

THE INFLUENCE OF WORK CLIMATE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE WITH SUSTAINABLE HR AS AN INTERVENING VARIABLE

Fauziah Nur Simamora^{*1}, Yani Sukriah Siregar^{*}, Kaharuddin^{**}

^{*}) Universitas Muhammadiyah Tapanuli Selatan

Jl. Sutan Moh. Arif. No.32, Batang Ayumi Julu, Padangsidimpuan, North Sumatra 22733, Indonesia

^{**}) STIE Al Washliyah Sibolga/Tapanuli Tengah

Jl. Padang Sidempuan, Kec Sarudik, Tapanuli Tengah, North Sumatra 22531, Indonesia

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Abstract:

Background: Achieving the company's strategic vision and mission, where work climate and job satisfaction are crucial factors that influence performance. PT Pertamina Patra Niaga, West Aceh Regency, conditions show that these two aspects have not been managed optimally, resulting in low employee motivation and productivity. To answer this challenge, the research proposes a new approach by integrating the concept of Sustainable Human Resource Management (SHRM) as a mediating variable that is able to strengthen the relationship between work climate, job satisfaction and performance.

Purpose: Analyze the influence of work climate and job satisfaction on employee performance with sustainable HR as a variable to support the achievement of the Company's strategic goals, as well as creating a productive and competitive work environment at PT. Pertamina Patra Niaga, West Aceh Regency.

Design/methodology/approach: This research uses a quantitative descriptive approach with an explanatory type. Data collection was carried out using questionnaires, observations and interviews with 54 employees. Data analysis using structural equation modeling-partial least square (SEM-PLS) with the SmartPLS program.

Findings/Result: Work climate and job satisfaction have a significant effect on employee performance, both directly and through the mediation of Sustainable Human Resource Management (SHRM). SHRM is proven to strengthen these relationships, creating a more stable and sustainable impact on productivity. A high R square value indicates that this model has strong predictability. PT Pertamina Patra Niaga needs to make SHRM an integral part of its management strategy to create an adaptive, innovative and competitive work environment in facing the challenges of an ever-growing industry.

Conclusion: Successful employee performance is not only determined by climate and job satisfaction, but also by sustainable HR management. SHRM has proven effective in strengthening overall performance. PT Pertamina Patra Niaga needs to integrate SHRM in management strategies to create adaptive and competitive work systems.

Originality/value (State of the art): This research analyzes problems at PT. Pertamina Patra Niaga, to provide insight for companies and employees who face challenges in terms of managing work climate, job satisfaction and employee performance with sustainable HR as an intervening variable

Keywords: work climate, job satisfaction, employee performance, organizational behavior, performance assessment

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¹ Corresponding author:

Email: fauziah@um-tapsel.ac.id

INTRODUCTION

The company was founded with the main aim of achieving its strategic vision and mission, the success of which is largely determined by the behavior and attitudes of employees. According to Liaquat et al. (2024), the real contribution of employees is a crucial element in achieving organizational goals. This is confirmed by Latifah et al. (2024) which states that employee consistency and ability to carry out their duties effectively is a determining factor in organizational success. In an organization, employees are not only supporting resources, but are the main factor that determines the direction of the company's growth and sustainability (Savira et al. 2024; Herawati et al. 2024). Strategic management and development of employees is the key to increasing the company's competitiveness and sustainability amidst ever-changing business dynamics.

Optimal employee performance is the main factor in supporting the achievement of organizational goals efficiently and sustainably. Pratiwi and Ekawaty (2024), good performance will accelerate the achievement of company targets, while low performance actually becomes an obstacle in this process. For this reason, employees need to be viewed as strategic assets that require sustainable management through competency development which includes knowledge, skills and adaptive work behavior (Rivaldo, 2021; Muslimin & Fatimah, 2024). This competency is not only needed in carrying out daily tasks, but is also an important basis in creating a competitive and results-oriented work system. The creation of a supportive work environment and management policies focused on strengthening human resources are things that cannot be ignored.

Apart from competence, a positive work climate also plays an important role in supporting employee performance. A conducive work climate can increase work morale, strengthen team collaboration, and speed up task completion efficiently (Rimbayana et al. 2022). Job satisfaction is also a psychological factor that is no less important, because employees who feel satisfied will show higher loyalty, motivation and productivity (Williams et al. 2024; Paudel et al. 2024). A work environment that allows open communication, mutual trust, and respect for individual contributions will encourage the creation of a healthy and productive

work atmosphere (Hosseini et al. 2024). Companies need to ensure that work climate and job satisfaction are managed well as part of an overall performance improvement strategy.

