

## Organizational Climate and Job Satisfaction: The Mediating Role of Work Ethic and the Moderating Effect of Professionalism in the Construction Industry

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### Abstract

Employee job satisfaction has become one of the most important issues in organizational behavior studies because it influences employee performance, commitment, productivity, and organizational sustainability. In the construction industry, employees frequently experience high work pressure, project deadlines, technical complexity, and dynamic operational environments that potentially influence job satisfaction. This study aims to analyze the effect of organizational climate on job satisfaction through the mediating role of work ethic and the moderating role of professionalism at PT Asta Rekayasa Unggul, Balikpapan, Indonesia. This study employs a quantitative explanatory approach using Partial Least Squares Structural Equation Modeling (PLS-SEM). Data were collected through questionnaires distributed to employees working within the company's construction operations. The findings indicate that organizational climate positively and significantly affects both work ethic and job satisfaction. Work ethic also positively influences job satisfaction and partially mediates the relationship between organizational climate and job satisfaction. Furthermore, professionalism strengthens the influence of organizational climate on job satisfaction. This study contributes to organizational behavior and human resource management literature by integrating mediation and moderation mechanisms within the construction industry context. Practically, the findings highlight the importance of supportive organizational climates and professional competence in improving sustainable employee satisfaction

### Article Info

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## 1. Introduction

Human resources are one of the most valuable organizational assets because organizational success is highly dependent on employee attitudes, behavior, and performance. In increasingly competitive business environments, organizations are required not only to improve operational efficiency but also to maintain employee satisfaction as a strategic resource for organizational sustainability (Ahsann et al., 2024). Job satisfaction has become one of the most important issues in organizational behavior studies because it significantly influences employee commitment, productivity, loyalty, organizational citizenship behavior, and turnover intention. Employees who experience job satisfaction generally demonstrate stronger emotional attachment toward their organization and contribute more positively to organizational performance (Robbins & Judge, 2017).

Job satisfaction reflects employees' emotional responses toward their work experiences and workplace conditions. Employees who perceive their work positively tend to work more enthusiastically, productively, and responsibly, particularly when organizations provide supportive work environments and effective leadership systems (Inegbedion et al., 2024). Conversely, dissatisfaction often results in low morale, absenteeism, burnout, and employee turnover. Recent organizational behavior studies emphasize that employee satisfaction contributes significantly to organizational resilience, employee retention, and long-term organizational effectiveness in dynamic business environments (Bouren, 2022; Natukunda et al., 2022). Contemporary business ethics literature emphasizes that ethical leadership and organizational culture play a strategic role in shaping employee values, fostering responsible behavior, and enhancing human capital development within organizations (Anam et al., 2023).

In organizational behavior literature, job satisfaction is often explained through the Two-Factor Theory proposed by Frederick Herzberg. Herzberg argued (1959), that employee satisfaction and dissatisfaction are influenced by motivator and hygiene factors, including achievement, recognition, work conditions, organizational policies, and interpersonal relationships. Contemporary studies continue to confirm the relevance of Herzberg's theory in explaining employee satisfaction across various industrial sectors, including project-based industries and construction organizations (Alshmemri et al., 2017; Lunberg et al., 2009). Supportive workplace environments and intrinsic motivational factors are therefore essential for improving employee engagement, organizational commitment, and workplace satisfaction in modern organizations.

The construction industry represents one of the organizational sectors characterized by high operational pressure, technical complexity, strict project deadlines, and intensive teamwork requirements. Employees working within construction companies are frequently exposed to demanding work conditions requiring coordination accuracy, technical competence, physical endurance, and psychological resilience (Loosemore & Malouf, 2019). Under such conditions, employee job satisfaction becomes increasingly important because dissatisfaction may negatively influence productivity, project quality, organizational commitment, and workforce retention. Recent studies in the construction industry indicate that supportive organizational environments and employee-centered management practices significantly improve employee well-being and operational effectiveness (Shi et al., 2025; Enshassi et al., 2015).

