



The Influence of Work Climate and Job Satisfaction on Employee Performance at the Population Control and Family Planning Office of Sibolga City

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ABSTRACT

This study aims to analyze the effect of work climate and job satisfaction on employee performance at the Population Control and Family Planning Office of Sibolga City. The research employed a quantitative approach using a descriptive correlational method. The study population consisted of 35 employees, all of whom were selected as respondents using a total sampling technique. Data were collected through a Likert-scale questionnaire that had passed validity and reliability testing. Data analysis was conducted using multiple linear regression preceded by classical assumption tests, including normality, heteroscedasticity, and multicollinearity tests. The findings revealed that the work climate had a very weak negative relationship with employee performance, with a regression coefficient of -0.187 and a t -value of -1.104 ($p > 0.05$), while job satisfaction showed a regression coefficient of 0.259 with a t -value of 1.598 ($p > 0.05$). Simultaneously, work climate and job satisfaction did not have a significant effect on employee performance, as indicated by an F -value of 1.427 ($p > 0.05$). The coefficient of determination ($R^2 = 0.080$) indicates that both independent variables explain only 8.0% of the variation in employee performance, whereas the remaining 92.0% is influenced by other variables not included in the research model. These findings suggest that improving employee performance in public sector organizations requires not only a conducive work climate and higher job satisfaction but also attention to other determinants such as leadership, work motivation, discipline, organizational culture, competence, and organizational commitment. The findings are expected to provide practical implications for public organizations in developing more effective human resource management strategies to improve public service performance.

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INTRODUCTION

The quality of human resources constitutes a strategic factor that determines an organization's success in achieving its established objectives, particularly within public sector organizations that are oriented toward serving the community. The increasingly dynamic organizational environment, rapid advancements in information technology, and growing public demands for high-quality public services compel government institutions to enhance the effectiveness of human resource management. In this context, employee performance serves as a key indicator of organizational success, as it directly reflects the organization's ability to deliver services that are high-quality, effective, efficient, and accountable.

Improving the quality of public services has become a central agenda in Indonesia's bureaucratic reform. Government organizations are no longer solely expected to perform administrative functions but are also required to provide services that are responsive, transparent, professional, and oriented toward public satisfaction. This condition necessitates that every government institution establish a work environment that encourages employees to perform optimally. Recent studies indicate that the success of public sector organizations is significantly influenced by internal organizational conditions, particularly organizational climate, job satisfaction, leadership, motivation, and employee commitment. Among these factors, work climate and job satisfaction are consistently examined variables due to their strong relationship with work behavior and the achievement of both individual and organizational performance.

Employee performance is influenced not only by individual competencies but also by employees' perceptions of their work environment. Work climate reflects how employees perceive organizational policies, interpersonal relationships, leadership support, communication, rewards, task clarity, and the overall atmosphere within the organization. A conducive work climate fosters a sense of security, enhances trust among employees, strengthens teamwork, and encourages intrinsic motivation to perform at their best. Conversely, an unfavorable work climate may lead to conflict, decreased motivation, reduced employee

engagement, and ultimately lower organizational productivity. Recent research demonstrates that organizations with a positive work climate tend to exhibit higher levels of productivity, loyalty, and work effectiveness compared to those with less supportive environments.

In addition to work climate, job satisfaction is another critical factor influencing organizational success in improving employee performance. Job satisfaction reflects an individual's evaluation of their job, including the alignment between expectations and actual working conditions, rewards received, relationships with supervisors and colleagues, opportunities for development, and the overall work environment. Employees with high levels of job satisfaction tend to demonstrate greater loyalty, stronger organizational commitment, higher productivity, and a stronger desire to provide excellent service to the public. Conversely, low job satisfaction can lead to various negative consequences, such as increased absenteeism, poor work discipline, declining service quality, and a higher intention to leave the organization. Studies conducted over the past five years consistently show that job satisfaction significantly contributes to improving employee performance in both private and public sector organizations.

