

Research Article

The Influence of Organizational Climate and Self-Esteem on Job Satisfaction of Civil Servants at the Office of Public Housing, Settlement Areas, and Environment of Ketapang Regency

Kenanga Bunga Lestari*, Irfan Mahdi

Faculty of Economics and Business, Universitas Muhammadiyah Pontianak, Pontianak, Indonesia, 78124

*Corresponding Author: bungalestari30042003@gmail.com

ABSTRACT

This study aims to examine the influence of organizational climate and self-esteem on the job satisfaction of civil servants at the Office of Public Housing, Settlement Areas and Environment of Ketapang Regency. A quantitative approach with an associative design was applied. The population consisted of 69 civil servants, all of whom were included as respondents through a census sampling technique. Primary data were obtained from interviews with the Office Secretary and through Likert-scale questionnaires, while secondary data were collected from staffing records, attendance reports, disciplinary documents and performance evaluations. The research instrument was assessed through validity and reliability testing, and the data were analyzed using multiple linear regression to identify partial and simultaneous effects. The results indicate that organizational climate and self-esteem both have a positive and significant effect on job satisfaction. The coefficient of determination shows that these two variables explain 46.7% of the variation in job satisfaction, while the remainder is influenced by factors outside the model. The findings highlight the importance of work environment conditions and internal psychological states as key determinants of job satisfaction in public organizations. Practically, the institution is encouraged to strengthen its organizational climate and enhance employees' self-confidence through development and empowerment programs. Future studies may incorporate additional variables such as work motivation, workload, leadership style or work-life balance, or expand the research setting to provide a broader understanding of the factors influencing job satisfaction in government institutions.

Keywords: Organizational Climate; Self-Esteem; Job Satisfaction

1. INTRODUCTION

The development of Society 5.0 places human resources as the main determinant of organizational competitiveness. Amid digitalization and increasingly complex demands for public services, organizations can no longer rely solely on technology and systems, but must also be able to manage people effectively and sustainably. According to Pratiwi & Mahdi (2025) human resources are the process of managing the workforce in a humane manner so that both physical and psychological potentials can be utilized optimally to support the achievement of organizational goals. In this context, job satisfaction becomes an important indicator for assessing organizational health because it is directly related to employee productivity, discipline, and the continuity of performance. Mangkunegara (2017) states that job satisfaction reflects feelings that support or do not support employees toward their work, while Hasibuan (2016) views job satisfaction as a pleasant emotional attitude and a sense of loving one's job. Edison et al. (2022) add that job satisfaction is a collection of employee emotions toward aspects of work that are perceived as pleasant or unpleasant, which in turn influence their attitudes and behavior at work. Thus, improving job satisfaction is not merely an individual psychological issue but an integral part of strategies to strengthen organizational performance.

One of the key factors that influences job satisfaction is organizational climate. Schneider et al. (2013) define organizational climate as aspects of the work environment perceived by members of the organization and that affect their behavior. Hoy & Miskel (2006) in Idrus (2022) describe organizational climate as a set of internal characteristics that distinguish one organization from another and influence the attitudes of members within it. In line with this, Davis, Keith and Newstrom in Kore et al. (2022) describe organizational climate as the personality of an organization that colors each member's perception when assessing the organization. A conducive climate creates a work atmosphere that supports collaboration, open communication, and clarity of roles, whereas a negative climate tends to generate conflict, uncertainty, and declining discipline. Indrasari (2017) emphasizes that a conducive work climate not only drives organizational development but also affects employee professionalism and attendance; attendance below the expected standard reflects poor quality interaction among employees.

On the other hand, individual characteristics determine how employees respond to the organizational climate. One psychological construct that is frequently linked to work behavior is self-esteem. [Branden \(1994\)](#) states that self-esteem is a subjective experience that a person is competent to face the basic challenges of life and worthy of happiness. [Hurlock \(1980\)](#) views self-esteem as an individual's evaluation of themselves that shows the extent to which they feel capable and meaningful. [Coopersmith in Mangantes \(2023\)](#) asserts that self-esteem relates to how a person values themselves and how that appreciation is reflected in other people's judgments of them as human beings. [Lindgren & Harvey in Mangantes \(2023\)](#) also argue that the various values formed within an individual are manifested in self-esteem, which essentially becomes a mirror of how others place value on them. Employees with high self-esteem tend to have stronger confidence, are better able to manage pressure, and are less likely to withdraw from their responsibilities. In contrast, [Yeldy \(2013\)](#) shows that low self-esteem can create a negative cycle in which job dissatisfaction triggers conflict and tension within teams, ultimately worsening the organizational climate and further suppressing employee self-esteem.

