

Exploration of The Relationship Between Organizational Climate, Work Enthusiasm, and Job Satisfaction from a Motivational Perspective

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Abstract. *This research is an associative explanatory research and aims to analyze the relationship between Organizational Climate, Work Enthusiasm, and job satisfaction. Assessment of respondents' answers was carried out using a semantic differential scale with a score range of 1 to 5. The study population included all human resources at the Tanjung Emas Semarang Customs and Excise Supervision and Service Office, both ASN and Non-ASN, totaling 203 people. Based on the Slovin formula, a sample size of 135 respondents was obtained. The sampling technique used non-probability sampling with the convenience sampling method, chosen for considerations of time efficiency, cost, and ease of access to respondents. Data analysis was conducted using Partial Least Squares (PLS). The results showed that organizational climate had a positive and significant effect on job satisfaction and a positive and significant effect on work enthusiasm. Furthermore, work enthusiasm was also shown to have a positive and significant effect on job satisfaction. These findings indicate that a conducive organizational climate and high work enthusiasm can increase the overall level of employee job satisfaction.*

Keywords: *Job Satisfaction; Organizational Climate; Work Enthusiasm.*

1. Introduction

In an era of disruptive change, organizations face increasingly complex challenges, including regulatory changes, advances in digital technology, and rising expectations for public services. These challenges require organizations to not only adapt structurally but also to create a conducive organizational climate to support human resource (HR) performance. Organizational climate, as employees' collective perceptions of the work environment, is a crucial element in shaping a work environment that supports productivity and job satisfaction.

Organizations seek to achieve excellence through improving individual performance, because individual performance impacts team performance and, ultimately, the overall performance of the organization.(Sedarmayanti, 2017)One of the main factors that influences performance is job satisfaction, which is very personal because each individual has a different level of satisfaction according to their values.(Alam & Asim, 2019). The level of job satisfaction depends on the extent to which aspects of the job fulfill the individual's desires.(Bjaalid et al., 2019). Job satisfaction reflects attitudes toward work based on the difference between rewards received and expected and results from individual perceptions of their work.(Akirmak & Ayla, 2021).

Job satisfaction, on the other hand, is a crucial indicator in evaluating employee well-being and productivity. High job satisfaction is often associated with lower turnover rates, increased loyalty, and better performance. In the context of HR at the Customs and Excise Office, diverse job demands, such as customs supervision, trade facilitation, and state revenue optimization, require a supportive organizational climate and stable work enthusiasm to maintain job satisfaction.

Several research results state that Organizational Climate and job satisfaction are two different constructs in management studies, where Climate is focused on organizational attributes as perceived by employees of an organization, while job satisfaction discusses the perceptions and attitudes that employees have towards their work.(Li et al., 2020). Organizational Climate links individuals with feelings of effectiveness which in turn influences employee attitudes and emotions.(Berberoglu, 2018).

Organizational Climate reflects employee perceptions of the policies, practices, and procedures that are expected, supported, and valued in relation to the human resources within the organization.(Kim & Park, 2020). Organizational Climate in several literatures is found to have meaning in building human resource management and organizational behavior and is one of the most significant determinants of individual and group attitudes/behavior in institutions.(Sherief, 2019).

Research on the role of organizational climate in job satisfaction still yields mixed results. Previous research confirms that job satisfaction is largely influenced by a school's organizational climate.(Rezaee et al., 2020)However, this research contradicts the results of research which states that there is no significant relationship between Organizational Climate and the level of job satisfaction.(Satorre, 2022). The results of research between Organizational Climate and performance still leave a contradiction where(Otrębski, 2022)argue that employees who work in organizations with a more positive climate are more likely to be satisfied with their jobs. However,(Lantara, 2019)stated that organizational climate and job satisfaction have almost the same dimensions, so they must be re-examined separately on specific aspects of organizational climate that differ from the dimensions of job satisfaction to better measure the impact of organizational climate on performance. Therefore, to bridge the research gap, work enthusiasm is proposed as a mediating variable.