The relationship between work climate, job satisfaction, and employee performance becomes increasingly important within government organizations due to the complexity of bureaucratic structures. Government employees operate within systems governed by regulations, procedures, and formal organizational structures. In such conditions, the establishment of a conducive work environment can help employees better understand organizational goals, improve coordination among work units, and strengthen their commitment to delivering public services. Therefore, government institutions need to foster a work climate that promotes open communication, employee participation in decision-making, fair reward systems, and harmonious working relationships, thereby enhancing job satisfaction and ultimately improving overall organizational performance.

The Population Control and Family Planning Office of Sibolga City is one of the regional government agencies that plays a strategic role in implementing governmental functions related to population control, family planning, and family development. The execution of these responsibilities requires the availability of professional, competent human resources with high performance to ensure that development programs are carried out effectively. Thus, organizational success is highly dependent on employees' ability to perform their duties in accordance with established performance targets.

Based on empirical observations identified in this study, several phenomena indicate that employee performance has not yet reached an optimal level. Some employees still perform their duties merely to fulfill administrative obligations without demonstrating strong initiative to improve service quality. Additionally, certain employees feel constrained in expressing opinions or suggestions to their superiors due to the hierarchical structure within the organization. This condition suggests that the existing work climate has not fully encouraged open and participatory communication. Another observed phenomenon is that some employees perceive their work primarily as a means of obtaining financial compensation, indicating that job satisfaction has not been fully developed. These conditions have the potential to affect work motivation and overall employee performance.

These empirical findings suggest that improving employee performance cannot rely solely on setting performance targets or conducting periodic evaluations but also requires attention to psychological factors and the organizational environment that influence employee behavior. In this context, a healthy work climate is expected to enhance employees' sense of belonging to the organization, while job satisfaction is anticipated to strengthen their commitment to performing tasks professionally. Therefore, analyzing the influence of these two variables is essential as a basis for formulating human resource management policies within government institutions.

Research on the relationship between work climate, job satisfaction, and employee performance has been widely conducted across various organizations, both in the public and private sectors. In general, most studies indicate that work climate and job satisfaction have a positive influence on improving employee performance. However, the findings remain inconsistent. Some studies report that both variables significantly affect employee performance, while others find that one of the variables does not have a significant effect. These differences suggest that the relationship between work climate, job satisfaction, and employee performance is highly influenced by organizational characteristics, work culture, leadership style, human resource management systems, and the characteristics of respondents in each research setting. Therefore, re-

examining the model of relationships among these variables in various government institutions remains relevant in order to obtain more comprehensive empirical evidence.

Studies conducted in various government institutions over the past five years indicate that organizations capable of creating a conducive work environment tend to have employees with higher levels of job satisfaction and productivity. Conversely, organizations that have not been able to establish effective communication, fair reward systems, and harmonious working relationships face challenges in improving the quality of public services. These findings demonstrate that the success of bureaucratic reform depends not only on changes in regulations and organizational structures but also on the organization's ability to manage behavioral factors that influence employee performance.

Previous research also shows that job satisfaction is closely related to motivation, organizational commitment, employee engagement, and innovative work behavior. Employees who feel valued, have opportunities for development, maintain good relationships with supervisors and colleagues, and work in a supportive environment tend to demonstrate higher organizational commitment. On the other hand, low job satisfaction may lead to various negative consequences, such as increased absenteeism, reduced service quality, declining work discipline, and decreased employee loyalty to the organization. Therefore, job satisfaction is considered one of the key indicators in public sector human resource management.

Nevertheless, the empirical conditions found at the Population Control and Family Planning Office of Sibolga City reveal a phenomenon that differs from many previous studies. Based on the findings of this research, the relationship between work climate and employee performance shows a very low and negative correlation, while the relationship between job satisfaction and employee performance falls into a low category. Regression analysis results also indicate that work climate and job satisfaction simultaneously explain only about 8.0% of the variation in employee performance, while the remaining 92.0% is influenced by other factors outside the research model. Furthermore, both partial and simultaneous tests show that these variables do not have a significant effect on employee performance in the studied institution.