Job satisfaction itself is closely related to behavioral indicators such as productivity, absenteeism, and resignation. [Adamy \(2016\)](#) states that the level of job satisfaction can be seen from productivity, absenteeism rates, and employee turnover. Job satisfaction is essential not only for maintaining employees' work spirit but also for organizational productivity and loyalty ([Usni & Mahdi, 2025](#)). [Hasibuan \(2016\)](#) defines absenteeism as an administrative list of employee nonattendance, which in practice reflects work discipline. High levels of absenteeism not only disrupt workflow but also indicate unresolved motivational problems or job dissatisfaction. In a context where attention to mental health, wellbeing, and work life balance is increasing, understanding the relationship between organizational climate, self-esteem, and job satisfaction is becoming more urgent, especially in the public sector, which is required to provide excellent services to the community.

The Office of Public Housing, Settlement Areas and Environment of Ketapang Regency is one of the local government work units that plays a strategic role in providing housing, managing settlements, and protecting the environment. This office was established in 2017 through the merger of several units, namely the Environmental Office, the Sanitation and Parks Office, and part of the functions of the Public Works Office. Structurally, it carries out functions in planning, financial and personnel management, general administrative services, coordination of housing and settlement programs, management of waste and hazardous and toxic waste, and control of pollution and environmental maintenance, including the management of the Environmental Laboratory Technical Implementation Unit. The complexity of its tasks and the breadth of its service coverage require employees who are professional, disciplined, and committed to public service.

Personnel data show that in 2024 the Office of Public Housing, Settlement Areas and Environment of Ketapang Regency employed 70 civil servants distributed across various sections and divisions. The largest proportion work in the Division of Pollution Control and Environmental Maintenance, followed by the Division of Waste Management and Hazardous and Toxic Waste and the Division of Environmental Protection and Management. This composition indicates that most employees are directly involved in technical environmental functions, which demand a high level of coordination and systematic work arrangements.

In terms of discipline, the office applies a fingerprint attendance system carried out twice a day, at the start and end of working hours. The level of absenteeism from 2022 to 2024 shows that the percentage of employee nonattendance is relatively low but fluctuating. In 2023 the absenteeism rate decreased compared with 2022, but in 2024 it rose again, although still relatively low in percentage terms. Even though the absenteeism figures appear controlled quantitatively, these changes in trend still deserve attention because they have the potential to disrupt productivity and the continuity of services. The Secretary of the office, Mr. Muhammad Ikbāl, ST., MT., explains that employees who are absent without a valid reason are subject to salary deductions ranging from 0.5 percent to 1.5 percent per day depending on the level of violation. This policy is intended to strengthen discipline, yet its effectiveness still needs to be evaluated in terms of perceived fairness and its impact on job satisfaction.

When examined from specific disciplinary violations, data from 2022 to 2024 show that the number of late arrivals and early departures fluctuates. On the one hand, a reduction in violations in the last year indicates efforts at improvement, but the continued presence of lateness and early departures every year shows that discipline has not yet reached an ideal level. This condition is likely related to employees' perceptions of the organizational climate and their level of self-esteem. [Ananda \(2021\)](#) finds that organizational climate has a positive and significant effect on employee work discipline. [Nurhayati & Susanti \(2022\)](#) show that self-esteem has a positive and significant impact on work discipline, while [Efrina \(2017\)](#) concludes that job satisfaction has a positive and significant effect on discipline as reflected in work morale, discipline, and work performance. These findings suggest that disciplinary issues at the Office of Public Housing, Settlement Areas and Environment of Ketapang Regency cannot be separated from how employees interpret the organizational climate, evaluate themselves, and experience satisfaction with their work.

From the perspective of performance appraisal, data from 2022 to 2024 show that almost all civil servants in this office receive a "Good" rating, with one employee, the Head of Office, receiving a "Very Good" rating. This appraisal is consistent with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (Permen PAN RB) Number 6 of 2022, which classifies employee performance into the categories very good, good, needs improvement, poor or misconduct, and very poor, based on combinations of work results and work behavior. However, when a relatively uniform "Good" performance rating is juxtaposed with the fact that disciplinary violations and fluctuating absenteeism still occur, a critical question arises regarding the extent to which the appraisal system is able to capture the real condition of employee behavior and job satisfaction.