Amidst this dynamic, work enthusiasm has emerged as a key factor that can motivate human resources to remain enthusiastic in completing increasingly complex tasks. High work enthusiasm enables employees to be more proactive, innovative, and resilient to work pressure. However, this enthusiasm is greatly influenced by the organizational climate created, from leadership aspects, collective support, to work system management.

Humans need enthusiasm and enthusiasm so that they are enthusiastic in doing their work with joy.(Leroy et al., 2022). High enthusiasm in working will provide positive energy to individuals in facing their work.(Pollack et al., 2020). Individuals with high enthusiasm are able to face challenges, problems and difficulties encountered in their lives so that people with high work enthusiasm will be able to survive in facing changes and challenges in the very dynamic era of globalization.(Lantara, 2019). When the problems and challenges in work become bigger, then in the end, only people with high enthusiasm will remain.(Wang & Lin, 2019).

Employees who have high enthusiasm in working are never controlled by the environment.(Lantara, 2019). Work Enthusiasm is very important in work which can make life happier and more enjoyable(Hasanuddin & Sjahruddin, 2017). Individuals with high work enthusiasm placed in a good environment will become even better, placed in a bad environment they will be able to provide positive energy and spread enthusiasm to their environment.(Lantara, 2019). Work with a happy feeling, with little complaining, and awaken the spirit from within oneself to enjoy one's work and always increase one's gratitude for what one does and has.(Öngel et al., 2022).

2. Research Methods

The type of research used in this study is explanatory research with an associative nature, aiming to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of confirming or strengthening the hypothesis, which in turn can strengthen the theory used as a basis. The variables used are organizational climate, work enthusiasm, and job satisfaction.

3. Results and Discussion

3.1. Heterotrait-Monotrait Ratio (HTMT) Test Results

Validity testing using the Heterotrait-monotrait ratio (HTMT) criterion was conducted by examining the HTMT matrix. The accepted HTMT criterion was below 0.9, indicating that the discriminant validity evaluation was acceptable.

Mark Discriminant Validity Test with Heterotrait-monotrait ratio (HTMT) criteria

	Heterotrait-monotrait ratio (HTMT)
Organizational Climate <-> Job satisfaction	0.761
Work Enthusiasm <-> Job satisfaction	0.859
Work Enthusiasm <-> Organizational Climate	0.713

Source: data processing results with smartPLS 4 (2025)

Table shows that none of the HTMT matrix values exceed 0.9. This means that the model demonstrates acceptable discriminant validity evaluation. The discriminant validity test results indicate that the Heterotrait-Monotrait Ratio (HTMT) test requirements have been met, thus all constructs in the estimated model meet the criteria for good discriminant validity, meaning the data analysis results are acceptable.

1. Cross Loading

Cross-loading analysis is conducted to determine the correlation between indicators and latent constructs. The following cross-loading table displays the results of the correlation analysis of a construct with its own indicators and with other indicators.

Correlation Value of Constructs with Indicators (Cross Loading)

	Job satisfaction	Organizational Climate	Work Enthusiasm
X1_1	0.668	0.954	0.645
X1_2	0.690	0.972	0.637
X1_3	0.691	0.967	0.651
Y1_1	0.753	0.610	0.883
Y1_2	0.663	0.604	0.896
Y1_3	0.633	0.562	0.887
Y1_4	0.732	0.590	0.882
Y2_1	0.815	0.646	0.652
Y2_2	0.906	0.606	0.642
Y2_3	0.894	0.576	0.598
Y2_4	0.865	0.627	0.813

Source: data processing results with smartPLS 4 (2025)

The validity discrimination test is considered valid if the correlation value of the construct with its own indicator is greater than with other constructs, and if all correlation values of the construct with its own indicator and other constructs show positive values. All constructs in the estimated model meet the criteria of high discriminant validity, as shown by the results of data processing displayed in the cross-loading table. On this basis, the results of data analysis can be accepted that the data has good discriminant validity.

