

## **The Effect of Organizational Climate, Emotional Intelligence, and Self-Esteem on Job Satisfaction**

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### **Abstract**

This study aims to analyze the influence of organizational climate, emotional intelligence, and self-esteem on job satisfaction. The population in this study amounted to 112 employees. Calculated based on Slovin formula. The sample used was 88 respondents. The sampling method used non-probability sampling. Data collection methods used are survey methods, the research instrument used was a questionnaire. The data analysis method used Partial Least Square (PLS). The results of this study indicate that organizational climate variables have a significant positive effect on job satisfaction. Emotional intelligence has a significant positive effect on job satisfaction. Self-esteem has a significant positive effect on job satisfaction.

**Keywords:** Organizational Climate, Emotional Intelligence, Self-esteem, Job Satisfaction.

### **INTRODUCTION**

Human resources are now considered as an important asset that could determine the company's success in achieving its goals. Often, this important asset is cared for and even needs to be maintained while working for the company, so that the company's assets can provide their best abilities and work with enthusiasm and high loyalty to the company (Cornelia, 2017).

In the company's sustainability, job satisfaction is one of the keys to the company's success because it affects employee performance. Therefore, job satisfaction is a very important variable to study because through job satisfaction, the company would be able to find out the company's future success (Sulistiyani and Rosidah, 2009).

Creating a good organizational climate for the company makes individuals within an organization to feel motivated in order to perform excellently in achieving organizational goals. Creating a good organizational climate is not easy, because basically every individual has different characteristics (personalities). Changes, competition, various demands, and differences in characteristics (personalities) have an impact on higher demands on each individual to be able to further improve the quality of their work (Purwanti and Mafizatul Nurhayati (2016). Organizational climate is a concept that describes the subjective nature or quality of the organization's environment (Wirawan, 2016). According to Permarupan, *et al.* (2013), organizational climate is a condition of organizational culture. Thus, it can be concluded that organizational climate is the quality of the internal environment experienced

by each member of the organization that influences the behavior of the members of the organization.

Employee job satisfaction is influenced by organizational climate such as; relations among employees, communication between employees, communication between leaders and subordinates, cooperation between employees in completing their duties, so that this can lead to employee perceptions of the organizational climate. With a good and healthy organizational climate, employees would feel more comfortable in completing every form of work assigned to them. Sunyoto (2015) stated that organizational climate is a set of feelings and perceptions of various workers that can change from time to time from one worker to another. According to research by Rahadian & Suwandana (2017), organizational climate greatly influences job satisfaction along with leadership style. However, unlike Darmawan's (2020) research, the work climate can shape employee expectations about the consequences that will occur from the various actions they take. According to Lamberti *et al.* (2020), empowerment has the greatest impact on work climate and that not all employees respond in the same way to various drivers of work climate. According to Darmawan *et al.* (2018), the work climate that is expected and responded well by employees is a condition that has transparency and incentives for employees such as enthusiasm, a sense of kinship, responsibility, even awards and clear standards.

In working, emotional intelligence is closely related to employee satisfaction. Emotional intelligence that is agitated will cause a person to not be able to achieve maximum satisfaction. On the contrary, someone who does not achieve maximum satisfaction will cause high emotional intelligence in addition to having high academic intelligence as well. Yani (2012) views employee satisfaction as the overall result of the degree of liking or disliking of various aspects of a job.

Someone with high emotional intelligence will be able to know himself, able to think rationally and behave positively, and able to establish good social relationships, because it is based on understanding the emotions of others (Robbins, 2012). According to Labbaf (2011), emotional intelligence is the ability to understand one's own emotions and the emotions of others to distinguish them and use information to direct one's thoughts and actions.

An individual's assessment or evaluation of himself is relatively permanent, self-acceptance is expressed through his behavior and attitude towards himself and includes various positive and negative characteristics that produce a feeling of worth called self-esteem. According to Geldard (2010), self-esteem is an individual's assessment of oneself and is influenced by the characteristics of others as a comparison. According to Prasetya *et al.* (2013), self-esteem is a personal evaluation of oneself that produces feelings of worth associated with self-concept.

This research was conducted in a company engaged in the field of audio visual technology provider . The phenomenon that occurs was that there were problems regarding employee job satisfaction, which caused the ratio of outgoing employees to be greater than employees who entered (turnover). Based on the data we obtained, it was known that the number of employees who left the company was more than the number of employees who remained. The company has been a company with customers from large companies and state agencies, where the number of orders for outdoor and indoor LED reached billions of rupiah.