These findings are noteworthy because they differ from the general trend of research results in other organizations, which typically demonstrate a positive and significant relationship between work climate, job satisfaction, and employee performance. This discrepancy suggests that improvements in employee performance in public sector organizations are not solely influenced by work climate and job satisfaction but may also be affected by other variables such as transformational leadership, work motivation, organizational culture, work discipline, competence, reward systems, workload, and organizational commitment. Thus, this study provides important insights that human resource management in government organizations needs to be conducted more comprehensively by considering various factors that influence employee work behavior.

Based on the literature review and empirical conditions, there exists a research gap that underlies this study. First, there is still inconsistency in research findings regarding the influence of work climate and job satisfaction on employee performance in public sector organizations. Second, studies on these variables remain relatively limited in local government institutions, particularly those with service characteristics in population control and family planning. Third, most previous studies have been conducted in private organizations, hospitals, educational institutions, or service companies, indicating the need for further examination in local government organizations with distinct bureaucratic characteristics.

In addition to addressing the research gap, this study also offers empirical novelty. It provides an overview of the relationship between work climate, job satisfaction, and employee performance at the Population Control and Family Planning Office of Sibolga City, which represents a public service organization. The findings indicate that although the organization has attempted to create a conducive work environment, these variables have not yet become dominant factors in determining employee performance. This contributes to the development of organizational behavior theory and serves as a basis for institutional leaders to evaluate human resource management policies more comprehensively. Therefore, this study not only examines the relationships among variables as in previous research but also provides empirical evidence that other factors beyond work climate and job satisfaction play a much greater role in improving employee performance.

The practical implications of this study highlight the need for organizations to conduct a comprehensive evaluation of their human resource management systems. Efforts to improve employee performance should not rely solely on creating a favorable work climate or enhancing job satisfaction but must also be integrated with strengthening employee competencies, implementing objective performance appraisal systems, developing career advancement opportunities, fostering adaptive leadership, promoting a collaborative

organizational culture, and providing performance-based rewards. Such an approach is expected to enhance organizational effectiveness in delivering high-quality public services and support the success of bureaucratic reform at the local government level.

Based on the above discussion, this study aims to analyze the effect of work climate on employee performance, examine the effect of job satisfaction on employee performance, and test the simultaneous influence of work climate and job satisfaction on employee performance at the Population Control and Family Planning Office of Sibolga City. The results of this study are expected to contribute theoretically to the development of human resource management, particularly in the public sector, and to provide practical recommendations for local governments in formulating policies aimed at improving employee performance and the quality of public services.

METHODS

This study employs a quantitative approach with a descriptive correlational method to analyze the relationship and influence of work climate and job satisfaction on employee performance at the Population Control and Family Planning Office of Sibolga City. The quantitative approach was selected because it enables the objective measurement of relationships among variables through statistical analysis, allowing the research findings to be used to test the formulated hypotheses.

The research was conducted at the Population Control and Family Planning Office of Sibolga City. The selection of this research site was based on the consideration that the institution is a public sector organization with a strategic role in delivering services to the community in the areas of population control, family planning, and family development. In addition, preliminary observations indicated the presence of various phenomena related to work climate, job satisfaction, and employee performance achievement.

The population of this study consists of all employees of the Population Control and Family Planning Office of Sibolga City, totaling 35 individuals. Given the relatively small population size, this study employs a saturated sampling technique (total sampling), whereby all members of the population are included as research respondents. This technique ensures that all population characteristics are represented without sampling error.

The research data consist of primary data and secondary data. Primary data were collected through the distribution of questionnaires to all respondents using a five-point Likert scale, where 1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree, and 5 = strongly agree. The research instrument was developed based on indicators of each variable adapted from relevant human resource management theories. Secondary data were obtained through documentation studies, including organizational profiles, organizational structure, number of employees, supporting documents, and various scientific literature related to work climate, job satisfaction, and employee performance.

