



Job Design And Organizational Climate : Does Job Satisfaction Really Matter For Employee Performance?

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ABSTRACT

This research aims to analyze the influence of Job Characteristics and Organizational Climate on Employee Performance thru Job Satisfaction as an intervening variable at PT XYZ in Bogor. The background of this research stems from the importance of strengthening job characteristics and a conducive organizational climate in improving employee satisfaction and performance in the manufacturing industry environment. The research method used is a quantitative approach with path analysis techniques. Data was collected by distributing questionnaires to 157 respondents who are employees at PT XYZ. PT XYZ research results indicate that Job Characteristics and Organizational Climate have a positive and significant effect on Job Satisfaction. However, the effect of Job Satisfaction on Employee Performance is positive but not significant. Nevertheless, Job Characteristics and Organizational Climate still have a direct positive influence on Employee Performance. This finding indicates that improving job characteristics and creating a positive organizational climate can boost employee performance, although the effect thru job satisfaction is not yet maximized. The conclusion of this research is that strengthening Job Characteristics and Organizational Climate needs to be a primary focus in the strategy for improving employee performance at PT XYZ.

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1. INTRODUCTION

Human Resource Management (HRM) is one of the strategic functions within an organization that plays a crucial role in managing, developing, and maintaining the workforce to enable them to make optimal contributions toward achieving organizational goals. According to Ochieng (2023), effective HRM practices directly contribute to improved organizational performance by enhancing employee competence, motivation, and adaptability. In this context, employees are not only seen as a resource, but as a valuable asset that determines the organization's long-term competitiveness.

Employee performance is a key indicator of organizational success, as it reflects the extent to which strategic goals can be achieved thru individual behavior and productivity [17]. However, this

performance is not without various factors that influence it, such as job design, organizational climate, and job satisfaction levels. These factors are becoming increasingly relevant to study in the context of the manufacturing industry, which is characterized by high productivity demands and the need for rapid adaptation to technological changes.

PT. XYZ, as one of the major companies in the cement industry sector, faces significant challenges in maintaining the stability and efficiency of employee performance.

Table 1. Final Calibration Key Performance Indicator (KPI) for Employees

Category	Tahun 2022	Tahun 2023	Tahun 2024	Desc.
<i>Does not Meet Expectation (DME)</i>	0	0	0	-
<i>Partially Meets Expectation (PME)</i>	5	5	6	SME Stable
<i>Fully Meets Expectation (FME)</i>	204	187	166	FME Decreased 18.63%
<i>Partially Exceeds Expectation (PEE)</i>	124	138	92	PEE Decreased 33.33%
<i>Fully Exceeds Expectations (FEE)</i>	9	9	6	FEE Decreased 33%
Employees Total	342	339	270	Total Decreased 21.05%

Sumber : PT XYZ, 2024

Based on Key Performance Indicator (KPI) data from 2022–2024, there has been a decrease in the proportion of employees meeting or exceeding performance expectations, accompanied by an increased workload due to a 21.05% decline in the active workforce. Fluctuations in production output and an increase in Specific Electrical Energy Consumption (SEEC) indicate potential operational inefficiencies related to job characteristics and organizational conditions.

According to the Job Characteristics Model theory proposed by Hackman & Oldham, decreased performance can be caused by low skill variety, task significance, autonomy, or feedback received by employees. When job design doesn't provide meaning and challenge, employee motivation and engagement tend to decrease. On the other hand, a less supportive organizational climate characterized by non-open communication, low managerial support, and minimal recognition can worsen job satisfaction, as demonstrated in the studies by Farah et al. [6] and Asraf [2], which confirm a significant relationship between organizational climate and performance thru job satisfaction.

Previous research, such as Devilia et al. [4] and Susila [21], also confirms that Job Characteristics and Work Engagement have a significant influence on performance. However, most studies still focus on the service and government sectors, so research on heavy manufacturing industries like the cement industry is still limited. This condition indicates a research gap regarding how the interaction between Job Characteristics, Organizational Climate, and Job Satisfaction contributes to Employee Performance in a technology-intensive and physically demanding work environment.

