

Performance of Education Personnel in The Perspective of Organizational Climate and Organizational Commitment: The Role of Job Satisfaction as a Mediator

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ABSTRACT

Education personnel are expected to contribute a lot to higher education by providing good performance which can later support the achievement of the vision, mission and goals of higher education. The improvement of the performance of education personnel is not only influenced by individual abilities, but also by external factors that exist within the organizational environment itself. Two factors that are often considered to have a significant influence on employee performance are the organizational climate and organizational commitment. This research was conducted with the aim of analyzing how much the influence of the organizational climate and organizational commitment on performance with job satisfaction as a mediator. This study used a sample of 33 educational staff at Pekalongan University. The data analysis in this study used *Partial Least Square* (PLS). The results of the study show that the organizational climate has a positive and insignificant effect on performance. The organizational climate has a positive and significant effect on job satisfaction. Organizational commitment has a negative and insignificant effect on performance. Organizational commitment has a positive and insignificant effect on job satisfaction. Job satisfaction has a positive and insignificant effect on performance. Job satisfaction does not play a role in mediating the relationship between the organization's climate and performance. Job Satisfaction does not play a role in mediating the relationship between organizational commitment to performance.

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1. Introduction

Human Resources in an organization have a very important role in supporting the success and achievement of organizational goals. The better the Human Resources an organization has, the easier it will be for the organization to achieve its goals (Chalimah, 2019). Human Resource Performance is the main contributor to the success of an organization. Pekalongan University in an effort to realize its vision, mission and goals, requires the performance of quality Human Resources.

Human Resources in the scope of education, according to Nurul Ulfatin, (2016), in general, it is divided into two groups of people, namely: (1) groups of people called students, and (2) groups of people called educators and education personnel. Learners are all people who participate in education. Meanwhile, educators and education personnel are all people who organize education. In higher education, the education staff are librarians, laboratories, technicians, administrative staff, and support staff who are responsible for achieving the quality goals of the higher education program.

Education personnel are required to always be alert and responsive to the dynamics of existing developments. Education personnel are expected to contribute a lot to higher education by providing good performance which can later support the achievement of the vision, mission and goals of higher education.

Performance according to Mangkunegara (2015) is the result of employee work including the quality and quantity of work done by individuals in carrying out their duties. The improvement of the performance of education personnel is not only influenced by individual abilities, but also by external factors that exist within the organizational environment itself. Two factors that are often considered to have a significant influence on employee performance are the organizational climate and organizational commitment. Organizational climate refers to the atmosphere and work culture created within the organization. Organizational climate is a social and psychological condition that exists in the organization that affects the behavior and perception of the organization's members. An organizational climate is a configuration of attitudes and perceptions, emotions, and behaviors of organizational members that reveal important norms, values and attitudes possessed.

Organizational commitment is an individual's willingness to stay in touch with the organization they work for. Organizational commitment describes the extent to which an employee feels connected to the organization and its goals, as well as the desire to remain a part of the organization. The higher the organization's commitment, the more it will support the creation of a conducive work atmosphere, which contributes to increasing job satisfaction, and ultimately encourages improved performance of education personnel.

Job satisfaction is a feeling of pleasure or displeasure that arises as a result of an individual's evaluation of their work. Job satisfaction has an important role in improving individual performance in the organization. Research conducted by Arna et al., (2024) stating that job satisfaction has a positive and significant effect on employee performance, job satisfaction plays a role as a motivational factor that can improve performance.

Job satisfaction can act as a mediator between the organizational climate and the organization's commitment to the performance of education personnel. As the results of research conducted by Arna et al., (2024) that the organizational climate has a significant and positive effect on performance through job satisfaction as an intervening variable. This shows that employee performance will improve if the organizational climate is better and supported by high employee job satisfaction.