PT Asta Rekayasa Unggul, located in Balikpapan, East Kalimantan, operates within the construction service industry covering civil construction, building projects, and mechanical-electrical installations. Employees within the company include project engineers, field supervisors, technicians, and administrative staff who frequently work under project-based operational pressure and dynamic operational demands. In this organizational context, employee job satisfaction is influenced not only by financial compensation but also by psychological and organizational conditions such as teamwork quality, managerial support, communication effectiveness, professional recognition, and organizational fairness (Sugiarto et al., 2023). Employees who successfully complete complex construction projects according to quality standards generally experience stronger feelings of professional accomplishment and intrinsic

work satisfaction within organizational environments.

One important factor potentially influencing employee job satisfaction is organizational climate. Organizational climate refers to employees' collective perceptions regarding organizational policies, leadership practices, communication systems, interpersonal relationships, and workplace conditions. A positive organizational climate creates psychological comfort, strengthens organizational trust, and improves employee emotional attachment toward organizational activities (Ali et al., 2018). Recent studies also demonstrate that supportive organizational climates significantly influence employee engagement, organizational commitment, and workplace satisfaction across service and industrial organizations (Aboramadan et al., 2020).

Within construction industries characterized by operational pressure and project coordination complexity, organizational climate becomes increasingly important because employees require organizational support and collaborative communication to maintain operational effectiveness. Employees working within positive organizational climates generally perceive organizational procedures as fair, experience stronger managerial support, and develop better interpersonal relationships with coworkers (Gebczyriska et al., 2020). Consequently, supportive organizational climates contribute positively toward employee psychological well-being, work engagement, and job satisfaction. Recent organizational behavior studies further emphasize that organizational climate significantly shapes employee behavioral outcomes and organizational adaptability within dynamic industrial environments (Sari et al., 2024).

Several previous studies have demonstrated that organizational climate positively influences employee job satisfaction. Employees who perceive fairness, support, transparency, and cooperation positively tend to experience stronger emotional attachment toward organizational activities and workplace environments (Aboramadan et al., 2020). However, empirical findings regarding organizational climate and job satisfaction remain inconsistent because several studies reported weak or insignificant relationships depending on organizational characteristics and employee behavioral conditions. These contradictory findings indicate that additional behavioral variables may influence the relationship between organizational climate and employee job satisfaction. Therefore, more comprehensive organizational behavior models integrating mediation and moderation mechanisms are necessary to explain both direct and indirect organizational relationships more comprehensively.

Another important factor potentially influencing employee satisfaction is work ethic. Work ethic reflects employees' internal values, discipline, responsibility, commitment, and persistence toward work activities. Employees possessing strong work ethic generally demonstrate stronger dedication, initiative, reliability, and organizational responsibility in completing work activities (Meriac et al., 2015). Recent studies indicate that employees with strong work ethic tend to perceive work as meaningful and valuable, which subsequently contributes to stronger emotional satisfaction, work engagement, and organizational commitment (Ali & Al-Owaihan, 2008).

Within organizational contexts, work ethic is not only influenced by individual personality but also by organizational environments. Employees working within supportive organizational climates are more likely to internalize positive organizational values and demonstrate greater responsibility toward organizational objectives. Positive organizational climates characterized by managerial support, fairness, cooperation, and communication effectiveness may encourage employees to work more seriously, responsibly, and professionally (Sun et al., 2019). Consequently, work ethic may function as a mediating mechanism explaining how organizational climate indirectly influences employee satisfaction, organizational commitment, and work engagement within organizational environments.

In addition to work ethic, professionalism also potentially influences employee job satisfaction. Professionalism refers to employees' competence, ethical behavior, responsibility, and commitment toward professional standards and organizational quality. In construction industries, professionalism becomes particularly important because operational activities require technical competence, project discipline, teamwork coordination, and quality assurance

simultaneously (Noordegraaf, 2015). Employees possessing strong professionalism generally demonstrate stronger confidence, work discipline, adaptability, and organizational responsibility. Recent studies also confirm that professionalism significantly strengthens employee performance, work effectiveness, and workplace satisfaction within complex organizational environments (Jena et al., 2021).

Professionalism may also function as a moderating variable strengthening the relationship between organizational climate and job satisfaction. Employees with high professionalism are generally more capable of responding positively toward organizational support because they possess stronger competence, ethical orientation, and work confidence. Consequently, professionalism may strengthen employees' positive responses toward supportive organizational climates and increase emotional satisfaction within workplace environments.