Empirically, the relationships among organizational climate, self-esteem, job satisfaction, and performance have been examined in various studies, yet the findings are not entirely consistent. [Hariansyah et al. \(2023\)](#) find that organizational climate and motivation together affect performance, although organizational climate does not have a significant partial

effect. In contrast, [Nurjanah \(2023\)](#) shows that self-esteem has a positive and significant effect on employee performance, while [Hanida & Sampeliling \(2025\)](#) report that job satisfaction has a positive and significant impact on employee performance. These variations highlight the need to retest the relationships among these variables in different organizational contexts, particularly in local government institutions that have distinctive task characteristics and work cultures.

Interviews with the Secretary of the office, Mr. Muhammad Ikbali, ST., MT., reveal that the Office of Public Housing, Settlement Areas and Environment of Ketapang Regency is currently facing several challenges, including unfinished development projects and suboptimal waste management. These conditions not only affect the organization's image and performance in the public eye but also create pressure and uncertainty for employees. Increased work pressure can weaken the organizational climate through the emergence of blame shifting, tension between units, and perceptions of unclear work direction, which in turn may reduce employee self-esteem because they feel undervalued and unsure about their contribution. This situation logically influences job satisfaction, as indicated by reduced comfort, declining pride in the organization, and weaker motivation to perform better. On the other hand, the leadership claims to apply an open and communicative leadership style, providing space for employees to express ideas and participate in decision making. Such practices have the potential to strengthen self-esteem and job satisfaction, but the extent to which they are truly felt by employees still needs to be proven empirically.

Based on the theoretical and empirical description above, it appears that organizational climate and self-esteem are closely related to job satisfaction through both psychological and behavioral mechanisms. At the same time, in the case of the Office of Public Housing, Settlement Areas and Environment of Ketapang Regency, there are indications of disciplinary problems, work pressure arising from complex projects and environmental management, and a relatively homogeneous "Good" performance appraisal that may not fully reflect the dynamics of employee job satisfaction. This condition points to a research gap, particularly regarding how organizational climate and self-esteem influence the job satisfaction of civil servants in this office.

On this basis, this study is designed using an associative quantitative approach to examine in a systematic and measurable manner the influence of organizational climate and self-esteem on employee job satisfaction. Drawing on the background described above, the researcher is interested in conducting a study entitled "The Influence of Organizational Climate and Self-Esteem on Job Satisfaction of Civil Servants at the Office of Public Housing, Settlement Areas and Environment of Ketapang Regency."

2. RESEARCH METHOD

This study employs a quantitative approach with an associative design, as it aims to explain the relationship and influence of two independent variables, Organizational Climate and Self-Esteem, on the dependent variable, Job Satisfaction. As stated by [Siregar \(2019\)](#), associative research seeks to identify measurable relationships among two or more variables. The population of this study consists of all Civil Servants at the Office of Housing, Settlement Areas and Environment of Ketapang Regency in 2025, totaling 69 employees, excluding the Head of the Office. The sampling technique used is a census or total sampling, in accordance with [Sugiyono's \(2022\)](#) guideline that all members of the population are selected as the sample. Therefore, the study involves 69 respondents. The data include primary and secondary sources. Primary data were obtained through interviews and questionnaires. The interview was conducted with Mr. Muhammad Ikbali, ST., MT., serving as the Secretary of the Office. The questionnaires were distributed to Civil Servants at the Office of Housing, Settlement Areas and Environment of Ketapang Regency in 2025, using a Likert scale. Meanwhile, secondary data consist of official documents issued by the institution, including staffing data, unit assignments, attendance records, disciplinary violations, performance evaluations, and organizational history, as defined by [Siregar \(2019\)](#). The study involves two independent variables, Organizational Climate (X_1) and Self-Esteem (X_2), and one dependent variable, Job Satisfaction (Y).