The relationship between the organizational climate, organizational commitment, and employee performance is not simple. Previous studies, which analyzed the relationship between organizational climate, organizational commitment, job satisfaction and employee performance, showed different results. Research conducted by Nasrul et al., (2021), Ratnasari et al., (2020), Hidayat, (2018) shows the results that the organizational climate has a significant positive effect on employee performance. In contrast to the results of the study Katarina Tandi Pailang, Rahmat Laan, (2021) which shows that the organizational climate has a positive but not significant effect. Research Arna et al., (2024), stating that the organizational climate has a negative effect on performance is not significant.

In relation to organizational commitment and performance, there are several studies that show different results. Research Katarina Tandi Pailang, Rahmat Laan, (2021), Kawiana, (2018), Safitri et al., (2021), Riris et.al, (2020), shows that the results of organizational commitment have a positive and significant effect on performance, while the results of the research Alfian & Astramia, (2020) stating that organizational commitment has a negative effect on performance.

The results of the different research as mentioned above are what attracted the researcher to analyze the relationship between organizational climate, organizational commitment, and employee performance and the role of job satisfaction as a mediator in the relationship between organizational climate and organizational commitment to employee performance, so the researcher took the title Performance of Education Personnel in the Perspective of Organizational Climate and Organizational Commitment: The Role of Job Satisfaction as a Mediator. From the results of this study, it is hoped that it can provide an overview of the basis for designing more effective policies to improve the performance of education personnel, which in turn will contribute to the achievement of overall organizational goals.

2. Literature Review

Theoretical Foundations

Performance

Performance according to Mangkunegara (2015) is the result of employee work including the quality and quantity of work done by individuals in carrying out their duties. This performance appraisal usually includes various dimensions, such as effectiveness, efficiency, and the impact it has on the educational environment. Indicators used to measure employee performance according to Mangkunegara, (2017) are quality, quantity, cooperation, responsibility, and initiative.

Organizational Climate

Litwin, G. H., & Stringer, R. A., (1968) defines the organizational climate as a set of measurable traits of the work environment that are either directly or indirectly perceived by employees working in an organizational environment that influences and motivates their behavior. According to Ratnasari et al., (2020) A positive organizational climate, which includes good communication, support from superiors, and harmonious relationships between colleagues, can improve the morale and performance of education personnel.

According to research Litwin, G. H., & Stringer, R. A., (1968) There are several indicators in the organizational climate, namely: 1) structure: an overview of the clarity of duties, work procedures, authorities and work rules. 2) responsibility: responsibility in work behavior and consequences for the results of work performed. 3) reward : an award received for a job that has been done well; The organizational environment emphasizes more on rewarding positive or punishment and regarding fairness or suitability regarding salary and promotion policies. 4) risk : risks and challenges in work and in organizations, whether the emphasis is on daring to take risks with careful calculations, taking enormous risks even beyond our capabilities, or not daring to take risks in the sense of finding a "safe" path only. 5) warmth: interpersonal relationships in the organization that create their own work atmosphere. Whether the work atmosphere is depicted by the existence or not of friendship and familiarity between members of the organization. 6) support: describes the presence or absence of emotional support from managers or other workers in the group.

Organizational Commitment

Organizational commitment is a state in which an individual sides with the organization and his or her goals and desires to maintain his or her membership in the organization (Robbins, 2015). Indicators used to measure organizational commitment according to Busro, (2018) namely: 1). Affective Commitment, affective commitment is the attachment of emotions to employees, employee identification, and employee involvement in the company. Employees who have a strong affective commitment will continue to work for the company because they want to. 2). Continuance Commitment, ongoing commitment is awareness of the loss of leaving the company. 3). Normative Commitment, commitment normative commitment reflects a sense of responsibility to continue working.

Job Satisfaction

Job satisfaction is a general attitude that shows the difference between the amount of rewards workers receive and the amount they believe they should receive (Khoregia et al., 2023). Afandi, (2018) stated that indicators that can measure job satisfaction are: 1). Job, the content of the work done by a person whether it has satisfactory elements. 2). Wages/Salary, the amount of payment received by a person as a result of the implementation of work is in accordance with the needs that are felt to be fair. 3). Promotion, the possibility that a person can develop through promotion. 4). Supervisor, someone who always gives orders or instructions in the execution of work. 5). Co-workers, co-workers who help each other in completing work.