There are several factors that influence turnover in the company, one of which is job dissatisfaction.

Based on the results of interviews conducted by researchers to the company's Human Resources section, it was found that there was an indication of a decrease in employee job satisfaction. The decrease in job satisfaction that occurs to company employees occurs because they do not get corresponding job satisfaction while the work done on certain days is heavier than usual days, lack of attention from superiors to employees, unfavorable organizational environment, and low work motivation.

Based on the description above, there are problems in this study, namely: (1) Does Organizational Climate affect Job Satisfaction in the company?; (2) Does Emotional Intelligence affect job satisfaction in companies?; (3) Does Self-esteem affect Job Satisfaction in the company? While the objectives of this research are: (1) to find out and analyze the influence of Organizational Climate on Job Satisfaction in the company; (2) To find out and analyze the influence of Emotional Intelligence on Job Satisfaction in the company; (3) To find out and analyze the effect of Self-esteem on Job Satisfaction in the company.

## **THEORY STUDY**

### **Job Satisfaction**

According to Badriyah's research (2015), job satisfaction is an employee's attitude or feeling towards pleasant or unpleasant aspects of work in accordance with the assessment of each worker. In Simanjuntak's research *et al.* (2017), it was revealed that job satisfaction is a person's perspective, both positive and negative about his work. Job satisfaction is a person's perspective on his work. Job satisfaction depends on the attitude of intrinsic and extrinsic gain and depends on the job holder's view of the gain. Organizational elements and people's behavior towards work are considered as elements contained in job satisfaction. Other measures including employee shift changes, tardiness and complaints can be included in the behavioral category.

There are two factors that affect job satisfaction according to Mangkunegara (2015). The first is employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes. The second is the work factor, namely the type of work, organizational structure, rank (class), position, quality of supervision, financial security, promotion opportunities, social interaction, and work relations.

Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything that is faced in the employee's work environment. Starting from the understanding above, it can be concluded that job satisfaction is a person's perspective on his work. Job satisfaction depends on the attitude of intrinsic and extrinsic gain and depends on the job holder's view of the gain.

### **Organizational Climate**

According to Prihatsanti and Dewi (2010), organizational climate is the internal environment of the organization. Organizational climate influences the Human Resources

practices and policies accepted by members of the organization. According to Sunyoto (2012), what is meant by organizational climate is a series of feelings and perceptions on the part of various workers that can change from time to time and from one worker to another. Meanwhile, according to Ayudiarini (2010), organizational climate is the quality of the organization's internal environment that is relatively ongoing, experienced by members of the organization, influencing their behavior, and can be described in terms of a set of characteristics of the organization.

The dimensions and indicators of organizational climate according to Darodjat (2015) include: (1) Responsibility. The indicators for responsibility are defined as the implementation of tasks and achievement of employee results within the company; (2) Individual Identity in the Organization. Individual identity in the organization means that employees carry out their work according to the Standard Operating Procedures (SOP) to be equally disciplined in working and achieving company goals; (3) Warmth Between Employees. Warmth between employees is how the interaction between employees in establishing good communication within the company; (4) Support. Support is defined as employees helping each other and providing support among employees; (5) Conflict. Conflict is defined as how employees solve problems in differences of opinion between individuals or groups.

Based on the explanation above, the organizational climate is the state, condition, and characteristics of the work environment that characterizes an organization that is formed from the attitudes, behaviors, and personalities of all members of the organization.

### **Emotional Intelligence**

According to Goleman (2010), EQ contains two meanings, namely that emotional intelligence does not only mean being friendly. At certain times what is needed may not be a friendly attitude, but a firm attitude which may not be pleasant but reveals a truth that has been avoided so far. Emotional intelligence does not only affect employee performance. Emotional intelligence possessed by employees can also affect employee job satisfaction. Alfany (2017) states that when compared to someone who lacks emotional intelligence, someone who has good emotional intelligence is believed to be more effective and has a higher level of performance outcome.

According to Supriyanto and Troena (2012), emotional intelligence as one's ability to read and understand others, as well as one's ability to use their knowledge to influence others through the regulation and use of emotions.