However, the reality of what is happening at PT Pertamina Patra Niaga, West Aceh Regency, shows that not all aspects that influence employee performance are running optimally. There are still many employees who work only to fulfill their obligations and get rewards, without feeling job satisfaction or having space to express opinions openly. This condition indicates psychological pressure which can have an impact on low work motivation and commitment, which ultimately reduces productivity (Firdaus et al. 2024). Factors such as an unsupportive work climate, lack of direction from superiors, limited training, and inconsistent performance assessments are the main causes of not achieving optimal work results. Thus, more in-depth research is needed to analyze the influence of work climate and job satisfaction on employee performance, taking into account the role of sustainable HR as a mediating variable.

This research is novel in terms of the approach taken. Different from previous studies which generally only examine the direct influence of work climate and job satisfaction on employee performance, this research integrates concepts Sustainable Human Resource Management (SHRM) as an intervening variable, which is rarely used in state-owned strategic organizations such as PT Pertamina Patra Niaga. This holistic approach is based on the view that employee performance is not only influenced by work psychological factors, but also how the company manages human resources in a sustainable manner (Farmanesh et al. 2023; Liang & Li, 2024). This research uses quantitative-based methods SmartPLS to analyze the relationship between variables, and carried out on 54 employees spread across various departments at PT Pertamina Patra Niaga, West Aceh Regency.

The aim of this research is to analyze the influence of work climate and job satisfaction on employee performance, as well as the role of sustainable HR intervention in supporting the achievement of the company's strategic goals and creating a productive and competitive work environment.

METHODS

This research uses a quantitative descriptive approach with an explanatory research type, which aims to explain the cause-and-effect relationship between the variables studied (Sugiyono, 2020). The type of data used consists of primary data, which was collected using a Likert scale, with the provisions (5) strongly agree, (4) agree, (3) neutral, (2) disagree and (1) strongly disagree, as well as secondary data obtained from journals, books and various other scientific sources.

Data collection techniques include distributing questionnaires, observations and interviews to all employees at PT Pertamina Patra Niaga, West Aceh Regency, and duration of this research is 6 months. The main variables in this research have their respective indicators referred to from relevant literature such as work climate (Stoner et al. 2017; Sumantri, 2016; Rahsel, 2016), job satisfaction (Robbins & Judge, 2016; Wijono, 2015; Luthans, 2006), employee performance (Rivai, 2012; Fitri, 2021), and sustainable HR (Aulia et al. 2021; United Nation SDGs, 2023).

Previous studies used multiple linear regression methods and also a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) with the help of the SmartPLS program. The use of SmartPLS is superior and is able to analyze latent variables without having to meet normal distribution assumptions. Apart from that, SmartPLS is also effective for testing models that have a weak theoretical basis or are not yet fully established. This advantage makes SmartPLS very suitable for use in social research that involves many constructs and indicators (Ghozali, 2008; Hair et al. 2018).

Based on Figure 1, the hypothesis in this research is formulated as follows:

Riansah & Sari (2019), shows that work climate can influence employee job satisfaction.

H_0 : There is no influence between work climate and employee performance.

H_a : There is an influence between work climate and employee performance.

