et al., 2023) found that organizational climate positively affected employee performance, although other studies. Such as (Pasaribu et al., 2023), reported that the effect was positive but not statistically significant. (Nasrul et al., 2021) highlighted a significant influence of organizational climate on job satisfaction. These inconsistent findings indicated potential variations due to cultural values and regional differences (Asbari et al., 2020; Mukhtar & Asmawiyah, 2019; Sugiono et al., 2020).

A study conducted at Cipaku Health Center in Ciamis (Chen et al., 2018) revealed that 56% of staff were dissatisfied with factors such as welfare, peer interaction, supervision, job nature, and promotion opportunities. (Budiarto et al., 2023; Napitupulu, 2022) also

emphasized that salary, promotion, supervision, coworker relations, and job characteristics were key determinants of job satisfaction. Health development in Indonesia aimed to improve public health as a form of human resource investment. At the regional level, Balikpapan pursued integrated and sustainable health development aligned with its vision of becoming a modern and prosperous city. The Strategic Plan of the Balikpapan Health Office 2021–2026 served as a guideline to implement this vision through responsive, transparent, and participatory planning. Health services in Balikpapan were supported by 27 primary health centers (Puskesmas), including 7 with basic emergency obstetric and neonatal care (PONED) capabilities, along with hospitals and other supporting facilities. As of 2023, the city employed 547 general practitioners, 433 medical specialists, 161 dentists, and other essential health professionals (Balikpapan, 2023). Human resources were a critical component of healthcare delivery. Ensuring high job satisfaction among health workers was essential for improving service quality, responsiveness, and productivity (Manurung et al., 2022; Mirawati et al., 2022). Organizational climate, work culture, and physical work environment were found to significantly influence job satisfaction. At Puskesmas Klandasan Ilir, these factors were interconnected and played a crucial role in shaping employee motivation, loyalty, and service performance. Despite these efforts, field observations revealed that health workers often received additional workloads beyond their primary roles, potentially affecting service quality. This study aimed to examine the relationship between organizational climate, work culture, and work environment on employee job satisfaction at two Puskesmas in Balikpapan. The findings were expected to guide management in creating more supportive work conditions, enhancing staff performance, and improving overall healthcare service delivery.

METHOD

A cross-sectional study was conducted with a total of 111 respondents using a total sampling method. Data were collected through structured questionnaires that had been tested for validity and reliability and analyzed using univariate, bivariate (Chi-square), and multivariate (logistic regression) statistical methods.

RESULT

Table 1.
Distribution of Organizational Climate Variables

Variable	f	%
Organisation Climate		
Not Good	19	17,1
Good	92	82,9

According to table 1, out of 111 respondents, the majority 92 individuals (82.9%) perceived the organizational climate as good. This indicates that most employees had a positive view of their workplace environment. Meanwhile, 19 respondents (17.1%) rated the organizational climate as unsatisfactory

Table 2.
Distribution of Organizational Climate Variables

Variable	f	%
Work Culture		
Not Good	55	49,55
Good	56	50,45

According to the table 2 on Work Culture distribution, respondents assessments were nearly evenly split. A total of 56 respondents (50.45%) rated the work culture as good, while 55 respondents (49.55%) rated it as poor. According to the table 3. Based on the distribution table of the Work Environment variable, responses from 111 participants showed that 53 respondents (47.74%) perceived the work environment as unsatisfactory, while 58 respondents (52.26%) considered it satisfactory.

Table 3.
Distribution of Organizational Climate Variables

Variable	f	%
Work Envirotment		
Not Good	53	47,74
Good	58	52,26

Table 4.
Distribution of Job Satisfaction Variables

Variable	f	%
Job Satisfacation		
Not Good	53	47,74
Good	58	52,26

According to the distribution table 3.4 of the Job Satisfaction variable, responses from 111 participants showed that 57 respondents (51%) reported being satisfied with their jobs, while 54 respondents (49%) expressed dissatisfaction.

Table 5.
Bivariate Analysis of *Chi Square Test* of Organizational Climate, Organizational Culture, and Work Environment on Employee Job Satisfaction

		Job Satisfaction				P Value	OR	IK 95 %	
		Less Satisfied		Satisfied				Min	Mak
		f	%	f	%				
Organisation Climate	Not Good	16	84,2	3	15,8	0,001*	7,58	2,06	27,84
	Good	38	41,3	54	58,7				
Organizational Culture	Not Good	43	78,2	12	21,8	0,000*	14,66	5,85	36,74
	Good	11	19,6	45	80,4				
Work Enviromtent	Not Good	40	75,5	13	24,5	0,000*	9,67	4,06	23,03
	God	14	24,1	44	75,9				

There was a statistically significant relationship between organizational climate and employee job satisfaction ($p = 0.001$). The odds ratio (OR) was 7.58 with a 95% confidence interval (CI) of 2.06–27.84, indicating that employees in a positive organizational climate were 7.58 times more likely to report good job satisfaction. Additionally, 58.7% of respondents perceived both the organizational climate and job satisfaction as good. A statistically significant relationship was also found between organizational culture and job satisfaction ($p = 0.000$). The OR was 14.66 (95% CI: 5.85–36.74), meaning that a positive organizational culture increased the likelihood of good job satisfaction by 14.66 times. A total of 80.4% of respondents rated both their workplace culture and job satisfaction positively. Similarly, a significant association was observed between the work environment and job satisfaction ($p = 0.000$). The OR was 9.67 (95% CI: 4.06–23.03), suggesting that a favorable work environment made employees 9.67 times more likely to experience good job satisfaction. According to the data, 75.9% of respondents rated both their work environment and job satisfaction as good.