To address this issue, this study proposes an Integrative Organizational Behavior model-based approach that emphasizes the link between individual characteristics such as Job Characteristics, organizational mechanisms such as Organizational Climate, and individual mechanisms such as Job Satisfaction, and performance outcomes. This approach provides a comprehensive analytical framework for identifying factors that directly and indirectly influence employee performance.

Thus, this research has novelty value in two main aspects. First, this research integrates the influence of Job Characteristics and Organizational Climate on Employee Performance thru the mediation of Job Satisfaction within the context of the cement manufacturing industry, an area that has not been widely explored in Indonesia. Second, the research results are expected to provide empirical recommendations for company management in designing performance improvement strategies based on job design and organizational climate improvement that are more adaptive to operational demands in the field.

2. METHOD

This study uses a quantitative approach with a survey method aimed at examining the direct and indirect influence between the variables of Job Characteristics, Organizational Climate, Job Satisfaction, and Employee Performance. The quantitative approach was chosen because it is able to provide an objective empirical overview of the causal relationships between variables based on statistical analysis. The main research instrument was a closed questionnaire developed using a Likert scale.

The population in this study consists of all 258 operational employees of PT XYZ. To obtain a representative sample, the Proportional Stratified Random Sampling technique was used with a margin of error of 5%, using Slovin's formula, resulting in 157 respondents as the research sample. The selection of this technique is intended to ensure that each department, such as Production, Maintenance, Quarry, and Technical, has a balanced proportion of respondents according to the number of employees in each section.

Data analysis was conducted with the assistance of Statistical Package for the Social Sciences (SPSS) version 25 and SmartPLS software to support the analysis of the structural model. The structural model equations used include the relationship between Job Characteristics (X1) and Organizational Climate (X2) on Job Satisfaction (Y), as well as the relationship between X1, X2, and Y on Employee Performance (Z). Here is the conceptual framework for this research :

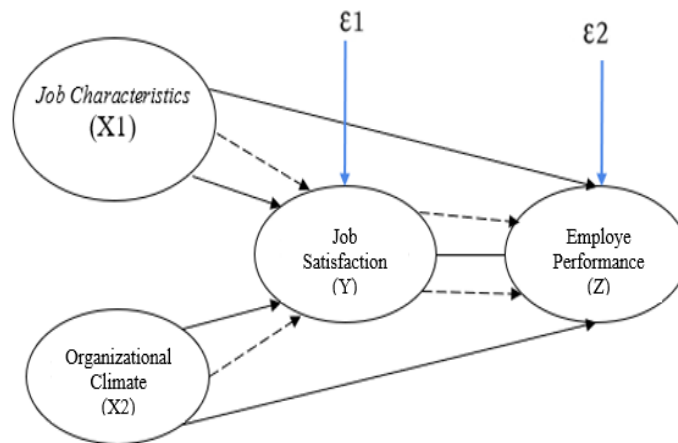


Figure 1. Conceptual Framework

3. RESULTS AND DISCUSSION

3.1 Hypothesis Testing

Table 2. Direct Effect Hypothesis Testing

Hypothesis	Standardized Coefficient	T-Stat (1,975)	Sign. (0,05)	Result
Job Characteristics → Employee Performance	0,448	3,664	0,000	Accepted
Organizational Climate → Employee Performance	0,409	3,525	0,001	Accepted
Job Satisfaction → Employee Performance	0,081	1,153	0,251	Rejected
Job Characteristics → Job Satisfaction	0,621	4,730	0,000	Accepted
Organizational Climate → Job Satisfaction	0,281	2,136	0,034	Accepted

Source: Primary data processed by SPSS v25.0, 2025

Based on the analysis results in Table 2, the hypothesis test results can be described as follows:

1. There is a direct positive and significant influence of Job Characteristics on Employee Performance.
2. There is a direct positive and significant influence of Organizational Climate on Employee Performance.
3. There is a direct positive but insignificant influence of Job Satisfaction on Employee Performance.
4. There is a direct positive and significant influence of Job Characteristics on Job Satisfaction.
5. There is a direct positive and significant influence of Organizational Climate on Job Satisfaction.