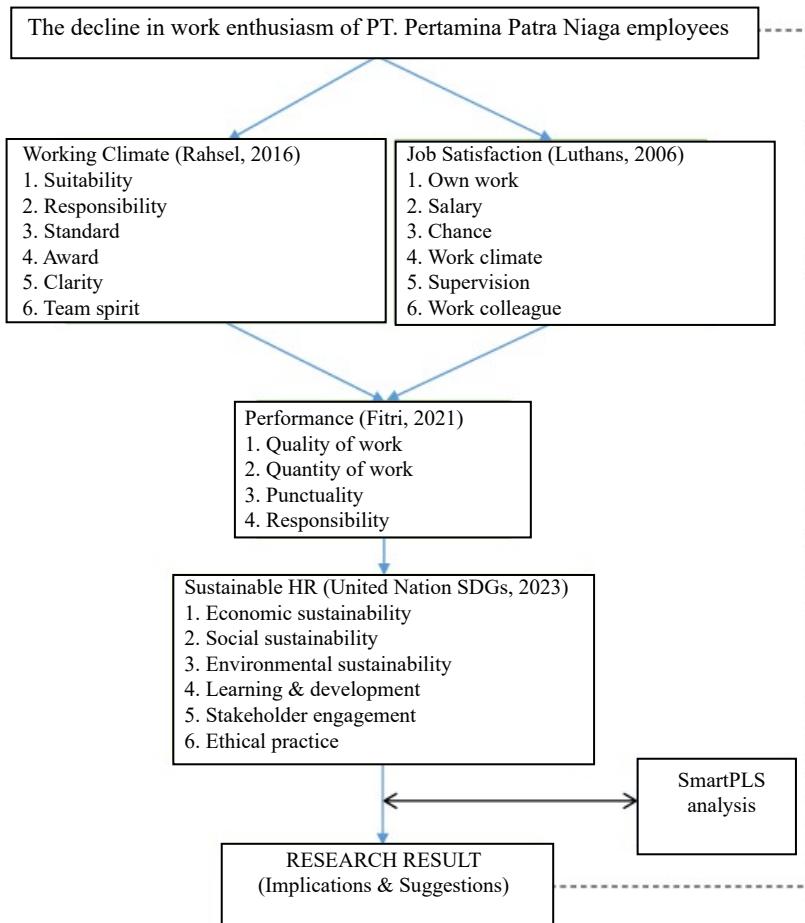


Figure 1. Research Framework

Paparang et al. (2021), found that high job satisfaction tends to improve employee performance.

H_0_2 : There is no influence between job satisfaction and employee performance.

Ha_2 : There is an influence between job satisfaction and work performance.

Fatimah (2023), revealed that work climate and job satisfaction have a direct influence on employee performance.

H_0_3 : There is no influence between work climate and job satisfaction on employee performance

Ha_3 : There is an influence between work climate and job satisfaction on employee performance.

Ong & Mahazan (2020), stated that HR Management Strategy in Improving Performance can have a positive impact. Harahap et al. (2022), found that human resource development and work climate can influence employee performance

H_0_4 : There is no influence between work climate and Sustainable HR on employee performance

Ha_4 : There is an influence between work climate variables and Sustainable HR on employee performance

Monalis et al. (2020), stated that human resource development and job satisfaction have a positive effect on employee performance.

H_0_5 : There is no influence between the variables of job satisfaction and sustainable HR on employee performance

Ha_5 : There is an influence between job satisfaction and sustainable HR variables on employee performance

Efendi (2023), work climate and job satisfaction can be intervened in by HR performance models to make performance more effective.

Ho_6 : There is no influence between work climate and job satisfaction intervened by sustainable HR on employee performance

Ha_6 : There is an influence between work climate and job satisfaction intervened by sustainable HR on employee performance

In this research, the data analysis technique uses Microsoft Excel for descriptive analysis and applications SmartPLS for structural model analysis, including validity, reliability, R-square tests, as well as hypothesis and significance testing, which makes this method suitable for testing models with many latent variables, with the hypothesis model according to Figure 2.

RESULTS

Respondent Characteristics

PT Pertamina Patra Niaga employees have a workforce that is predominantly male (93%), are of productive age (26 - 40 years) and have a fairly good educational background, namely High School (59%), D-3 (13%), S-1 (28%), so they are an important asset for achieving company performance. The combination of age and education provides great potential in creating human resources who are not only competent, but also adaptive to change. The application of the concept of sustainable HR becomes very relevant to ensure the long-term development of competency, welfare and employee engagement. Support for a conducive work climate and increased job satisfaction further strengthens the effectiveness of sustainable human resources in encouraging optimal performance. The existence of an energetic and skilled workforce needs to be managed sustainably in order to be able to provide maximum contribution to the company's strategic goals.