The analytical procedures began with assessing the quality of the instrument before proceeding to inferential analysis. The questionnaire items were examined for validity and reliability. Validity was tested using the product-moment correlation to determine whether each item accurately represented the intended construct. An item is considered valid when the r -count values is higher than the t -table value ([Siregar, 2019](#)). Reliability was evaluated using Cronbach's Alpha to ensure the consistency of the measurement results; an instrument is categorized as reliable when the reliability coefficient (r_{11}) surpasses 0.60 ([Siregar, 2019](#)). Once the instrument met these criteria, the data were subjected to classical assumption tests prior to model estimation. The normality of the data distribution was evaluated through the One Sample Kolmogorov-Smirnov test, where a significance value above 0.05 indicates a normal distribution ([Siregar, 2019](#); [Purnomo, 2016](#)). Linearity was assessed using the Test for Linearity at the 0.05 significance level by examining the Linearity and Deviation from Linearity components ([Siregar, 2019](#); [Purnomo, 2016](#)). Multicollinearity was assessed through tolerance and variance inflation factor (VIF) values, and the model was considered free from multicollinearity when tolerance exceeded 0.10 and VIF remained below 10 ([Ghozali, 2021](#)).

The relationship between Organizational Climate (X_1) and Self-Esteem (X_2) with Job Satisfaction (Y) was analyzed using multiple linear regression expressed as $Y = a + b_1X_1 + b_2X_2$ ([Siregar, 2019](#)). The strength and direction of relationships among the variables were assessed using the correlation coefficient (R), applying the Pearson Product Moment technique appropriate for interval and ratio data ([Siregar, 2019](#)). The contribution of Organizational Climate and Self-Esteem to Job Satisfaction was examined using the coefficient of determination (R^2), calculated by $KD = r^2 \times 100\%$ ([Siregar, 2019](#)). Hypothesis testing consisted of two stages: the F -test to determine the simultaneous effect of both independent variables on the dependent variable using the ANOVA output ([Siregar, 2019](#)), and the t -test to determine the partial effects of each independent variable ([Siregar, 2019](#)). All data analyses were performed using SPSS version 26 for Windows.

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test is used to ensure that each questionnaire item truly represents the variable being measured. Validity is assessed through the correlation between each item's score and the total score, then compared with the r table value. With a sample size of 69 ($df = 67$) and a significance level of 0.05, the r table value is set at 0.263. The results of the validity test for all variables can be seen in [Table 1](#).

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Organizational Climate (X1)	X1.1	0.481	0.263	Valid
	X1.2	0.560		
	X1.3	0.531		
	X1.4	0.528		
	X1.5	0.622		
	X1.6	0.512		
	X1.7	0.568		
	X1.8	0.577		
	X1.9	0.499		
	X1.10	0.579		
	X1.11	0.558		
	X1.12	0.649		
	X1.13	0.687		
	X1.14	0.661		
Self-Esteem (X2)	X2.1	0.580	0.263	Valid
	X2.2	0.573		
	X2.3	0.699		
	X2.4	0.499		
	X2.5	0.484		
	X2.6	0.672		
	X2.7	0.490		
	X2.8	0.527		
	X2.9	0.715		
	X2.10	0.657		
Job Satisfaction (Y)	Y.1	0.491	0.263	Valid
	Y.2	0.403		
	Y.3	0.595		
	Y.4	0.564		
	Y.5	0.458		
	Y.6	0.724		
	Y.7	0.647		
	Y.8	0.690		
	Y.9	0.438		
	Y.10	0.719		
	Y.11	0.722		
	Y.12	0.569		
	Y.13	0.582		
	Y.14	0.643		
	Y.15	0.337		

Source: Processed Data, 2025

Based on the validity test results conducted on all variables shown in [Table 1](#) above, all statement items have a r-count values greater than the r-table of 0.263. With these results, it can be concluded that all statement items listed in all variables are valid and suitable for use as instruments in this study.

3.1.2 Reliability Test

The reliability test is conducted to assess the consistency of items in the questionnaire as a measuring tool. The test uses Cronbach's Alpha, where a construct is considered reliable if the alpha value reaches at least 0.60. The results of the reliability test for all variables can be seen in **Table 2**.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Organizational Climate (X1)	0.840	Reliable
Self-Esteem (X2)	0.791	
Job Satisfaction (Y)	0.836	

Source: Processed Data, 2025

Based on the reliability test results for all variables shown in **Table 2** above, a Cronbach's Alpha value of > 0.60 is obtained. With these results, all statement items in all variables are declared reliable and suitable for use as instruments in this study.

3.2 Classic Assumption Test

3.2.1 Normality Test

The normality test is conducted to ensure that the research data is normally distributed. The test uses the Kolmogorov–Smirnov method with the help of SPSS. The results of the normality test can be seen in **Table 3**.