Table 3. Indirect Effect Hypothesis Testing

Hypothesis	Standardized Coefficient	T-Stat (1,975)	Sign. (0,05)	Result
Job Characteristics → Job Satisfaction → Employee Performance	0,05	1,01	0,133	Rejected
Organizational Climate → Job Satisfaction → Employee Performance	0,02	1,11	0,155	Rejected

Source : Primary data processed by Free Statistics Calculators, 2025

6. There is a positive but insignificant indirect influence of Job Characteristics on Employee Performance thru Job Satisfaction.
7. There is a positive but insignificant indirect influence of Organizational Climate on Employee Performance thru Job Satisfaction.

3.2 Discussion

3.2.1 The Influence of Job Characteristics on Employees Performance

Based on the results of the first hypothesis testing, it was found that there is a direct, positive, and significant influence between Job Characteristics (X1) and Employee Performance (Z) with a path coefficient of $\beta = 0.448$ and a significance value of $p = 0.000 < 0.05$. This indicates that the better the job characteristics perceived by employees, the higher their performance level. Thus, the hypothesis regarding the positive direct influence of Job Characteristics on Performance can be accepted.

The results of this study are consistent with the findings obtained by Mariska, Sumarni, and William [11], which show that Job Characteristics have a direct and significant effect on employee performance with a value of $\beta = 0.438$ ($p = 0.034 < 0.05$). The research explains that the main dimensions of Job Characteristics, such as skill variety, task identity, task significance, autonomy, and feedback, play an important role in increasing employees' intrinsic motivation, which has a positive impact on performance achievement.

This finding is also supported by Masharyono's research [12], which confirms that job characteristics, work environment, and employee engagement have a significant influence on performance. Similarly, Zhong, Zhu, and Liang [23] found that technology-based job characteristics (AI-enabled job characteristics) were able to improve employee performance thru increased work-related flow and technological efficacy in the manufacturing industry. Meanwhile, Cotič [3] showed that autonomy and work meaning are two main dimensions of Job Characteristics that have the strongest impact on work engagement, which in turn affects increased productivity and work outcomes.

Thus, the results of this study are consistent with the Job Characteristics Model theory proposed by Hackman and Oldham, where increasing skill variety, task significance, and autonomy levels will create higher work meaning and enhance employees' intrinsic motivation, ultimately reflected in improved performance. Therefore, practically speaking, this finding implies that organizational

management, particularly PT XYZ, needs to consider restructuring job designs that provide more autonomy, opportunities for skills development, and clear feedback to improve employee productivity and work effectiveness.

3.2.2 The Influence of Organizational Climate on Employee Performance

Based on the results of the second hypothesis testing, it was found that there is a direct, positive, and significant influence of Organizational Climate (X2) on Employee Performance (Z) with a path coefficient of $\beta = 0.409$ and a significance level of $p = 0.001 < 0.05$. This indicates that the more conducive the organizational climate perceived by employees, the higher the level of performance achieved. Thus, the hypothesis regarding the positive direct influence of organizational climate on performance can be accepted.

This finding is consistent with research conducted by Nurjanah, Elvina, and Halim [14], which found that organizational climate has a significant direct influence on employee performance with a β value of 0.337 ($p = 0.017$). The research explains that the dimensions of organizational justice, interpersonal relationships, managerial support, and open communication are capable of creating a positive work environment, thereby boosting motivation and work productivity.

The findings of this study are also supported by recent empirical research conducted by Saragih and Situmorang [19], who found that a conducive organizational climate can improve employee performance by increasing engagement and job satisfaction. Additionally, Almira and Syamsudin [1] in their research on the manufacturing sector showed that a positive work environment, supported by participatory leadership and recognition of employee contributions, significantly improves both individual and team performance.

Theoretically, this result supports the views of Litwin and Stringer in their Organizational Climate Framework theory, which states that organizational climate is employees' shared perception of the work environment, encompassing the dimensions of structure, responsibility, rewards, risk, warmth, and support. A positive organizational climate fosters psychological safety, strengthens a sense of belonging, and boosts intrinsic motivation to achieve.