Research Model

The conceptual model in this study is divided into three different groups of variables, namely independent variables, dependent variables, and intervening or mediating variables. The independent variables in this study are the organizational climate and organizational commitment. Performance as a dependent variable and job satisfaction as an intervening or mediation variable. Picture of the conceptual model in this study can be seen in figure 1 below.



Figure 1. Conceptual Model

Hypothesis Development

The Influence of Organizational Climate on Performance

Based on previous theories and research, a positive organizational climate will create an environment that supports individual performance, such as open communication, appreciation of achievements, and a conducive work atmosphere. Research conducted Roni et al., (2024), Pasaribu et al., (2023), Nasrul et al., (2021), Ratnasari et al., (2020), Hidayat, (2018), showing the results that the

Organizational Climate has a significant positive effect on employee performance. Based on this description, the hypothesis proposed:

H1: Organizational Climate has a positive and significant effect on performance

The Influence of Organizational Climate on Job Satisfaction

A healthy and conducive organizational climate can increase job satisfaction because education personnel feel valued and get the necessary support in their work. Research results Arna et al., (2024), Pahlawan & Onsardi, (2020), Adrian & Arianto, (2022), Roni et al., (2024), Pasaribu et al., (2023) and Aditi et al., (2023), shows that the results of the organizational climate have a positive and significant effect on job satisfaction. Based on this description, the hypothesis proposed:

H2: Organizational Climate has a positive and significant effect on job satisfaction

The Effect of Organizational Commitment on Performance

A high organizational commitment will make the education staff feel more accountable to the organization's goals and success, which in turn improves their performance. Research Katarina Tandi Pailang, Rahmat Laan, (2021), Kawiana, (2018), Badrianto & Astuti, (2023), Rahayu & Dahlia, (2023), Safitri et al., (2021), Riris et.al, (2020), showing the results of organizational commitment have a positive and significant effect on performance. Therefore, the hypothesis proposed:

H3: Organizational Commitment has a positive and significant effect on performance

The Influence of Organizational Commitment on Job Satisfaction

A strong organizational commitment will motivate education personnel to feel more satisfied with their work, as they feel more attached and have a high sense of responsibility to the organization. Arna et al., (2024), Badrianto & Astuti, (2023), Rahayu & Dahlia, (2023), Prasetyaningrum, (2020) and Zikri & RDA, (2023) show the results of organizational commitment have a positive and significant effect on Job Satisfaction. Therefore, the hypothesis proposed:

H4: Organizational Commitment has a positive and significant effect on Job Satisfaction

The Effect of Job Satisfaction on Performance

Job satisfaction has an important role in improving individual performance in the organization. Riris et.al, (2020) The more satisfied the employee is with the agency, the better the work performance and work results shown or vice versa, if the employee feels satisfaction in his work then his work spirit will increase, this encouragement can make it easier to achieve the goals that have been set by the agency. Supported by research conducted by Arna et al., (2024), Roni et al., (2024), Rahayu & Dahlia, (2023), Pasaribu et al., (2023), Safitri et al., (2021) show that the results of Job Satisfaction have a positive and significant effect on Performance. Based on this description, the hypothesis proposed:

H5: Job Satisfaction has a positive and significant effect on Performance

The Influence of Organizational Climate on Performance through Job Satisfaction

Job satisfaction can act as a mediator that bridges the influence of the organizational climate on the performance of education personnel. When the organizational climate is supportive and creates a comfortable atmosphere, educators will feel more satisfied with their work. High job satisfaction can then increase their commitment and performance. Research Pasaribu et al., (2023), Pratama & Pasaribu, (2020) Risambessy et al., (2022) and Arna et al., (2024) states that Job Satisfaction mediates the influence of Organizational Climate on Employee Performance. Based on this description, the hypothesis proposed:

H6: Organizational Climate has an indirect influence on Performance with Job Satisfaction as a mediator.