Table 3. Normality Test Results

Test	Value
N (Sample)	69
Test Statistic	.070
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2025

Based on the normality test results shown in **Table 3** above, the test result for the Asymp. Sig. (2-tailed) value is 0.200. Because this value exceeds the normality significance value of 0.05, it can be confirmed that the data in this study is normally distributed.

3.2.2 Linearity Test

The linearity test is conducted to see whether the relationship between the independent variable and the dependent variable is linear. The test uses the Test for Linearity through SPSS. The results of the linearity test analysis can be seen in **Table 4**.

Table 4. Result of Linearity

Variable	Deviation from Linearity	Description
Job Satisfaction * Organizational Climate	0.303	Linear
Job Satisfaction * Self-Esteem	0.317	

Source: Processed Data, 2025

Based on the results of the linearity test conducted on the variables Organizational Climate (X1) and Self-Esteem (X2) on Job Satisfaction (Y) shown in **Table 4** above, a significance value of Deviation from Linearity > 0.05 is obtained. With this result, it can be concluded that there is a linear relationship between the variables.

3.2.3 Multicollinearity Test

The multicollinearity test is used to ensure that there is no high correlation between independent variables in the regression model, as this condition can interfere with the accuracy of coefficient estimation. The test is conducted using SPSS, and the results can be seen in **Table 5**.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Organizational Climate	.614	1.627
Self-Esteem	.614	1.627
Dependent Variable: Job Satisfaction		

Source: Processed Data, 2025

Based on the multicollinearity test results shown in [Table 5](#) above, it can be seen that the Organizational Climate (X1) and Self-Esteem (X2) variables have a VIF value of 1.627, which is less than 10.00, and a Tolerance value of 0.614, which exceeds the minimum value of 0.10. With these results, it can be confirmed that there is no multicollinearity between the two independent variables in this study.

3.3 Multiple Linear Regression Analysis

Multiple regression analysis is used to evaluate the simultaneous and partial influence of two or more independent variables on the dependent variable, while also constructing a predictive model of the relationship between variables. The regression coefficient results obtained through SPSS can be seen in [Table 6](#).

Table 6. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.174	3.542	.001
Organizational Climate	.354	4.218	.000
Self-Esteem	.285	2.347	.022
Dependent Variable: Job Satisfaction			

Source: Processed Data, 2025

Based on the results of the multiple linear regression analysis presented in Table 6 above and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 1.174 + 0.354X_1 + 0.285X_2$$

- The constant (a) is 1.174, indicating that when Organizational Climate (X1) and Self-Esteem (X2) are both equal to zero, the expected level of Job Satisfaction (Y) is 1.174.
- The regression coefficient (b1) for the Organizational Climate (X1) variable is 0.354 with a positive direction, indicating that every one-unit increase in Organizational Climate will cause a 0.354 increase in Job Satisfaction.
- The regression coefficient (b2) for the Self-Esteem variable (X2) is 0.285 with a positive direction, indicating that every one-unit increase in Self-Esteem will cause an increase of 0.285 in Job Satisfaction.

3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength and direction of the relationship between two or more variables. This analysis uses the Product Moment method, and the test results can be seen in [Table 7](#).

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684 ^a	.467	.451	.58081
Predictors: (Constant), Self-Esteem, Organizational Climate				
Dependent Variable: Job Satisfaction				

Source: Processed Data, 2025

Based on the correlation coefficient test results shown in [Table 7](#), a correlation coefficient (R) value of 0.684 is obtained. With these results, it can be concluded that the relationship between Organizational Climate and Self-Esteem on Job Satisfaction is in the Strong category, because the value is in the range of 0.60-0.799.

3.5 Analysis of the Coefficient of Determination R^2

Based on the results of the coefficient of determination (R^2) test shown in [Table 7](#), an R Square value of 0.467 indicates that 46.7% of the variation in Job Satisfaction can be explained by Organizational Climate and Self-Esteem, while the remaining 53.3% is explained by other factors outside the model.

3.6 Simultaneous Test (F Test)

The F test is used to assess whether all independent variables collectively have a significant influence on the dependent variable. The results of simultaneous test using SPSS can be seen in [Table 8](#).

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	19.542	9.771	28.966	.000 ^b
Residual	22.264	.337		

Dependent Variable: Job Satisfaction

Predictors: (Constant), Self-Esteem, Organizational Climate

Source: Processed Data, 2025

Based on the results of the simultaneous test (F test) in [Table 8](#), the calculated F value is $28.966 > F$ table 3.13 and the significance value is $0.000 < 0.05$. With these results, it can be concluded that simultaneously, the variables of Organizational Climate and Self-Esteem successfully influence Job Satisfaction positively and significantly.