Table 6.
Results of Logistic Regression Multivariate Analysis of Organizational Climate, Work Culture, and Work Environment on Employee Job Satisfaction

	Koefisien	S.E.	Wald	df	P Value	OR	IK 95 %	
							Min	Mask
Organisation Climate	0	0,759	0,374	1	0,541	0,629	0,142	2,782
Organizational Culture	-1,917	0,561	11,678	1	0,001*	0,147	0,049	0,442
Work Enviromtent	-1,283	0,525	5,971	1	0,015*	0,277	0,099	0,776
Constant	1,709	0,377	20,552	1	0,000	5.525		

Based on table 6, the results of the multivariate logistic regression analysis showed a significant relationship between organizational culture ($p = 0.000$) and work environment ($p = 0.015$) with employee job satisfaction at Puskesmas Manggar Baru and Puskesmas Klandasan Ilir in Balikpapan. However, there was no significant relationship between organizational

climate and job satisfaction ($p = 0.541$). In conclusion, organizational culture was the most influential factor associated with employee job satisfaction, while organizational climate was the least related factor.

DISCUSSION

Relationship Between Organizational Climate and Job Satisfaction

Organizational climate referred to shared perceptions of the work environment, influencing employee motivation and performance (Nisa et al., 2024; Rahmisyari, 2020). Based on the Chi-square test, there was a statistically significant relationship between organizational climate and job satisfaction ($p = 0.001$). The odds ratio (OR) was 7.58 with a 95% confidence interval (CI) of 2.06–27.84, indicating that employees who perceived a good organizational climate were 7.58 times more likely to be satisfied with their job. Most respondents (82.9%) reported a positive organizational climate, characterized by effective communication, leadership, collaboration, and fairness. However, 17.1% reported dissatisfaction, which might reflect adaptation challenges or lack of support. These findings aligned with prior studies. (Hasibuan, 2023; Ma'muroh et al., 2023; Wibisono, 2011) which emphasized that a positive organizational climate significantly improved employee satisfaction.

Relationship Between Work Culture and Job Satisfaction

Work culture had the strongest statistical association with job satisfaction ($p = 0.000$), with an OR of 14.66 (95% CI: 5.85–36.74). Respondents who viewed work culture positively were significantly more likely to report job satisfaction. Among those who rated work culture poorly, 78.2% were dissatisfied; whereas 80.4% of those who rated it positively were satisfied. Despite the high influence, respondent opinions were nearly split between those rating work culture as good (50.5%) and poor (49.5%), indicating organizational inconsistency. According to Robbins and Judge (2015), a strong work culture guided employee behavior and values. (Amalli, 2021). The findings were supported by Maulina et al. (1998), who highlighted that lack of clarity in norms or leadership could lower motivation and satisfaction (Sundoro, 2022; Suwartini et al., 2023). Among all variables, work culture had the strongest association with job satisfaction. With an OR of 14.66, it showed the largest proportional difference (58.6%) in job satisfaction between employees who rated work culture as good versus poor. This suggested that improvements in organizational culture could lead to significant increases in job satisfaction across health center staff. These findings underlined the importance for healthcare managers to prioritize strengthening organizational culture alongside improving climate and work conditions to enhance employee satisfaction and service quality (Mulyandi & Rusly, 2021; Wahyuddin et al., 2021).

Relationship Between Work Environment and Job Satisfaction

The work environment also showed a significant relationship with job satisfaction ($p = 0.000$), with an OR of 9.67 (95% CI: 4.06–23.03). Among respondents who perceived the work environment negatively, 75.5% expressed dissatisfaction. Conversely, 75.9% of those who perceived it positively were satisfied. This supported theories by (Ishar et al., 2024) and (Sopian, 2024), emphasizing that both physical and non-physical workplace aspects like facilities, lighting, colleague relations, and team collaboration impacted comfort and efficiency. Further noted that a clean, organized, and supportive environment enhanced morale and service quality. (Isma & Dipoatmodjo, 2022; Nurul Fitria Yulita et al., 2023)

CONCLUSION

The study concluded that most respondents were female, experienced, and highly educated, with a nearly equal distribution between the two health centers. Most rated the organizational climate, work culture, work environment, and job satisfaction positively. Organizational climate, work culture, and work environment each showed a significant relationship with job satisfaction. Among them, work culture had the strongest influence, as employees with

negative perceptions were only 14.7% as likely to be satisfied. In short, a positive workplace especially one with a strong and supportive work culture was key to improving employee satisfaction and the quality of healthcare services.

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