The Influence of Organizational Commitment on Performance through Job Satisfaction

A strong organizational commitment will increase job satisfaction, which in turn can improve the performance of education personnel. As a mediator, job satisfaction will strengthen the relationship between organizational commitment and the performance of education personnel. Supported by research Badrianto & Astuti, (2023) and Arna et al., (2024) states that Job Satisfaction mediates the influence between Organizational Commitment on Employee Performance. Based on this description, the hypothesis proposed:

H7: Organizational Commitment has an indirect influence on Performance with Job Satisfaction as a mediator

3. Method, Data, and Analysis

The type of research used is causal associative research. According to Sugiyono, (2016) Causal associative research is a study that aims to determine the relationship between two or more variables. Associative research using a quantitative approach. The sample in this study refers to the opinion of Fraenkel, J. R., Wallen, N. E., & Hyun, (2012), which states that the minimum number of samples for causal-comparative research is 30 people. The population of this study is the education staff of the University of Pekalongan. This study used 33 respondents. The sampling technique in this study uses accidental sampling techniques. This study uses primary data obtained from questionnaires using a likert scale filled in by respondents. The technical data analysis in this study uses the Partial Least Squares (PLS) Approach for data analysis and hypothesis testing, using SmartPLS software version 3.

The study in this study includes 4 variables, namely Organizational Climate (X1) and Organizational Commitment (X2) as independent variables, job satisfaction (Z) as an intervening variable and performance (Y) as a dependent variable. In order for these four variables to be measured and have clear limits, the following operational definitions are needed:

Table 1. Variable Operational Definition

Yes	Variabel	Definition	Indicator
1	Organizational Climate (Litwin, G. H., & Stringer, R. A., 1968)	social and psychological conditions that exist within the organization that affect the behavior and perception of the organization's members	1. <i>Structure</i> 2. <i>Responsibility</i> 3. <i>Rewards</i> 4. <i>Risk</i> 5. <i>Warmth</i> 6. <i>Support</i>
2	Organizational Commitment (Busro, 2018)	a state in which an individual takes sides with the organization and his or her goals and desires to maintain his or her membership in the organization.	1. Affective <i>Commitment.</i> 2. Continuance <i>Commitment</i> 3. Normative <i>Commitment</i>
3	Performance (Mangkunegara, 2015) and (Mangkunegara, 2017)	Employee work outcomes include the quality and quantity of work done by individuals in carrying out their duties	1. Quality 2. Quantity 3. Collaborate 4. Responsibility 5. Initiatives

4	Job Satisfaction (Afandi, 2018)	feelings of pleasure or displeasure arising from the results of an individual's evaluation of their work	1. Work 2. Wages/Salaries, 3. Promotion 4. Supervisor 5. Co workers
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4. Result and Discussion

Measurement Model Test (*Outer Model*)

Testing research instruments for external models is a process to measure the extent to which the indicators or variables used in the research are reliable and valid. The measurement model for the validity and realism test, the model determination coefficient and the path coefficient for the equation model can be seen in the following figure 2:

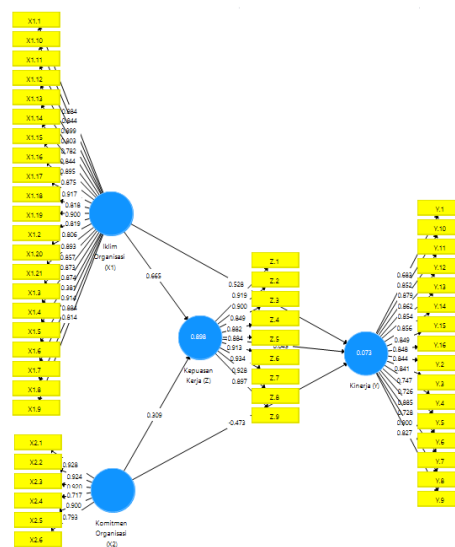


Figure 2

Validity and Reliability Tests

Convergent Validity

Used to assess the level of accuracy, the questionnaire instrument can accurately explain the variables covered in the study. A variable indicator is considered valid if the outer loading value is > 0.5. Based on the data analysis, as presented in figure 2, it was found that all *the outer loading* values on all variable indicator items > 0.5 so that it can be stated that all variable indicators are valid, the convergent validity test is met.