### **Self-Esteem**

According to Prasetya *et al.* (2013), self-esteem is a personal evaluation of oneself that produces valuable feelings related to the concept of self. Myers (2012) defines self-esteem as an evaluation of one's overall self or one's sense of self-esteem. Self-esteem is one part of one's personality in everyday life. Reasoner (2010) explains that individuals with low self-esteem are often depressed and unhappiness, have high levels of anxiety, show greater aggressiveness, irritable and vengeful, and always suffer from dissatisfaction with daily life. Self-esteem is an individual's assessment of oneself that is expressed with positive and

negative attitudes. Self-esteem relates to how people's judgement affects oneself in everyday life. According to Baron and Byrne (2010), self-esteem is an individual's assessment of oneself and is influenced by the characteristics that others have in being a comparison.

There are 5 (five) indicators to measure self-esteem (Reasoner, 2010), namely:

1. **Feeling of Security.** A feeling of security for individuals who relate to a sense of trust in their environment. For individuals who have a sense of security feel that their environment is safe for them, they can be reliable and trustworthy.
2. **Feeling of Identity.** Feelings of identity involve self-awareness being an individual that separates from others and has unique characteristics. It also involves self-acceptance that has a variety of potentials, interests, strengths and weaknesses of others. To know who they are, individuals should be provided with opportunities to explore themselves as well as their surroundings.
3. **Feeling of Belonging.** The individual's feeling that one is a part of a group and that one is accepted as appreciated by the members of one's group. This group can be a family, a coworkers group, or any group. An individual will have a positive assessment of oneself if the individual feels accepted and becomes part of one's group, but the individual will have a negative assessment of oneself if one experience feelings of being rejected.
4. **Feeling of Competence.** Individual feelings and beliefs about the ability that exists in themselves in achieving an expected result, such as a person's feelings at the time of success or when experiencing failure. This understanding relates to the pride of one's competence in oneself and a feeling of competent in facing challenges in life. This helps individuals to become confident to face their lives later. Individuals who do not have a sense of personal competence will feel very helpless.
5. **Feeling of Worth.** The feeling that an individual feels worth or not, these feelings are largely influenced by past experiences. Individual feelings are often displayed and come from statements of personal nature such as smart, polite, kind, and so on.

### **1. Influence of The Organizational Climate on Job Satisfaction**

With a good organizational climate, the quality of job satisfaction will also be achieved to the maximum. This is in line with the opinion of Litwin and R.A. Stringer (in Wirawan, 2007) that the organizational climate is a relatively ongoing quality of the internal environment of the organization, experienced by members of the organization, affecting their behavior and can be described in the sense of a set of characteristics or nature of the organization. In a previous study conducted by Rahmawati and Supartha (2015), it was found that the organizational climate had a positive and significant effect on employee job satisfaction. Based on the description above, the hypothesis are built as follows:

**H1:** The organizational climate had a positive and significant influence on Job Satisfaction.

### **2. Effect of Emotional Intelligence on Job Satisfaction**

Kumari and Pandey (2011) argues that job satisfaction is an attitude but other researchers should clearly distinguish the meaning of impactful cognitive evaluation (emotions), behaviors, and beliefs. The ability to manage emotions and handle stress is another aspect of emotional intelligence that is essential to success. In predicting employee's

success, many previous studies support that emotional intelligence can also be a determining factor in the success of life (Cherniss, 2001).

Research conducted by Alnidawy (2015) shows that emotional intelligence has a significant influence on job satisfaction. In working, emotional intelligence is closely related to employee satisfaction. Emotional intelligence that is agitated will cause a person to not be able to achieve maximum satisfaction. On the contrary, someone who does not achieve maximum satisfaction will cause high emotional intelligence in addition to having high academic intelligence as well. Based on the description above, the hypothesis is built as follows:

**H2:** Emotional Intelligence had a significant positive effect on Job Satisfaction.

### **3. Effect of Self-Esteem on Job Satisfaction**

Baron and Byrne, (2010) said that self-esteem is an individualized assessment of oneself and influenced by the characteristics that others have in being a comparison. In a previous study conducted by Maulina (2017), it was found that there was a positive and significant influence between self-esteem and job satisfaction. Similarly, research conducted by Salangka and Dotulong (2015), showed that partial self-esteem has a positive and significant effect on employee job satisfaction. Based on the description above, the hypothesis is built as follows:

**H3:** Self-esteem has a significant positive effect on Job Satisfaction.

## **METHOD**

Based on the level of explanation, research by explanation level is a research that intends to explain the position of the variables studied as well as the relationship between one variable and another variable. The design of this study is associative research that is causal in nature. The research was conducted in companies engaged in audio visual technology providers which took place in March 2020 to May 2021. The population in this study were all employees of the company totaling 112 respondents, with a total sample of 88 employees, and the sampling technique was the Slovin formula.