2. Reliability Test

Reliability tests are conducted to prove accuracy, consistency and precision. instrument in measuring constructs. The composite reliability, Cronbach's alpha, and AVE values for each construct of this study are presented in full in the table below:

Reliability Test Results

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Job satisfaction	0.893	0.926	0.758
Organizational Climate	0.962	0.976	0.930
Work Enthusiasm	0.910	0.937	0.787

Source: Smart PLS 4.1.0 data processing (2025)

Reliable indicates that the research indicators used are in accordance with the actual conditions of the research object. Measuring the reliability test of a construct with a reflective indicator can be done by three methods, namely:

- a. *Composite Reliability*. Indicators of a construct give good results, namely if they are able to provide a composite reliability value of more than 0.70.
- b. *Average Variance Extracted (AVE)*. An AVE criterion above 0.5 indicates that the indicators that form the research variables are said to be reliable, so they can be used in further analysis in the research.
- c. *Cronbach alpha*. The Cronbach alpha score criteria of more than 0.70 means that the reliability of the construct being studied is classified as good. (Ghozali, 2014).

The results of the reliability test for each structure are shown in the table above. The findings indicate that the Cronbach's alpha value for each construct is more than 0.7, the composite reliability value for each construct is more than 0.7, and the AVE value for each construct is more than 0.5. Based on the results of the reliability test, it can be concluded that the research instrument has high reliability.

Based on the results of the convergent validity, discriminant validity, and reliability tests of the research variables, the conclusion that can be drawn is that the indicators used in measuring the latent variables can all be stated as valid and reliable measurement indicators.

3. Multicollinearity Test

Multicollinearity testing is necessary before hypothesis testing. Multicollinearity is a condition in which there is a high or perfect correlation between independent variables in a regression model. Multicollinearity can cause inaccurate parameter estimates regarding the influence of each variable on the outcome variable. Multicollinearity testing can be performed by examining the Collinearity Statistics (VIF) values in the inner VIF values. If the inner VIF is < 5 , it indicates no multicollinearity.

Multicollinearity Test Results

	VIF
Organizational Climate -> Job satisfaction	1,805
Organizational Climate -> Work Enthusiasm	1,000
Work Enthusiasm -> Job Satisfaction	1,805

Source: Smart PLS 4.1.0 data processing (2025)

Based on the results above, it can be seen that the VIF values for all variables are below 5. This means that there are no multicollinearity issues in the resulting model. Therefore, the analysis can proceed with hypothesis testing.

4. Goodness of Fit Testing

The Goodness of Fit (GoF) Criteria test is used to evaluate the structural model and measurement model. The GoF test is conducted to test the goodness of fit of the structural model or inner model. Assessment of the inner model means evaluating the relationship

between latent constructs by observing the estimated results of the path parameter coefficients and their significance levels (Ghozali, 2011). In this study, the goodness of fit test of the structural model is evaluated by considering R-square (R²) and Q² (predictive relevance model). Q² determines how well the model produces the observed values. The coefficient of determination (R²) of all endogenous variables determines Q². The magnitude of Q² has a value in the range of 0 to 1 and indicates that the closer it is to 1, the better the model formed.

5. R-square (R²)

The table below shows the results of calculating the coefficient of determination (R²) for both endogenous variables.

Coefficient of Determination (R-Square) Value

	R-square
Job satisfaction	0.679
Work Enthusiasm	0.446

Source: Smart PLS 4.1.0 data processing (2025)

Table above shows the coefficient of determination (R-square) value obtained in the Job Satisfaction variable model of 0.679. This value can be interpreted as meaning that the Job Satisfaction variable can be explained by the Organizational Climate and Work Enthusiasm variables by 67.9%, while the remaining 32.1% is obtained from the influence of other variables not included in this research model.

The coefficient of determination (R-square) in the Work Enthusiasm variable model is 0.446. This means that Work Enthusiasm can be influenced by Organizational Climate by 44.6% and the remaining 51.8% is obtained by the influence of other variables not included in this research model.