The independent variables in this study are work climate (X_1) and job satisfaction (X_2), while the dependent variable is employee performance (Y). The operationalization of variables was developed based on indicators used in previous studies and adjusted to the characteristics of public sector organizations.

Table 1. Operationalization of Research Variables

Variable	Indicators	Scale
Work Climate (X_1)	Rule conformity, responsibility, work standards, rewards, task clarity, teamwork	Likert
Job Satisfaction (X_2)	Satisfaction with work, rewards, promotion, supervision, coworkers, working conditions	Likert
Employee Performance (Y)	Work quality, work quantity, timeliness, responsibility, cooperation	Likert

Before being used as a data collection instrument, all questionnaire items were tested for quality through validity testing and reliability testing. Validity testing was conducted using the Pearson Product Moment correlation, with the criterion that each item is considered valid if the correlation coefficient exceeds the r -table value at a 5% significance level. Reliability was analyzed using the Cronbach's Alpha coefficient, with the requirement that the instrument is considered reliable if the Alpha value exceeds 0.70.

Data analysis was conducted in stages using IBM SPSS software. The first stage involved descriptive statistical analysis to describe respondent characteristics and the distribution of responses for each research variable. The next stage involved classical assumption testing, including normality testing, multicollinearity testing, and heteroscedasticity testing, as prerequisites for multiple linear regression analysis. Normality was tested using the Normal Probability Plot and the Kolmogorov–Smirnov test, while multicollinearity was assessed using Tolerance and Variance Inflation Factor (VIF) values. The regression model is considered free from multicollinearity if Tolerance > 0.10 and VIF < 10. Heteroscedasticity was analyzed using a Scatterplot to examine the consistency of residual variance.

After all assumptions were met, hypothesis testing was conducted using multiple linear regression analysis to determine the influence of work climate and job satisfaction on employee performance.

Hypothesis testing was conducted partially using the t-test and simultaneously using the F-test at a significance level of 5% ($\alpha = 0.05$). The t-test was used to determine the effect of each independent variable on the dependent variable, while the F-test was used to examine the joint effect of both independent variables on employee performance. In addition, the explanatory power of the research model in accounting for variations in the dependent variable was analyzed using the coefficient of determination (R^2).

All stages of analysis were conducted systematically to obtain objective, valid, and scientifically accountable research results, thereby providing a comprehensive explanation of the relationship between work climate, job satisfaction, and employee performance at the Population Control and Family Planning Office of Sibolga City.

RESULTS AND DISCUSSION

Results

Respondent Characteristics

This study involved 35 employees of the Population Control and Family Planning Office of Sibolga City as respondents. The characteristics of respondents are presented based on educational level, age, and gender.

Table 2. Respondent Characteristics Based on Educational Level

Educational Level	Number (Persons)	Percentage (%)
Bachelor's Degree (S1)	24	69
Diploma III	2	5
Senior High School (SLTA)	9	26
Total	35	100

Based on Table 2, it is evident that the majority of respondents hold a Bachelor's degree (S1), totaling 24 individuals (69%), followed by employees with a Senior High School (SLTA) education at 9 individuals (26%), while those with a Diploma III education amount to 2 individuals (5%). This condition indicates that most employees possess an adequate educational background to support the implementation of organizational tasks.

Table 3. Respondent Characteristics Based on Age

Age Range	Number (Persons)	Percentage (%)
20–25 years	3	9
26–40 years	22	63
41–58 years	10	28
Total	35	100

The majority of respondents fall within the 26–40 years age range, totaling 22 individuals (63%). This age group represents a productive workforce that generally possesses sufficient work capability and experience in carrying out organizational duties.

Table 4. Respondent Characteristics Based on Gender

Gender	Number (Persons)	Percentage (%)
Male	13	37
Female	22	63
Total	35	100

Based on gender, respondents are predominantly female employees, totaling 22 individuals (63%), while male employees account for 13 individuals (37%).