The method of data collection in this study was to conduct a survey directly on the object of research, namely the company's employees . The data collection instrument used was a questionnaire. The analytical method applied in this study is Structural Equation Modelling (SEM), where the data analysis technique in this study is to use Partial Least Square version 3.0. Partial Least Square (PLS) is an alternative model of covariance based SEM.

## **RESULTS AND DISCUSSION**

### **1. Discriminant Validity Test Results**

The method to see discriminant validity is to look at the value of the square root of average variance extracted (AVE) for each construct. With a correlation between the construct and other constructs in the model, it can be said to have a good discriminant validity value.

**Table 1. AVE Test Results**

| <b>Variable</b>        | <b>Average Variance<br/>Extracted (AVE)</b> | <b>Description</b> |
|------------------------|---|--------------------|
| Job Satisfaction       | 0.629                                       | Valid              |
| Organizational Climate | 0.792                                       | Valid              |
| Emotional Intelligence | 0.573                                       | Valid              |
| Self-esteem            | 0.552                                       | Valid              |

Source: PLS Output, 2021

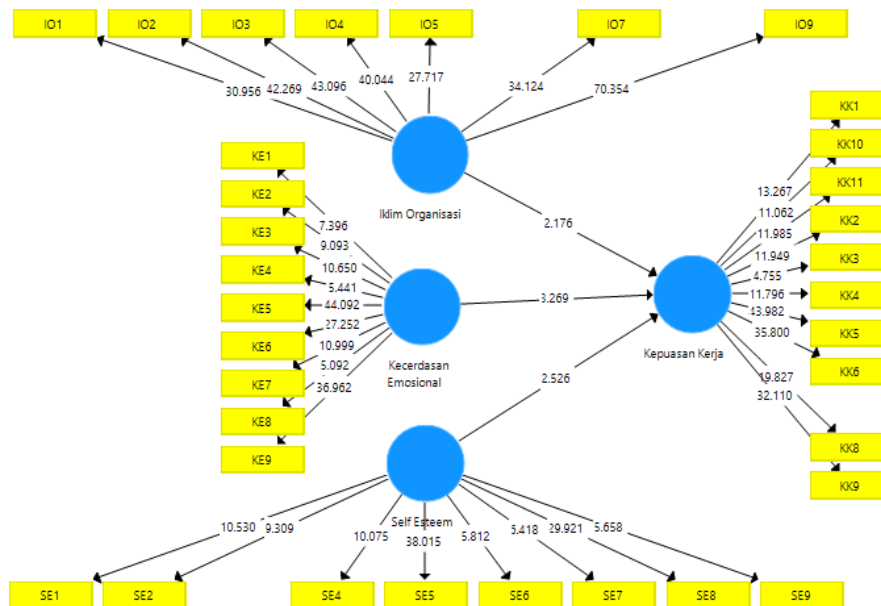
From Table 1, it can be concluded that the square root of the average variance extracted for each construct is greater than the correlation between one construct and another in the model. The AVE value based on the table above, it can be concluded that the construct in the estimated model meets the criteria for discriminant validity.

## 2. Hypothesis Testing Results (Estimated Path Coefficient)

The estimated value for the path relationship in the structural model must be significant. The significance value of this hypothesis can be obtained by the bootstrapping procedure. Looking at the significance of the hypothesis by looking at the parameter coefficient values and the T-statistics significance value in the bootstrapping report algorithm. To find out whether it is significant or not, it can be seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistics).