6. Q-Square (Q²)

The Q-Square (Q²) value is one test for assessing the goodness of fit of a structural model, indicating how well the observed values generated by the model and its parameter estimates align. A Q² value > 0 indicates the model has predictive relevance, while a Q² value < 0 indicates the model lacks predictive relevance. Q² values of 0.02, 0.15, and 0.35 indicate weak, moderate, and strong fit, respectively. (Ghozali & Latan, 2015). The Q-Square value for the structural model of this study can be obtained from the results of the PLS blindfolding calculation as follows:

Q-Square Value

	SSO	SSE	Q ² (=1-SSE/SSO)
Job satisfaction	540,000	271,556	0.497
Work Enthusiasm	540,000	356,053	0.341

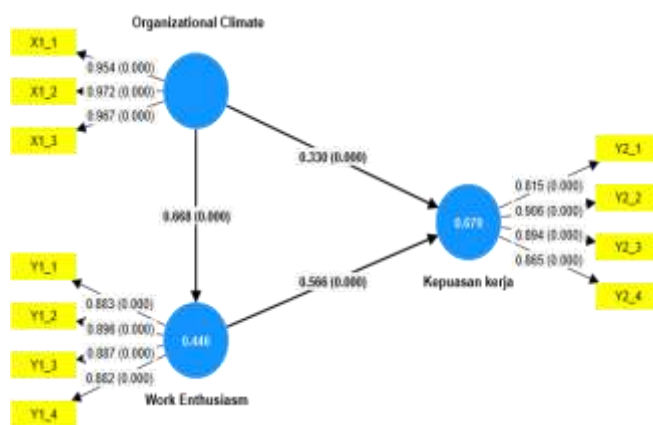
The Q-square (Q²) calculation yielded a Q-square value of 0.497 for the Job Satisfaction variable. This value is greater than 0.35, indicating the model has strong predictive relevance. Meanwhile, the Work Enthusiasm variable obtained a Q-square value of 0.341,

indicating that the prediction for Work Enthusiasm is quite strong. All Q2 values are greater than 0, indicating that the structural model has a good fit with the data. This means that the estimated parameter values generated by the model are in accordance with the observed values.

7. Structural Model Evaluation (Inner Model)

In the structural model analysis or inner model, hypothesis testing can be carried out using the t-statistic test. The test results can be seen from the output of the structural model on the significance of the loading factor that explains the influence of the Organizational Climate construct on Job Satisfaction through the mediation of Work Enthusiasm as an intervening variable.

In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:



Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)

8. Direct Influence Analysis

Research hypothesis testing is conducted to determine whether the hypothesis is accepted or not. The following table shows the results of the test of the influence between variables using Partial Least Squares analysis.

Path Coefficients Direct Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Climate -> Job satisfaction	0.330	0.333	0.074	4,450	0.000
Organizational Climate -> Work Enthusiasm	0.668	0.667	0.051	13,129	0.000
Work Enthusiasm -> Job Satisfaction	0.566	0.566	0.070	8,095	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The testing procedure was carried out by comparing the calculated t-test with the t-table, assuming that the calculated t-test is greater than the t-table. The t-table value for a 5%

significance level is 1.96. Based on the data processing results presented above, the testing for each research hypothesis can be explained further, namely:

a. Hypothesis Testing 1

In testing hypothesis 1, the original sample estimate value of the influence of Organizational Climate on job satisfaction was obtained at 0.330. This value indicates that Organizational Climate has a positive effect on Job Satisfaction. This result is also supported by the t-test value obtained at $4.450 > t \text{ table } 1.96$ and the significance value $p(0.000) < 0.05$, so it can be said that there is a positive and significant influence of Organizational Climate on Job Satisfaction. Thus, the first hypothesis stating that "Organizational Climate will have a positive effect on increasing job satisfaction" can be accepted.

b. Hypothesis Testing 2:

Based on the results of hypothesis 1 testing, the original sample estimate value of the influence of Organizational Climate on Work Enthusiasm was 0.668. This value indicates that Organizational Climate has a positive influence on Work Enthusiasm. The t-test value of $13.129 > t \text{ table } 1.96$ and the significance value of $p(0.000) < 0.05$, so it is proven that there is a positive and significant influence of Organizational Climate on Work Enthusiasm. Thus, the first hypothesis stating that "Organizational Climate will have a positive influence on increasing Work Enthusiasm" can be accepted.