Discriminant Validity

In the Discriminant Validity test, the variable indicator is said to be valid if the Average Variance Extracted (AVE) value > 0.50.

Reliability Test

The research instrument is said to be reliable if Cronbach's Alpha value > 0.7, rho_A > value 0.7, Composite Reliability > 0.7

The results of *the Discriminant Validity* and Reliability Test can be seen in Table 2 below:

Table 2. Results of *Discriminant Validity* and Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Results of the Discriminant Validity Test	Reliability Test Results
Organizational Climate (X1)	0,979	0,982	0,981	0,712	AVE value > 0.5, valid	Cronbach's Alpha, rho_A and Composite Reliability values > 0.7 are reliable
Job Satisfaction (Z)	0,971	0,972	0,975	0,812	AVE value > 0.5 valid	Cronbach's Alpha, rho_A and Composite Reliability values > 0.7 are reliable
Performance (Y)	0,969	0,982	0,972	0,682	AVE Value > 0.5 Valid	Cronbach's Alpha, rho_A and Composite Reliability values > 0.7 are reliable
Organizational Commitment (X2)	0,932	0,942	0,948	0,752	AVE Value > 0.5 Valid	Cronbach's Alpha, rho_A and Composite Reliability values > 0.7 are reliable

Source : Primary Data Processed, 2024

Structural Model Test (*Inner Model*)

R Square

R Square is a measure of the proportion of the variation in the value of the affected variable (endogenous) that can be explained by the variable that affects it (exogenous). The criteria are: $R^2 = 0.75$ substantial (large/strong), $R^2 = 0.5$ moderate (medium)

$R^2 = 0.25$ (weak/small). From the results of data analysis,

Table 3. R Square

Matrix	R Square	Criterion
Job Satisfaction (Z)	0,898	Big/Strong
Performance (Y)	0,073	Weak / Small

Source : Primary Data Processed, 2024

In table 3, it can be seen that:

R Square Model Path I = 0.898 means the ability of the variables of Organizational Climate and Organizational Commitment in explaining the variable Job Satisfaction of 89.8%.

R Square Model Path II = 0.073 means the ability of the variables of Organizational Climate and Organizational Commitment through Job Satisfaction in explaining Performance of 7.3%.

F Square

F^2 effect size (F Square) is a measure used to assess the relative impact of an affecting variable (exogenous) on the affected variable (endogenous). The criteria are: $F^2 = 0.02$ small / bad; $F^2 = 0.15$ medium ; $F^2 = 0.35$ great/good.

Table 4. F Square

Matrix	F Square	Criterion
Performance Organizational Climate →	0,035	Small
Organizational Climate → of Job Satisfaction	1,002	Big
Performance Organization Commitment →	0,045	Small
Organizational Commitment → to Job Satisfaction	0,216	Keep
Performance Job Satisfaction →	0,001	Small

Source : Primary Data Processed, 2024

Hypothesis Test

Direct Effect (Path Coefficient)

Direct effect analysis is used to test the hypothesis of the direct influence of an affecting variable (exogenous) on the affected variable (endogenous). The criteria: *Path Coefficient*, If the *Path Coefficient value* is positive, then the effect of exogenous variables on endogenous codirectional variables, meaning that if the value of an exogenous variable increases, the value of endogenous variables also increases. If the *value of the Path Coefficient* is negative, then the influence of the exogenous variable on the endogenous is in the opposite direction, meaning that if the value of an exogenous variable increases, then the value of the endogenous variable decreases.