Descriptive Analysis of Research Variables

Descriptive analysis was conducted to describe respondents' perceptions of the variables of work climate, job satisfaction, and employee performance. Based on the questionnaire results, respondents generally provided favorable assessments of all three research variables. This indicates that the conditions of the work climate, the level of job satisfaction, and employee performance within the Population Control and Family Planning Office of Sibolga City are categorized as relatively good. However, several indicators still require further attention to support improvements in organizational performance.

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to determine the effect of work climate (X_1) and job satisfaction (X_2) on employee performance (Y).

Table 5. Results of Multiple Linear Regression Analysis

Variable	Coefficient (B)	t	Sig.
Constant	34.902	4.883	0.000
Work Climate (X_1)	-0.187	-1.104	0.278
Job Satisfaction (X_2)	0.259	1.598	0.119

Based on the regression analysis, the following equation is obtained:

$$Y = 34.902 - 0.187X_1 + 0.259X_2$$

This equation indicates that the constant value of 34.902 represents the level of employee performance when the variables of work climate and job satisfaction are held constant. The regression coefficient for the work climate variable is negative (-0.187), while the regression coefficient for job satisfaction is positive (0.259).

Coefficient of Determination Results

The coefficient of determination is used to measure the extent to which independent variables explain the variation in the dependent variable.

Table 6. Results of Coefficient of Determination Test

R	R Square	Adjusted R Square	Std. Error
0.282	0.080	0.024	3.18760

The R Square value of 0.080 indicates that work climate and job satisfaction jointly explain 8.0% of the variation in employee performance, while the remaining 92.0% is influenced by other factors outside the research model.

Classical Assumption Tests

Normality testing was conducted to determine whether the regression residuals were normally distributed. The assessment was performed using the Normal Probability Plot (Normal P-P Plot) of standardized residuals.

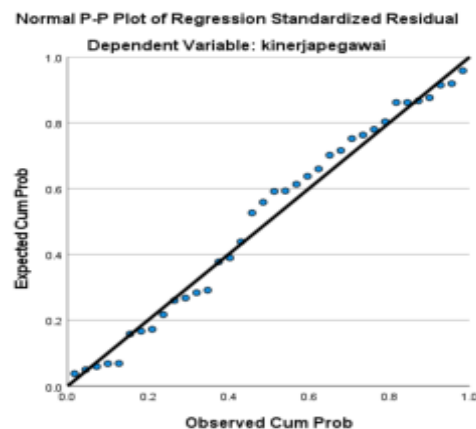


Figure 1. Normal P-P Plot of Regression Standardized Residual

As presented in Figure 1, the residual data points are distributed closely around the diagonal line and follow its general direction. This pattern indicates that the residuals are normally distributed. Therefore, the normality assumption required for multiple linear regression analysis has been satisfied, indicating that the regression model is appropriate for further statistical analysis.

The heteroscedasticity test was conducted using the Scatterplot of Standardized Residuals to examine whether the residual variance remained constant across the predicted values.

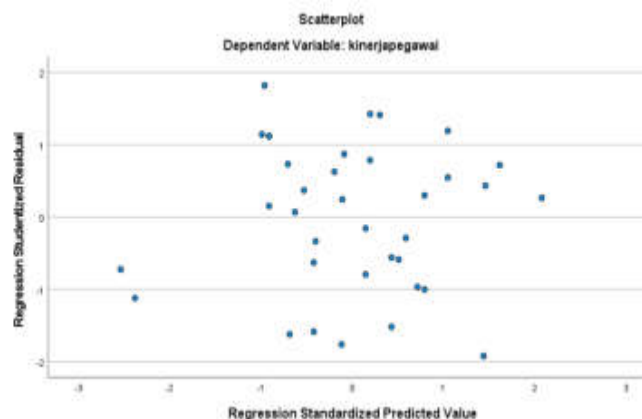


Figure 2. Scatterplot of Regression Standardized Residual

Based on Figure 2, the residual points are randomly dispersed above and below the zero line without forming a specific pattern. The absence of systematic clustering or funnel-shaped distribution indicates that heteroscedasticity is not present in the regression model. Consequently, the assumption of homoscedasticity has been fulfilled, suggesting that the estimated regression coefficients are unbiased and suitable for hypothesis testing.