c. Hypothesis Testing 3

The results of the hypothesis testing show that the original sample estimate value of the influence of Work Enthusiasm on job satisfaction is 0.566, which means that Work Enthusiasm has a positive effect on job satisfaction. These results are supported by the t-test value of $8.095 > t \text{ table } 1.96$ and the significance value of $p(0.000) < 0.05$, so it can be said that Work Enthusiasm has a positive and significant effect on job satisfaction. Thus, the third hypothesis which states that "Work Enthusiasm will have a positive effect on job satisfaction" can be accepted.

9. Analysis of the Indirect Effect of Organizational Climate on Job Satisfaction through the Mediation of Work Enthusiasm

In this case, the indirect effect test was conducted to determine the indirect influence of the Organizational Climate variable on Job Satisfaction through the intervening variable, Work Enthusiasm. This influence is depicted in the following path.

The test results show that the path coefficient value of the mediation effect of Organizational Climate on Job Satisfaction through Work Enthusiasm is 0.378. This value indicates a positive influence of Organizational Climate on Job Satisfaction through increasing employee Work Enthusiasm. This influence is strengthened by the t-test value of $7.763 > t \text{ table } 1.96$ and the significance value of $p(0.000) < 0.05$, so it can be concluded that the mediation effect is significant. This means that Organizational Climate has a significant positive influence on job satisfaction through Work Enthusiasm.

The research results show that organizational climate has a positive and significant effect on work enthusiasm, meaning that the better the organizational climate, the higher the employee's work enthusiasm. A positive organizational climate is characterized by emotional support, informational support, and physical support. This creates a conducive psychological environment, allowing employees to feel valued, secure, and supported in carrying out their duties. Such a work environment stimulates intrinsic motivation, self-confidence, and optimism, which are the core of work enthusiasm.

These results confirm that work enthusiasm acts as a mediator, strengthening the relationship between the two. In other words, a positive organizational climate not only directly impacts job satisfaction but also significantly increases job satisfaction when it engenders employee enthusiasm for work. This suggests that individual psychological factors play a key role in translating organizational conditions into satisfying work experiences.

3.2. The Influence of Organizational Climate on job satisfaction

These results prove that Organizational Climate has a positive and significant influence on job satisfaction. Previous research states that job satisfaction is largely influenced by Organizational Climate. (Rezaee et al., 2020)organizational communication climate and work enthusiasm influence job satisfaction(Lantara, 2019).

Organizational Climate in this study it was measured from the reflection of three indicators that is Emotional support, informational support, and physical support. These three aspects have been shown to increase the variables Job satisfaction in this study it was measured from the reflection of four indicators namely indicators Work Itself, Rewards and recognition, Coworkers, and Promotion and Incentives.

The Organizational Climate variable shows that the indicator with the highest outer loading value is information support. Meanwhile, in the Job Satisfaction variable, the indicator with the highest outer loading value is work it self. This finding indicates that the more optimal the information support received by employees, the better their perception of aspects of work it self, such as the meaning of work, involvement in tasks, and feelings of satisfaction with daily work. This means that when an organization is able to provide a clear and easily accessible information system, employees tend to feel more comfortable, understand their tasks well, and ultimately experience higher job satisfaction.

On the other hand, the indicator with the lowest outer loading value in the Organizational Climate variable was emotional support, while in the Job Satisfaction variable, the lowest indicator was idea exploration. These results indicate that increasing emotional support can encourage increased idea exploration, namely employees' desire to explore new ideas, try different approaches, and engage in the innovation process. This means that, although its contribution is not as large as other indicators, emotional support still plays a significant role in creating a safe psychological environment, which ultimately facilitates the emergence of employee creativity and courage to develop new ideas.

1. The Influence of Organizational Climate towards Work Enthusiasm

These results prove that Organizational Climate has a positive and significant influence on Work Enthusiasm. Previous research results show that HR perceptions of Organizational Climate are a strong predictor of job satisfaction and emotions related to their work.(Satorre, 2022).