Probability/Significance Value (P-Value). If the P-Values < 0.05 then it is significant; If the P-Values > 0.05 then it is not significant. The results of *the Path Coefficient* analysis are as shown in Table 5 below.

Table 5. Direct Influence Hypothesis Test Results

	Original Sample (O)	P Values	Hypothesis Test Results
Organizational Climate (X1) -> Performance (Y)	0,528	0,494	H1 Rejected
Organizational Climate (X1) -> Job Satisfaction (Z)	0,665	0,000	H2 Accepted
Organizational Commitment (X2) -Performance > (Y)	-0,473	0,414	H3 Rejected
Organizational Commitment (X2) -> Job Satisfaction (Z)	0,309	0,090	H4 Rejected
Job Satisfaction (Z) -> Performance (Y)	0,045	0,952	H5 Rejected

Source : Primary Data Processed, 2024

Based on the data in table 5, it is concluded:

The Influence of Organizational Climate on Performance

The results of the analysis showed that the relationship between organizational climate (X1) and performance (Y) had a path coefficient of 0.528, which indicates a positive relationship. However, a P-value of 0.494, which is greater than 0.05, suggests that this relationship is not statistically significant. Thus, the H1 hypothesis, which states that the organizational climate has a positive effect on performance, is rejected. This means that in the context of this study, although there is a positive tendency between organizational climate and performance, these influences are not strong or significant enough to be considered a factor that directly affects performance. These results are in line with research Katarina Tandi Pailang, Rahmat Laan, (2021) and Pratama & Pasaribu, (2020).

The Influence of Organizational Climate on Job Satisfaction

The results of the analysis showed that there was a significant positive relationship between Organizational climate (X1) and job satisfaction (Z), with a path coefficient of 0,665 and P value 0,000 that is smaller than 0,05, which indicates that H2 which states the positive influence of the organizational climate on job satisfaction Accepted. These findings underscore the importance of creating a supportive organizational climate to improve education staff job satisfaction, which could have implications for improving overall organizational commitment. These results support the research Arna et al., (2024), Pahlawan & Onsardi, (2020), Adrian & Arianto, (2022), Roni et al., (2024), Pasaribu et al., (2023) and Aditi et al., (2023).

The Influence of Organizational Commitment on Performance

The results given for the H3 hypothesis test the direct relationship between Organizational Commitment (X2) and Performance (Y). The value of the correlation coefficient found was -0.473, which indicates a negative or non-directional relationship between Organizational Commitment and Performance. However, the P Value found was 0.414, which is greater than 0.05.

Because P Value greater than 0.05, this relationship insignificant statistically. That is, even if there is a negative relationship between Organizational Commitment and Performance, the effect was not strong or significant enough to be statistically acceptable in the model tested. Therefore, based on these results, H3 hypothesis rejected, which means Organizational Commitment has an insignificant negative effect on Performance in the context of this research. The results of this study are in line with the research Alfian & Astramia, (2020).

The Influence of Organizational Commitment on Job Satisfaction

The results of the analysis showed that the relationship between organizational commitment (X2) and job satisfaction (Z) had a path coefficient of 0.309, which indicates a positive relationship. However, a P-value of 0.090, which is greater than 0.05, suggests that this relationship is not statistically significant. Thus, the H4 hypothesis, which states that organizational commitment has a positive effect on job satisfaction, is rejected. This means that in the context of this study, although there is a positive relationship between organizational commitment and job satisfaction, the effect is not significant enough to directly affect job satisfaction. These results are in line with research Prasetyaningrum, (2020).

The Effect of Job Satisfaction on Performance

The results of the analysis showed that the relationship between job satisfaction (Z) and performance (Y) had a path coefficient of 0,045, which indicates a very weak positive relationship. However, the P value is 0.952, which is greater than 0,05, indicating that this relationship is not statistically significant. Thus, the H5 hypothesis, which states that job satisfaction has a positive effect on performance, is rejected. This indicates that in the context of this study, although there is a tendency for a positive relationship between job satisfaction and performance, the effect is not significant enough to affect performance directly. These results support the research Pratama & Pasaribu, (2020).