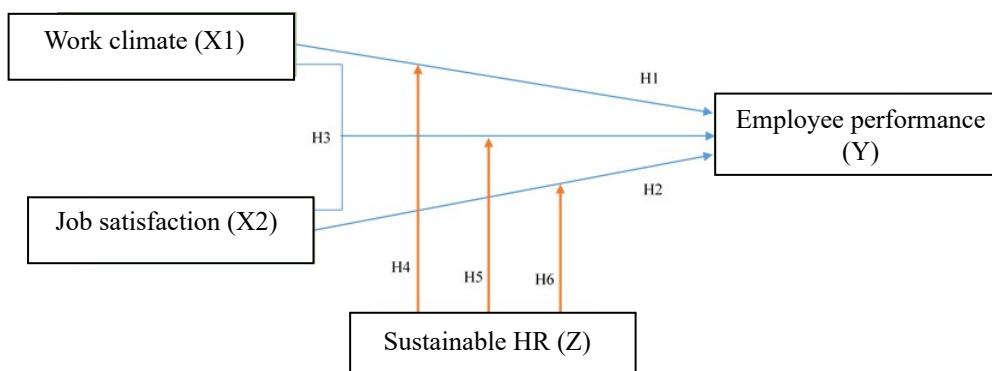


Figure 2. Hypothesis Framework

Analisis Smartpls

Outer Model Analysis

The outer model is often also called (outer relation or measurement model) which defines how each indicator block is related to its latent variable. The measurement model (outer model) is used to assess the convergent validity, discriminant and composite reliability tests, with a valid indicator if the loading factor is > 0.70 . Indicators below 0.70 will be deleted and recalculated.

Convergent Validity

To measure validity, you must test the relationship between variables including Discriminant Validity and Average Variance Extracted (AVE) with the expected AVE value > 0.5 (Wijaya, 2019). Validity testing with the SmartPLS program can be seen from the loading factor value for each construct indicator. The condition usually used to assess validity is that the loading factor value must be more than 0.70. Based on Table 1, the Average Variance Extracted value for the Work Climate variable (X1) is 0.753, the Job Satisfaction variable (X2) is 0.731, the Y variable (Employee Performance) (X3) is 0.696, and the sustainable HR variable (Z) is 0.730. The AVE value for the variable is > 0.50 so it can be declared to meet convergent validity in the good category.

Table 1. Average Variance Extracted (AVE) results

Average Variance Extracted (AVE)	
Work climate (X1)	0.753
Job satisfaction (X2)	0.731
Employee performance(Y)	0.696
Sustainable HR (Z)	0.730

Discriminant Validity

According to Ghazali & Latan (2015) the discriminant validity method is to test discriminant validity with reflective indicators, namely by looking at the cross loading value for each variable which must be > 0.07 . Apart from that, another way that can be used to see whether a model has discriminant validity is by comparing the square root of Average Variance Extracted (AVE) value for each construct with the correlation between other constructs in the model.

Composite Reliability

Measuring the reliability of a construct with reflective indicators can be done by measuring the Composite Reliability value. Composite Reliability measures the true value of the reliability of a construct. One construct is said to be reliable if the composite reliability value must be > 0.07 (Abdillah & Hartono, 2015). Based on Table 2, the composite reliability results for the Work Climate variable (X1) are 0.979, the Job Satisfaction variable (X2) is 0.976, the Employee Performance variable (Y) is 0.972, and the Sustainable HR variable (Z) is 0.974. Each indicator shows a number above 0.7. Thus it can be concluded that all variable indicators are declared reliable.

Table 2. Composite Reliability Values

Composite Reliability	
Working climate (X1)	0.979
Job satisfaction (X2)	0.976
Employee performance (Y)	0.972
Sustainable HR (Z)	0.974

Structural Model Evaluation (inner model)

R-Square

R-square is seen from the value of the endogenous variable as the predictive power of the structural model. Changes in the R² value can be used to explain the influence of certain exogenous latent variables on whether endogenous latent variables have a substantive influence. R-square values of 0.75, 0.50 and 0.25 can be concluded that the model is strong, moderate and weak (Hair et al. (2018) in Ghazali & Latan (2015)). This means that the higher the R² value, the better the prediction model and research model proposed. Based on Table 3, the R² value of the Employee Performance variable (Y) is 0.771 or 77.1% and the Sustainable HR variable (Z) is 0.500 or 50%. The results concluded that variable Y had an influence (substantial) and variable (Z) had an influence (moderate).

Table 3. R-Square Test Results (R²)

	R Square	R Square Adjusted
Employee Performance (Y)	0.771	0.764
Sustainable HR (Z)	0.500	0.488

Output Path Coefficient

The path coefficient shows the influence of latent variables. A positive value on the path coefficient indicates that the direction of the relationship is positive and a negative value on the path coefficient indicates that the direction of the relationship is negative, while the value of the path coefficient indicates the magnitude of the influence of the latent variable. From the results of the bootstrapping analysis test, the conclusions that can be drawn are as follows:

1. The influence of Work Climate (X1) on Employee Performance (Y) is influential and significant because the β_1 value $\neq 0$ (0.206), the t-statistic value > 1.96 ($2.942 > 1.96$), and the P - Values < 0.05 ($0.003 < 0.05$). Hypothesis accepted.
2. The influence of Job Satisfaction (X2) on Employee Performance (Y) is influential and significant because the β_2 value $\neq 0$ (0.260), the t-statistic value > 1.96 ($3.822 > 1.96$), and the P - Value < 0.05 ($0.000 < 0.05$). Hypothesis accepted.
3. The influence of Work Climate (X1) and Job Satisfaction (X2) on Employee Performance (Y) is influential and significant because the β_3 value $\neq 0$ (0.257), the t - statistic value > 1.96 ($2.457 > 1.96$), and the P - Values < 0.05 ($0.004 < 0.05$). Hypothesis accepted.
4. The influence of Work Climate (X1) on Employee Performance (Y) with Sustainable HR Intervening (Z) is influential and significant because the β_4 value $\neq 0$ (0.324), the t-statistic value > 1.96 ($4.204 > 1.96$), and the P-Values < 0.05 ($0.000 < 0.05$). Hypothesis accepted.
5. The influence of Job Satisfaction (X2) on Employee Performance (Y) with Sustainable HR Intervening (Z) is influential and significant because the β_5 value $\neq 0$ (0.290), the t - statistic value > 1.96 ($4.016 > 1.96$), and the P - Values < 0.05 ($0.000 < 0.05$). Hypothesis accepted.
6. The influence of Work Climate (X1) and Job Satisfaction (X2) on employee performance (Y) with sustainable HR intervention (Z) is influential and significant because the β_6 value $\neq 0$ (0.383), the t - statistic value > 1.96 ($2.816 > 1.96$), and the P - Values < 0.05 ($0.005 < 0.05$). Hypothesis accepted.

Managerial Implications

This research has very important theoretical implications in strengthening and deepening the model of the relationship between work climate, job

satisfaction, and human resource sustainability. These findings not only enrich the academic literature, but also open up opportunities for the development of new theories that are more relevant to the increasingly complex dynamics of contemporary organizations. The results of this research provide strategic insight for PT. Pertamina Patra Niaga to strengthen the company's vision and mission policies by integrating HR sustainability as one of the main pillars in the company's long-term goals. Innovative policies that support employee adaptation to change, sustainable competency development, and improvement of soft skills that are relevant to global challenges will strengthen organizational competitiveness. In addition, implementing a positive work environment, supported by open communication, inclusive leadership and a fair reward system, will create a healthy organizational culture oriented towards continuously improving the quality of human resources.

PT. Pertamina Patra Niaga, it is important to create a conducive work climate and increase job satisfaction as a strategy to increase employee retention. Employees who feel valued, supported, and empowered by the organization tend to show higher loyalty, reduce turnover rates, and strengthen their emotional ties to the company. This becomes strategic capital to maintain organizational stability and encourage more solid and synergistic team performance. Furthermore, a long-term focus on developing employee well-being and potential will form an HR system that is not only able to survive in various conditions, but is also innovative, adaptive and responsive to rapid changes in the business environment. By building a sustainable HR system, PT. Pertamina Patra Niaga will be better prepared to face increasingly complex industrial challenges in the future, while creating sustainable added value for current and future generations.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Sustainable Human Resources (Sustainable HR) has a positive and significant influence on employee performance. This proves that the implementation of sustainability-oriented HR policies and practices, such as long-term competency development, improving employee welfare, as well as efforts to maintain a balance between productivity and sustainability, significantly

contributes to improving individual performance within the company. Apart from that, Sustainable HR has also been proven to act as a mediator in the relationship between work climate and job satisfaction on employee performance ($p < 0.05$). This means that although work climate and job satisfaction have a direct influence on performance, this influence becomes stronger and more stable when strengthened by a sustainable HR approach. Sustainable HR not only functions as a personnel policy, but also as a strategic framework that connects the psychological and strategic aspects of the organization to ensure long-term performance sustainability. PT Pertamina Patra Niaga as a company in the energy sector, the application of Sustainable Human Resources is very relevant in responding to modern business challenges which not only demand high productivity, but also organizational resilience to external changes, including energy market dynamics and environmental sustainability demands.

Recommendations

Efforts to increase work productivity, loyalty, and create a positive work atmosphere, while maintaining the continuity of company cultural values and creating a balanced living environment to improve employee quality of life. Apart from that, companies also need to increase their responsiveness and responsibility for environmental protection, as well as optimize the allocation and utilization of resources in order to increase organizational achievements in an increasingly competitive business environment. This research also opens up opportunities for the development of new variables or models in the future, such as organizational culture, digital transformation, or government policy, which are relevant to the dynamics of the current world of work. It is recommended that further research expand the object of study and integrate it with current issues so that the results are more comprehensive and applicable.

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