Organizational Climate in this study it was measured from the reflection of three indicators that is Emotional support, informational support, and physical support. These three aspects have been proven to increase work enthusiasm.in this study it was measured from four indicators namely indicators Confidence, Optimism, Hope, and Resilience.

The Organizational Climate variable had the highest outer loading value for the Information Support indicator, while the Work Enthusiasm variable showed the highest value for the Optimism indicator. This finding indicates that the stronger the information support provided by the organization, the higher the level of employee optimism in carrying out their duties. In other words, adequate access to information creates feelings of confidence, self-confidence, and a positive outlook on work and the challenges faced. This condition strengthens work morale because employees feel they have a clear understanding of how to complete their work.

Meanwhile, the indicator with the lowest outer loading value for the Organizational Climate variable is Emotional Support, and the lowest indicator for the Work Enthusiasm variable is Resilience. This relationship suggests that increasing emotional support can help improve employee resilience in the face of work pressure. This means that, despite this indicator's lowest value, emotional support still plays a crucial role in building resilience, the ability to survive difficult situations, and employee consistency in maintaining work enthusiasm.

2. The Influence of Work Enthusiasm on job satisfaction

These results prove that Work Enthusiasm has a positive and significant influence on job satisfaction. The results of previous research show that the enthusiasm/work enthusiasm and motivation of employees in carrying out their work provide satisfaction for employees in carrying out their work.(Saputra, 2020).

Work Enthusiasm in this study it was measured from four indicators namely indicators Confidence, Optimism, Hope, and Resilience. These four aspects have been proven to increase the variables Job satisfaction in this study it was measured from the reflection of four indicators namely indicators Work Itself, Rewards and recognition, Coworkers, and Promotion and Incentives.

The Organizational Climate variable shows that the indicator with the highest outer loading is information support. Meanwhile, for the Work Enthusiasm variable, the indicator with the highest outer loading is optimism. These findings indicate that the better the quality of information support provided by the organization, the higher the level of employee optimism in carrying out their duties. This means that an organizational climate that provides accurate and timely information will foster self-confidence, belief in job success, and a positive outlook on work challenges.

Conversely, the indicator with the lowest outer loading value for the Organizational Climate variable is emotional support. For the Work Enthusiasm variable, the indicator with the lowest value is resilience. These results indicate that although the correlation between the two is lower than other indicators, emotional support from coworkers and superiors still plays a significant role in increasing individual resilience in the face of work pressure. This means that when employees feel cared for, listened to, and empathetic in the work environment, they become stronger in facing obstacles, resist giving up easily, and are able to maintain stable work morale. Therefore, strengthening the emotional aspect of the organizational climate remains a strategic factor in building long-term employee resilience.

4. Conclusion

This research implies that organizational climate needs to consider the balance between informational and emotional support as two complementary dimensions that influence work enthusiasm. These findings pave the way for the development of a new theoretical model that explains how the combination of these two forms of support can increase employee optimism and resilience in the face of work pressure. 1. The results showing that information support is the strongest indicator in shaping organizational climate reinforce previous theories stating that clear, accurate, and easily accessible information is the main foundation for creating a conducive work environment. These findings reaffirm the role of organizational communication as a key element influencing employee attitudes and psychological responses, particularly optimism as part of work enthusiasm. 2. The strong relationship between information support and optimism provides a theoretical explanation that informative working conditions influence not only employees' cognitive aspects but also affective aspects related to positive expectations and views on the future of work. Thus, this research broadens our understanding of the mechanisms by which elements of organizational climate can influence employees' psychological dynamics. 3. Emotional support and resilience contributed less, but these findings still enrich theories on the role of emotional factors in organizations. Emotional support has been shown to remain influential in building employee resilience, thus confirming that emotional aspects remain an integral part of developing work enthusiasm. This reinforces theories of organizational behavior that place interpersonal relationships, empathy, and caring as supporting factors in maintaining employee psychological stability.

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