3.7 Partial Test (t Test)

The t-test is conducted to assess the influence of each independent variable individually on the dependent variable, with the aim of determining the significant contribution of each variable separately. The results of the partial test using SPSS can be seen in [Table 9](#).

Table 9. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.174	3.542	.001
Organizational Climate	.354	4.218	.000
Self-Esteem	.285	2.347	.022

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on partial hypothesis testing (t-test) in [Table 9](#), the calculated t-value will be compared with the t-table value. The t-table value is 1.668. The results of the t-test (partial) can be explained as follows:

1. The Organizational Climate variable (X1) shows a t-value of 4.218, which exceeds the t-table value of 1.668, with a significance level of 0.000 that falls below 0.05. This result indicates that Organizational Climate has a positive effect on Job Satisfaction. This suggests that a supportive work environment—characterized by effective communication, harmonious interpersonal relationships, leadership support, and clear organizational procedures—plays a crucial role in shaping employees' positive attitudes toward their jobs. From a theoretical perspective, organizational climate represents employees' shared perceptions of internal organizational conditions that influence their emotional and behavioral responses at work. A favorable climate enhances comfort and psychological safety, which in turn increases job satisfaction. This result is consistent with previous studies by [Dharma \(2019\)](#), which emphasize that a positive organizational climate contributes significantly to higher levels of job satisfaction.
2. The Self-Esteem variable (X2) records a t-value of 2.347, exceeding the t-table value of 1.668, with a significance level of 0.022 that is lower than 0.05. This demonstrates that Self-Esteem has a positive and significant effect on Job Satisfaction. Employees with high self-esteem tend to possess stronger self-confidence, greater emotional stability, and better coping abilities when facing work-related challenges, enabling them to experience higher satisfaction in their jobs. Conceptually, self-esteem is an internal psychological resource that influences how individuals perceive their work and evaluate their achievements. This finding supports prior research by [Indriyani et al. \(2021\)](#), which conclude that individuals with higher self-esteem are more likely to exhibit positive work attitudes, including greater job satisfaction.

4. CONCLUSION

The findings of this study show that organizational climate and self-esteem play a meaningful role in shaping the job satisfaction of civil servants at the Office of Public Housing, Settlement Areas and Environment of Ketapang Regency. The regression analysis confirms that both variables exert a positive and significant influence, whether assessed individually or simultaneously. A supportive organizational climate, reflected in harmonious work relationships, open communication and clear organizational structures, strengthens employees' positive perceptions of their work. At the same time, self-esteem contributes to higher confidence, greater commitment in carrying out responsibilities and better resilience under work pressure, all of which enhance job satisfaction. These findings reaffirm theoretical perspectives that position organizational climate and self-esteem as important determinants of job satisfaction, consistent with previous empirical studies. Practically, the results provide a basis for the institution to improve human resource management by strengthening the work climate and nurturing employees' psychological capacities. Efforts such as improving internal communication, empowering staff and providing developmental programs may serve as strategic steps to enhance job satisfaction and overall performance. From a policy standpoint, the study highlights the need for a more comprehensive evaluation of performance appraisal systems, disciplinary mechanisms and workplace governance to ensure that reforms contribute directly to employee

wellbeing. This study is limited to two independent variables and was conducted within a single local government agency. Future research may broaden the scope by incorporating additional variables such as work motivation, workload, leadership style or work-life balance, as well as conducting comparative studies across institutions to obtain a more complete understanding of the determinants of job satisfaction in the public sector.

ACKNOWLEDGEMENTS

The author expresses sincere appreciation to all civil servants at the Office of Public Housing, Settlement Areas and Environment of Ketapang Regency for their participation and cooperation throughout the data collection process. Gratitude is also extended to the Office Secretary, Mr. Muhammad Ikbal, ST., MT., for providing valuable information and access to institutional documents. The author would also like to thank the Department of Economics and Business, Universitas Muhammadiyah Pontianak, for academic guidance and support during the completion of this study.