**Table 2. Hypothesis Testing Results**

| <i>Variable</i>   | <i>Original<br/>Sample</i> | <i>T.<br/>Statistics</i> | <i>P<br/>Values</i> | <i>Significance</i>      |
|---|----------------------------|--------------------------|---------------------|--------------------------|
| Organizational<br>Climate $\square$ Job<br>Satisfaction | 0.204                      | 2.176                    | 0.030               | Positive<br>Significance |
| Emotional Intelligence<br>$\square$ Job Satisfaction    | 0.427                      | 3.269                    | 0.001               | Positive<br>Significance |
| Self-esteem $\square$ Job<br>Satisfaction               | 0.347                      | 2.526                    | 0.002               | Positive<br>Significance |



**Figure 1. Bootstrapping Testing**  
Source: PLS processed Data, 2021

## Discussion

### 1) Effects of Organizational Climate on Job Satisfaction

Based on the hypothesis test in this study, the results of the T-Statistic were 2.176, the original sample value was 0.204, from the P Values 0.030. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values indicates less than 0.05. From these results it can be concluded that the first hypothesis is accepted, namely organizational climate has a positive and significant effect on job satisfaction, which means that organizational climate on job satisfaction shows that there is a correlation. The better the organizational climate, the more job satisfaction will be. On the other hand, the worse the organizational climate, the lower job satisfaction will be. This supports the research conducted by Rahmawati and Supartha (2015), showing that organizational climate has a significant positive effect on job satisfaction. So this is also in line with the research conducted by Satriyo and Idris (2015), and research by Nabilah *et al.*, (2017) which shows that organizational climate has a significant positive effect on job satisfaction.

### 2) Effect of Emotional Intelligence on Job Satisfaction

Based on the hypothesis test in this study, the results of the T-Statistic were 3.269, the original sample value was 0.427, from the P Values 0.001. The T-statistic value is greater than the T-table value of 1.96, the original sample value indicates a positive value, and the P Values indicates less than 0.05. From these results, it can be concluded that the first hypothesis is accepted, namely emotional intelligence has a significant positive effect on job satisfaction, which means that emotional intelligence on job satisfaction shows that there is a correlation. The better employees control their emotions, the better job satisfaction will be.



On the other hand, the more employees cannot control their emotions, the lower their job satisfaction will be. This supports the research conducted by Hasanuddin and Sjahrudin (2017) which shows that emotional intelligence has a significant positive effect on job satisfaction. This research is also in line with Hutagalung (2014) which shows that emotional intelligence has a significant positive effect on job satisfaction.

### **3) Effect of Self-esteem on Job Satisfaction**

Based on the hypothesis test in this study, the results of the T-Statistic were 2.526, the original sample value was 0.347, from the P Values of 0.012. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values indicates less than 0.05. From these results it can be concluded that the first hypothesis is accepted, namely self-esteem has a positive and significant effect on job satisfaction, which means that self-esteem on job satisfaction shows there there is a correlation. The higher a person's self-esteem, the more job satisfaction will increase. Conversely, if a person's self-esteem is low, job satisfaction will decrease. This supports the research conducted by Fadilah and Fianita (2017) which shows that self-esteem has a significant positive effect on job satisfaction, and is also in line with research Liu and Zhang (2017) which shows that self-esteem has a significant positive effect on job satisfaction.

## **CONCLUSION AND SUGGESTION**

### **Conclusion**

- 1) Organizational climate has a positive and significant effect on job satisfaction. This shows that the organizational climate plays a very important role in job satisfaction. Because the better the organizational climate, the more job satisfaction will be, on the contrary, the worse the organizational climate, the lower the job satisfaction.
- 2) Emotional intelligence has a positive and significant effect on job satisfaction. This shows that emotional intelligence plays a very important role in job satisfaction, because the better employees control their emotions, the better employee job satisfaction will be.
- 3) Self-esteem has a positive and significant effect on job satisfaction. This shows that self-esteem plays a very important role in employee satisfaction, because the higher a person's self-esteem, the more job satisfaction will increase, on the other hand, if a person's self-esteem is low, it will further reduce job satisfaction.

### **Suggestions**

- a) Leaders must be able to provide direction to subordinates so that relationships between co-workers are well established, namely by coordinating with subordinates so that they can provide mutual support, as well as informing the company's goals so that other employees will work hand in hand to achieve company goals.
- b) Leaders must be able to pay attention to subordinates, by asking the difficulties of subordinates in carrying out the tasks they are given, providing input to subordinates and giving appreciation for the tasks they have completed.

- c) Leaders must be able to pay attention to subordinates, by holding employee discussions about employee duties, inquiring for any difficulties experienced when completing tasks, and providing support and motivation to subordinates.
- d) Suggestions to the other researchers for further research, there other variables that have not been used in this study, such as compensation, OCB, organizational culture, and leadership. You can also increase the number of samples of respondents with different research objects.

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