Indirect Effect

Indirect Effect Analysis is useful for testing the hypothesis of the indirect influence of an exogenous variable on an endogenous variable mediated by the intervening variable. The criteria: If the P Values value < 0.05, then the effect is significant or indirect, meaning that the intervening variable plays a role in mediating the relationship of an exogenous variable to the endogenous variable. If the P values > 0.05, then the effect is not significant or the effect is direct, meaning that the intervening variable does not play a role in mediating the relationship of an exogenous variable to an endogenous variable. The results of the Indirect Effect analysis can be seen in table 6.

Table 6. Indirect Influence Hypothesis Test Results

	P Values	Hypothesis Test Results
Organizational Climate → Job Satisfaction → Performance	0,949	H6 rejected
Organizational Commitment → Job Satisfaction → Performance	0,967	H7 rejected

Source : Primary Data Processed, 2024

Based on the data in table 6, it can be concluded :

The Influence of Organizational Climate on Performance through Job Satisfaction

The results provided state that for the H6 hypothesis, which tests the role of Job Satisfaction (Z) as a mediator in the relationship between Organizational Climate (X1) and Performance, the P value found was 0.949. Based on this P value, which is greater than 0.05, the effect is not significant. This means that Job Satisfaction does not play a role as a mediating variable that connects Organizational Climate with Performance. In other words, while there is a relationship between Organizational Climate and Performance, Job Satisfaction does not significantly affect or strengthen those relationships.

Since the P value is greater than 0.05, the H6 hypothesis is rejected. This means that the role of Job Satisfaction as a mediator in the relationship cannot be accepted or statistically proven in the tested model.

The Influence of Organizational Commitment on Performance through Job Satisfaction

The results given for the H7 hypothesis tested the role of Job Satisfaction (Z) as a mediator in the relationship between Organizational Commitment (X2) and Performance. The P-value found was 0.967, which is greater than 0.05. This shows that the effect is not significant. In other words, while Organizational Commitment can relate to Performance, Job Satisfaction does not play a significant role in mediating the relationship. This means that Job Satisfaction does not strengthen or influence the relationship between Organizational Commitment and Performance in the tested model. Since the P value is greater than 0.05, the H7 hypothesis is rejected. This means that there is not enough evidence to support that Job Satisfaction acts as a mediator in the relationship between Organizational Commitment and Performance.

5. Conclusion and Suggestion

The improvement of the performance of education personnel is not only influenced by individual abilities, but also by external factors that exist within the organizational environment itself. Two factors that are often considered to have a significant influence on employee performance are the organizational climate and organizational commitment. The organizational climate and organizational commitment play an important role in improving employee performance. Job satisfaction acts as a mediator that strengthens the relationship between the two factors and performance. Therefore, creating a positive organizational climate and increasing organizational commitment can increase job satisfaction, which will ultimately have an effect on improving the performance of education personnel.

The results of a study conducted on 33 education staff of Pekalongan University related to the role of organizational climate and organizational commitment to the performance of education personnel with job satisfaction as mediators showed the results: Organizational climate has a positive and insignificant effect on performance. Organizational climate has a positive and significant effect on job satisfaction. Organizational commitment has a negative and insignificant effect on performance. Organizational Commitment has a positive and insignificant effect on Job Satisfaction. Job Satisfaction has a positive and insignificant effect on Performance. Job Satisfaction does not play a role in mediating the relationship between Organizational Climate and Performance. Job Satisfaction does not play a role in mediating the relationship between Organizational Commitment to Performance.

In this study, the results of R Square, the ability of the variables of Organizational Climate and Organizational Commitment through Job Satisfaction in explaining Performance is only 7.3% is relatively low, for future research may be able to change the conceptual model of the research.

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