Multicollinearity was assessed using the Tolerance and Variance Inflation Factor (VIF) values. A regression model is considered free from multicollinearity when the tolerance value exceeds 0.10 and the VIF value is below 10.

Table 7. Results of t-test

Variable	t-value	Sig.	Decision
Work Climate	-1.104	0.278	Not significant
Job Satisfaction	1.598	0.119	Not significant

The t-test results indicate that the work climate variable has a t-value of -1.104 with a significance value of 0.278 (>0.05), indicating that it does not have a significant effect on employee performance. Similarly, the job satisfaction variable has a t-value of 1.598 with a significance value of 0.119 (>0.05), indicating that it also does not have a significant effect on employee performance.

Simultaneous Test Results (F-test)

The simultaneous test was conducted to determine the combined effect of work climate and job satisfaction on employee performance.

Table 8. Results of F-test

F-value	Sig.	Decision
1.427	0.254	Not significant

The F-value of 1.427 with a significance level of 0.254 (>0.05) indicates that work climate and job satisfaction simultaneously do not have a significant effect on employee performance at the Population Control and Family Planning Office of Sibolga City.

Overall, the analysis results indicate that the regression model developed has not been able to optimally explain the variation in employee performance. This is reflected in the relatively low coefficient of determination value, as well as the results of both partial and simultaneous tests, which do not show significant effects. Therefore, it can be inferred that there are other factors beyond work climate and job satisfaction that play a more dominant role in influencing employee performance within the studied institution.

Discussion

The Effect of Work Climate on Employee Performance

The regression analysis results indicate that the work climate variable has a regression coefficient of -0.187, with a t-value of -1.104 and a significance level of 0.278 (>0.05). These findings suggest that the work climate does not have a significant effect on employee performance at the Population Control and Family Planning Office of Sibolga City. Furthermore, the negative regression coefficient indicates that changes in employees' perceptions of the work climate are not accompanied by a measurable improvement in performance.

These findings imply that the perceived working environment has not yet become a primary factor in enhancing employee performance. Based on observations during the study, some employees still feel constrained in expressing their opinions to superiors due to hierarchical structures and prevailing bureaucratic culture. In addition, several employees remain oriented toward completing routine tasks according to their job descriptions without demonstrating initiative to improve service quality. Such conditions indicate that the existing work climate has not been able to stimulate more productive work behavior.

Theoretically, work climate refers to employees' perceptions of the organizational environment, which can influence attitudes and work behavior. An open work environment, effective communication, leadership support, and harmonious working relationships are expected to enhance employee motivation and morale. However, the findings of this study demonstrate that such relationships do not always occur in every organizational context. In public sector organizations characterized by strong bureaucratic structures, other factors such as work systems, regulations, leadership, organizational culture, and work discipline may exert a greater influence than the work climate itself.

These results differ from several previous studies that found a positive relationship between work climate and employee performance. This discrepancy suggests that the influence of work climate is contextual and depends on organizational characteristics, work culture, and the human resource management system implemented. Therefore, creating a conducive work climate alone is insufficient to improve performance unless it is accompanied by organizational policies that foster motivation, commitment, and professionalism among employees.

The Effect of Job Satisfaction on Employee Performance

The hypothesis testing results show that job satisfaction has a regression coefficient of 0.259, with a t-value of 1.598 and a significance level of 0.119 (>0.05). These findings indicate that job satisfaction does not

have a significant effect on employee performance at the Population Control and Family Planning Office of Sibolga City. Although the regression coefficient is positive, an increase in job satisfaction has not been statistically proven to enhance employee performance.