Thus, the results of this study not only confirm previous theories and empirical findings but also affirm that in the context of PT XYZ, creating an inclusive, communicative, and appreciative organizational climate can be an effective strategy for driving improved employee performance. Management is expected to create an open work environment, provide constructive feedback, and foster harmonious interpersonal relationships in order to sustain and continuously improve performance.

3.2.3 The Influence of Job Satisfaction on Employee Performance

Based on the results of the third hypothesis testing, it was found that Job Satisfaction (Y) did not have a significant direct effect on Employee Performance (Z) with a path coefficient value of $\beta = 0.081$ and a significance level of $p = 0.251 > 0.05$. This result indicates that although the direction of the relationship is positive, its effect is not statistically strong enough to support the proposed hypothesis. Thus, the hypothesis regarding the direct positive influence of Job Satisfaction on Performance cannot be accepted.

This result indicates that employee job satisfaction has not yet fully become a dominant factor directly influencing performance improvement at PT XYZ. Most likely, employee job satisfaction serves more as a mediating variable that strengthens the relationship between job characteristics and organizational climate on performance, rather than as an independent factor influencing work outcomes.

This finding is directionally similar to the research by Rostini and Nasir [18], who found that Job Satisfaction has a positive relationship with Employee Performance with $r = 0.507$, although its direct effect is not always significant in all organizational contexts. The research explains that job satisfaction tends to have an indirect influence on performance through increased commitment and work motivation.

Another study by Ismail and Wahyudi [9] also showed similar results, where job satisfaction did not significantly affect employee performance unless accompanied by driving factors such as organizational support and an effective reward system. Meanwhile, a study by Muttaqin and Fadilah [13] confirms that the relationship between job satisfaction and performance is contextual; its influence will be significant if the work environment provides opportunities for employees to express their aspirations and gain recognition for their achievements.

From a theoretical perspective, the results of this study indicate that Herzberg's Two-Factor Motivation theory is still relevant in explaining these dynamics. According to this theory, job satisfaction is the result of motivational factors such as achievement, recognition, and responsibility, which do not always automatically contribute to performance without supportive working conditions. Therefore, job satisfaction can be considered a psychological factor that requires interaction with other variables such as organizational climate or job characteristics to have a real impact on employee performance. Practically, these results confirm that company management needs to strengthen other aspects beyond job satisfaction, such as job design, reward systems, and career development opportunities, so that employee job satisfaction can translate into measurable improvements in productivity and performance.

3.2.4 The Influence of Job Characteristics on Job Satisfaction

Based on the results of the fourth hypothesis testing, it was found that Job Characteristics (X1) have a direct positive and significant effect on Job Satisfaction (Y) with a path coefficient value of $\beta = 0.621$ and a significance level of $p = 0.000 < 0.05$. These results indicate that the higher employees' perception of attractive, varied, and autonomous job characteristics, the higher their level of job satisfaction. Thus, the hypothesis regarding the positive direct influence of Job Characteristics on Job Satisfaction can be accepted.

Recent studies also support these findings. Wijaya and Pradana [22] showed that Job Characteristics positively influence job satisfaction through increased job meaning and intrinsic motivation. Similarly, Haryono and Sari [8] found that the dimensions of autonomy and feedback are the strongest determinants of job satisfaction among manufacturing industry employees, as both provide a sense of ownership and opportunities for development. Additionally, Cotič [3] emphasizes that autonomy, skill variety, and feedback are core aspects of job characteristics that can significantly enhance work engagement and job satisfaction.

Theoretically, these results are consistent with the Job Characteristics Model (JCM) proposed by Hackman and Oldham, which states that the five core job dimensions of skill variety, task identity, task significance, autonomy, and feedback are capable of increasing work meaning (experienced meaningfulness), responsibility for work outcomes (experienced responsibility), and understanding of work results (knowledge of results), all of which contribute to increased job satisfaction. At PT XYZ, these results indicate that job designs providing task variety, clear responsibilities, and adequate feedback can create feelings of satisfaction, motivation, and empowerment among employees.