REFERENCES

- Adamy, M. (2016). *Manajemen sumber daya manusia*. CV Pustaka Setia.
- Ananda, R. (2021). Pengaruh iklim organisasional terhadap disiplin kerja dan kinerja pegawai. *Jurnal Manajemen dan Bisnis*, 5(1), 1–10. <https://jurnal.untan.ac.id/index.php/jmdb/article/download/55134/75676594252>
- Branden, N. (1994). *The six pillars of self-esteem*. Bantam Books.
- Dharma, R. (2019). Pengaruh iklim organisasi dan komunikasi organisasi terhadap kepuasan kerja karyawan dalam meningkatkan komitmen organisasi pada PT Batanghari Barisan Padang. *Jurnal Benefita: Ekonomi Pembangunan, Manajemen Bisnis & Akuntansi*, 4(2), 348–362.
- Edison, E., Anwar, Y., & Komariah, I. (2022). *Manajemen sumber daya manusia*. Alfabeta.
- Efrina. (2017). Pengaruh kepuasan kerja terhadap disiplin kerja karyawan pada PT Ramayana Lestari Sentosa, Tbk Palembang. *Jurnal Manajemen*, 5(3).
- Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26* (10th ed.). Badan Penerbit Universitas Diponegoro.
- Hasibuan, M. S. P. (2016). *Manajemen sumber daya manusia*. PT Bumi Aksara.
- Hanida, V., & Sampeliling, A. (2025). Pengaruh kepuasan kerja dan pelatihan serta beban kerja terhadap kinerja pegawai. *Forum Ekonomi: Jurnal Ekonomi, Manajemen dan Akuntansi*, 27(1), 132–139. <https://doi.org/10.30872/jfor.v27i1.2662>
- Hariansyah, K., Halin, H., & Wulandari, T. (2023). Pengaruh iklim organisasi dan motivasi kerja terhadap kinerja karyawan PT Srikandi Inti Lestari Palembang. *Jurnal Ekonomi Insentif*, 17(1), 24–33. <https://doi.org/10.36787/jei.v17i1.1160>
- Hurlock, E. B. (1980). *Psikologi perkembangan: Suatu pendekatan sepanjang rentang kehidupan*. Erlangga.
- Idrus, A. (2022). *Komitmen (Kajian empiris kesungguhan, kesepakatan, iklim organisasi dan kepuasan kerja dosen)* (3rd ed.). Perkumpulan Rumah Cemerlang Indonesia.
- Indrasari, M. (2017). *Kepuasan kerja dan kinerja karyawan*. Indomedia Pustaka.
- Indriyani, J., Kusniawati, A., & Abdul Kader, M. (2021). Pengaruh self esteem dan self efficacy terhadap kepuasan kerja karyawan (Studi kasus pada pegawai RSUD Kabupaten Ciamis). *Business Management and Entrepreneurship Journal*, 3(1), 1–10.
- Kore, J., Zamzam, F., & Ora, H. F. (2022). *Iklim organisasi pada manajemen SDM*. CV Budi Utama.
- Mangkunegara, A. A. A. P. (2017). *Manajemen sumber daya manusia perusahaan*. PT Remaja Rosdakarya.
- Mangantes, M. L. (2023). *Self esteem siswa*. Deepublish.
- Nurhayati, S., & Susanti, D. (2022). The influence of self-esteem on work discipline and employee performance. *Jurnal Manajemen Sumber Daya Manusia*, 8(2).
- Pratiwi, S., & Mahdi, I. (2025). The Influence of Employee Involvement and Organizational Culture on the Motivation of Civil Servants at the Department of Transportation of Kubu Raya Regency. *Electronic Journal of Education, Social Economics and Technology*, 6(2), 898.
- Purnomo, R. A. (2016). *Analisis statistik ekonomi dan bisnis dengan SPSS*. CV Wade Group.
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). *Organizational climate and culture: An introduction to theory, research, and practice*. Routledge.

- Siregar, S. (2019). *Statistik parametrik untuk penelitian kuantitatif: Dilengkapi dengan perhitungan manual dan aplikasi SPSS versi 17*. PT Bumi Aksara.
- Sugiyono. (2022). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Usni, A. R., & Mahdi, I. (2025). The influence of work stress and employee engagement on job satisfaction of civil servants in the service section of UPT Klinik Utama Sungai Bangkong West Kalimantan Province. *Electronic Journal of Education, Social Economics and Technology*, 6(2), 816.
- Woy, Y. G. A. (2013). Iklim organisasi dan self esteem pengaruhnya terhadap kinerja karyawan Bank BTN Cabang Manado. *Jurnal EMBA*, 1(3), 836–843.