This condition suggests that employees who feel relatively satisfied with their jobs do not necessarily exhibit higher performance levels. Based on observations conducted during the study, some employees still perceive their work primarily as an administrative obligation and tend to focus more on fulfilling their rights as civil servants rather than achieving performance excellence. Additionally, psychological barriers in expressing ideas or suggestions to superiors persist, indicating that the level of job satisfaction experienced by employees has not fully translated into increased productivity.

According to human resource management theory, job satisfaction is an emotional state reflecting an individual's evaluation of their job. Employees who are satisfied typically demonstrate higher levels of commitment, loyalty, and work enthusiasm. However, in public sector organizations, the relationship between job satisfaction and performance is often influenced by other factors such as performance appraisal systems, promotion mechanisms, leadership, bureaucratic culture, and regulatory frameworks governing work implementation. Consequently, job satisfaction does not always serve as a primary predictor of improved employee performance.

The findings of this study also indicate that improvements in employee welfare or work comfort do not automatically lead to increased productivity if the organization has not established a performance-oriented work culture. Therefore, efforts to enhance job satisfaction should be integrated with competency development, performance-based reward systems, and professional development initiatives to produce a tangible impact on the quality of public services.

The Effect of Work Climate and Job Satisfaction on Employee Performance

The simultaneous test results show that the F-value of 1.427 is lower than the F-table value of 3.29, indicating that work climate and job satisfaction jointly do not have a significant effect on employee performance. Furthermore, the coefficient of determination (R^2) of 0.080 indicates that both variables explain only 8.0% of the variation in employee performance, while the remaining 92.0% is influenced by other factors not included in the research model.

The relatively low coefficient of determination suggests that the research model has not optimally explained the factors influencing employee performance. In government organizations, employee performance is the result of interactions among various organizational and individual aspects. Factors such as leadership, work discipline, organizational culture, competence, motivation, reward systems, workload, organizational commitment, and the implementation of bureaucratic policies may contribute more significantly to performance outcomes than work climate and job satisfaction.

These findings imply that efforts to improve employee performance cannot rely solely on creating a comfortable work environment or enhancing job satisfaction. Organizations need to implement more comprehensive human resource management strategies, including improving employee competencies, strengthening a service-oriented organizational culture, applying objective performance evaluation systems, providing performance-based rewards, and developing leadership that fosters innovation and collaboration in the workplace.

Although the research hypotheses were not statistically supported, this study still contributes to the development of human resource management knowledge, particularly within the public sector. The finding that work climate and job satisfaction account for only 8.0% of the variation in employee performance suggests that future research should develop more comprehensive models by incorporating additional variables such as transformational leadership, work motivation, work discipline, organizational culture, organizational commitment, and employee competence. Such expanded models are expected to provide a more thorough explanation of the factors determining employee performance in government institutions.

CONCLUSION

This study indicates that the work climate and job satisfaction do not have a significant effect on employee performance at the Population Control and Family Planning Office of Sibolga City. Partially, the work climate variable has a regression coefficient of -0.187 with a t -value $= -1.104$, while job satisfaction has a regression coefficient of 0.259 with a t -value $= 1.598$, where both variables do not meet the significance level

at the 5% threshold. Simultaneously, the results of the F-test also show that work climate and job satisfaction do not significantly influence employee performance, with an F-value = 1.427, which is lower than the F-table value = 3.29. The coefficient of determination ($R^2 = 0.080$) indicates that these two variables explain only 8.0% of the variation in employee performance, while the remaining 92.0% is influenced by other factors outside the research model. These findings suggest that improving employee performance in public sector organizations cannot rely solely on creating a conducive work climate and enhancing job satisfaction, but also requires attention to other factors such as leadership, work motivation, discipline, organizational culture, competence, reward systems, and organizational commitment as part of a more comprehensive human resource management strategy.

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