Thus, it can be concluded that job characteristics play a strategic role in building employee job satisfaction. Practically, company management needs to optimize job design by adjusting the level of autonomy, skill variety, and clear feedback systems so that employees feel their work is meaningful and aligns with their potential, thereby sustainably increasing job satisfaction.

3.2.5 The Influence of Organizational Climate on Job Satisfaction

Based on the results of the fifth hypothesis testing, it was found that Organizational Climate (X2) has a direct positive and significant effect on Job Satisfaction (Y) with a path coefficient value of $\beta = 0.281$ and a significance level of $p = 0.034 < 0.05$. This result indicates that the better the organizational

climate perceived by employees, the higher their level of job satisfaction. Thus, the hypothesis regarding the positive direct influence of Organizational Climate on Job Satisfaction can be accepted.

The results of this study are consistent with the findings of Soemadi [20], which showed that organizational climate has a direct and significant influence on employee performance with a correlation value of $r = 0.942$, and also confirm that a positive work environment, support from superiors, and harmonious interpersonal relationships contribute significantly to increased job satisfaction and motivation. The research highlights the importance of communication, fairness, and recognition as key determinants of job satisfaction within organizations.

This finding is also supported by the results of recent research by Putri and Santoso [15], who found that an inclusive and communicative organizational climate is able to increase job satisfaction by enhancing employees' sense of belonging and emotional engagement with the organization. Meanwhile, Fadhilah and Rahman [5] assert that employees' perceptions of organizational support, fairness, and job security are significant factors determining job satisfaction levels in the manufacturing industry environment.

From a theoretical perspective, the results of this study support the theory proposed by Litwin and Stringer within the framework of Organizational Climate Theory, which explains that organizational climate reflects employees' collective perceptions of various organizational aspects such as structure, rewards, responsibility, risk, warmth, and management support. A positive organizational climate will foster a sense of comfort, trust among organizational members, and psychological safety, ultimately leading to increased job satisfaction.

Thus, the results of this study confirm that a good organizational climate plays an important role in shaping employee job satisfaction levels. At PT XYZ, creating an open work environment, effective two-way communication, recognizing performance, and supportive leadership are key factors that need to be maintained and improved to ensure employees feel satisfied and motivated in their work.

3.2.6 The Influence of Job Characteristics on Employee Performance Through Job Satisfaction

Based on the results of the sixth hypothesis testing, it was found that there is a direct positive and significant influence between Job Characteristics (X1) and Employee Performance (Z) with a path coefficient value of $\beta = 0.448$ and a significance level of $p = 0.000 < 0.05$. However, testing the indirect influence of Job Characteristics (X1) on Performance (Z) thru Job Satisfaction (Y) showed positive but non-significant results, with a β value of 0.05 and $p = 0.133 > 0.05$. This result indicates that although the direction of the relationship is consistent with the underlying theory, the role of job satisfaction as a mediating variable was not proven significant in bridging the influence of Job Characteristics on Performance.

This finding suggests that job characteristics have a stronger direct impact on improving employee performance than thru job satisfaction. This means that when employees feel their work is challenging, varied, and provides autonomy and clear feedback, they are likely to perform at a high level without first experiencing an increase in job satisfaction. This condition can be caused by the work culture at PT XYZ, which is target and productivity-oriented, where performance is more influenced by job design and work systems than by affective factors such as satisfaction.

The results of this study differ from the research by Hartono and Prasetya [7], who found that job satisfaction acts as a significant mediating variable between Job Characteristics and Employee Performance in service companies. This difference can be explained by the different organizational contexts: in the manufacturing industry, structural factors such as division of labor and job design have a more direct influence on work output compared to psychological factors. However, research by Wijaya and Pradana [22] also supports these findings, with the discovery that the indirect influence of Job Characteristics on performance thru job satisfaction becomes insignificant when employees have high

levels of intrinsic motivation. This means they work well because of the meaning and responsibility of the job itself, not because of the perceived level of satisfaction.

From a theoretical perspective, these results remain consistent with the Job Characteristics Model framework proposed by Hackman & Oldham, which states that core job characteristics can influence work outcomes both directly and thru certain psychological conditions. However, when psychological variables such as job satisfaction do not play a dominant role, the direct influence of job characteristics on performance becomes stronger. Therefore, in the context of this research, job satisfaction does not function as a significant mediator, but rather as a secondary supporting factor in the relationship between Job Characteristics and Performance.

Practically, this finding implies that management needs to remain focused on improving the quality of job design, such as expanding task variety, increasing individual responsibility, and strengthening feedback systems – as these factors have been shown to directly improve performance. Efforts to increase job satisfaction remain important, but they are more complementary than the primary link in the relationship between job characteristics and employee performance.

3.2.7 The Influence of Organizational Climate on Employee Performance Through Job Satisfaction

Based on the results of the seventh hypothesis testing, it was found that there is a direct positive and significant influence of Organizational Climate (X2) on Employee Performance (Z) with a path coefficient value of $\beta = 0.409$ and a significance level of $p = 0.001 < 0.05$. However, the results of testing the indirect influence of Organizational Climate (X2) on Performance (Z) thru Job Satisfaction (Y) showed a value of $\beta = 0.02$ with $p = 0.155 > 0.05$, which means that this indirect relationship is not significant. Thus, it can be concluded that the Job Satisfaction variable does not mediate the relationship between Organizational Climate and Employee Performance.

This result indicates that organizational climate has a strong direct influence on performance, without being mediated by employee job satisfaction levels. A comfortable work environment, open communication, and good managerial support encourage employees to perform optimally, regardless of their level of emotional satisfaction. This may be due to the organization's productive and results-oriented characteristics, where employees tend to evaluate performance based on target achievement and structural support, rather than solely on affective aspects.

This finding aligns with the research by Saragih and Situmorang [19], which showed that organizational climate has a stronger direct impact on performance compared to the indirect impact thru job satisfaction. Similar results were also found by Kusuma and Hidayat [10], who explained that in organizations with structured and hierarchical work systems, the relationship between organizational climate and performance is more instrumental than emotional, making the mediating role of job satisfaction insignificant.

Meanwhile, research by Rahim and Lestari [16] found that job satisfaction only acts as a partial mediator in the relationship between organizational climate and performance when additional factors are present, such as organizational support or employee affective commitment. This means that to make job satisfaction an effective bridge in improving performance, organizations need to cultivate a stronger sense of emotional engagement and care among their employees.

From a theoretical perspective, these results can be explained thru Organizational Climate Theory proposed by Litwin and Stringer, where the organizational climate directly influences employee work behavior thru structural and social aspects, such as support, role clarity, and recognition. When these aspects are operating optimally, performance can improve directly without depending on changes in job satisfaction levels. In the context of PT XYZ, this indicates that efficient work systems, supportive leadership, and good communication are sufficient to drive performance without the mediation of other psychological variables.

Practically, these results confirm the importance of strengthening organizational climate dimensions such as fairness, communication, recognition, and leadership to maintain high performance in a manufacturing work environment. Although job satisfaction remains an important factor for psychological well-being, employe performance is more determined by their perception of a supportive and structurally directed work environment.

4. CONCLUSION

This research shows that improving Job Characteristics and Organizational Climate is a key factor in strengthening Employe Performance at PT XYZ. Both variables were proven to have a direct and significant influence on performance improvement, meaning the better the job design and the more conducive the organizational climate, the higher the employe performance. Conversely, Job Satisfaction did not significantly affect performance, so it cannot yet be considered a dominant factor in increasing productivity. However, job satisfaction was found to be positively influenced by Job Characteristics and Organizational Climate, which means improvements in these two aspects remain important for increasing employe comfort and motivation. Additionally, Job Satisfaction did not play a significant mediating role in the relationship between Job Characteristics and Performance, nor between Organizational Climate and Performance. In other words, the influence of Job Characteristics and Organizational Climate on Performance was more direct than thru increased job satisfaction. Overall, the results of this study confirm that the most effective strategy for improving employe performance is thru designing meaningful, challenging, and autonomous jobs, as well as thru creating an open, fair, and supportive organizational climate.

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