Based on the theoretical background and contradictory empirical findings from previous studies, this study proposes a more comprehensive organizational behavior framework integrating mediation and moderation mechanisms simultaneously. Specifically, this study examines the influence of organizational climate on job satisfaction through the mediating role of work ethic and the moderating role of professionalism at PT Asta Rekayasa Unggul, Balikpapan. Therefore, this study addresses two important research gaps. First, it investigates work ethic as a behavioral mechanism that explains how organizational climate influences employee job satisfaction. Although previous studies have established the direct relationship between organizational climate and job satisfaction, limited attention has been given to understanding the underlying behavioral processes through which this relationship operates, particularly within project-based industries. Second, this study incorporates professionalism as a boundary condition that may strengthen the relationship between organizational climate and job satisfaction. By integrating mediation and moderation mechanisms simultaneously within the construction industry context, this study extends the organizational behavior literature beyond conventional direct-effect models and provides a more comprehensive understanding of employee attitudes and workplace outcomes.

This study contributes theoretically by extending organizational behavior and human resource management literature through integrated mediation and moderation relationships within the construction industry context. Practically, the findings are expected to provide managerial insights regarding the importance of supportive organizational climates, employee work ethic, and professionalism in improving sustainable employee satisfaction and organizational effectiveness. Based on the theoretical background and previous empirical findings, this study develops several hypotheses regarding the relationships among organizational climate, work ethic, professionalism, and job satisfaction.

Previous studies have consistently demonstrated that organizational climate influences employee job satisfaction. However, empirical findings remain inconclusive regarding the behavioral mechanisms through which organizational climate enhances employee satisfaction, particularly in project-based industries. Several studies reported direct effects of organizational climate on job satisfaction, while others suggested that individual behavioral factors may play a more significant role in shaping employee attitudes and workplace outcomes.

Furthermore, most previous studies examined organizational climate, work ethic, and professionalism separately, resulting in limited understanding regarding the simultaneous interaction among these variables. The construction industry presents a unique context characterized by project uncertainty, technical complexity, and strict operational deadlines, where employee behavior and professional standards become critical determinants of organizational effectiveness.

A supportive organizational climate is believed to create positive psychological conditions that improve employee emotional attachment and satisfaction toward work activities. Employees who perceive fairness, managerial support, effective communication, and collaborative work environments are more likely to experience higher job satisfaction. Previous studies by Robbins and Judge (2017) and Schneider (1975) emphasized that positive organizational climates significantly influence employee attitudes and workplace satisfaction.

Therefore, the following hypothesis is proposed:

**H1:** Organizational climate has a positive and significant effect on employee job satisfaction.

Organizational climate also plays an important role in shaping employee work ethic. Positive organizational environments encourage employees to internalize organizational values, strengthen responsibility, and improve discipline and commitment toward organizational goals. Litwin and Stringer (1968) explained that organizational climate influences employee behavioral orientation and motivation within workplace environments. Therefore, the following hypothesis is formulated:

**H2:** Organizational climate has a positive and significant effect on employee work ethic.

Employees with strong work ethic generally demonstrate greater dedication, initiative, persistence, and responsibility, which contribute positively to emotional satisfaction at work. According to Sinamo (2020), work ethic reflects positive behavioral values that strengthen employee commitment and meaningfulness toward work activities. Therefore, the following hypothesis is proposed:

**H3:** Work ethic has a positive and significant effect on employee job satisfaction.

Professionalism reflects employee competence, ethical responsibility, discipline, and commitment toward professional standards. Employees with higher professionalism tend to perform work more confidently and effectively, leading to stronger workplace satisfaction. Gibson et al. (2012) argued that professionalism strengthens employee adaptability and work effectiveness within organizations. Therefore, the following hypothesis is proposed:

**H4:** Professionalism has a positive and significant effect on employee job satisfaction.

In addition, work ethic is expected to mediate the relationship between organizational climate and job satisfaction. Positive organizational climates may strengthen employee work ethic, which subsequently improves job satisfaction. Therefore, the following mediation hypothesis is proposed:

**H5:** Work ethic mediates the relationship between organizational climate and employee job satisfaction.

Furthermore, professionalism is expected to strengthen the influence of organizational climate on employee job satisfaction. Employees with higher professionalism are more capable of utilizing organizational support effectively and responding positively toward organizational environments. Therefore, the following moderation hypothesis is proposed:

**H6:** Professionalism moderates the relationship between organizational climate and employee job satisfaction.

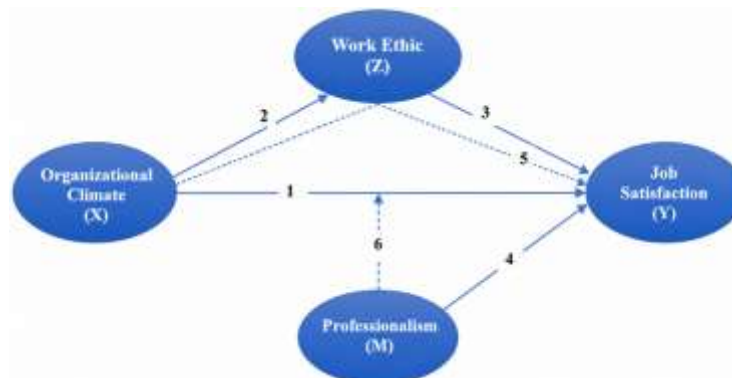


Figure 1. Research Conceptual Framework

## 2. Methods

This study employs a quantitative explanatory research approach to examine the causal relationships among organizational climate, work ethic, professionalism, and job satisfaction. Quantitative explanatory research is appropriate because the study aims to test hypotheses and analyze direct, mediating, and moderating relationships among variables empirically. The explanatory approach is intended to identify how organizational climate influences employee job

satisfaction both directly and indirectly through work ethic, as well as how professionalism strengthens or weakens the relationship between organizational climate and job satisfaction.

The study was conducted at PT Asta Rekayasa Unggul, a construction service company located in Balikpapan, East Kalimantan, Indonesia. The company operates in civil construction, building projects, and mechanical-electrical installation services. The selection of PT Asta Rekayasa Unggul as the research setting was based on the operational characteristics of the construction industry, which involve high work pressure, strict project deadlines, technical complexity, and intensive teamwork coordination. These conditions make employee job satisfaction an important organizational issue requiring empirical investigation.

The population of this study consisted of employees working at PT Asta Rekayasa Unggul across several operational divisions, including project engineering, field supervision, administration, technical operations, and support services. Employees within these divisions were considered relevant because they directly experience organizational climate, work ethic implementation, professionalism demands, and job satisfaction dynamics within daily organizational activities.

Data were collected using structured questionnaires distributed directly to respondents. The questionnaire employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The use of the Likert scale was intended to measure employee perceptions consistently regarding organizational climate, work ethic, professionalism, and job satisfaction. Organizational climate was measured using indicators adapted from Putra (2013), including managerial support, fairness, innovation and creativity, autonomy and responsibility, cooperation and interpersonal relationships, and focus on quality and achievement. These indicators were selected because they represent employees' collective perceptions regarding organizational environments and workplace conditions.

Work ethic was measured using indicators adapted from Syarief (2022), including interpersonal skills, initiative, and reliability. These dimensions reflect employee discipline, responsibility, commitment, and work persistence in performing organizational tasks and responsibilities.

Professionalism was measured using dimensions reflecting employee competence, responsibility, ethical behavior, discipline, and commitment toward work quality standards. These dimensions were adapted from Gibson (1991), who emphasized professionalism as employees' commitment toward technical competence and ethical work performance. Professionalism is particularly important within construction industries because employees are required to maintain technical precision, project quality, and collaborative effectiveness simultaneously.

Meanwhile, job satisfaction was measured using indicators adapted from Spector (1997), including satisfaction with the work itself, promotion opportunities, supervision, coworker relationships, and working conditions. These dimensions were selected because they comprehensively represent employee emotional evaluations regarding organizational experiences and workplace environments.

Before conducting hypothesis testing, the research instrument was evaluated through validity and reliability testing. Validity testing was conducted to determine whether questionnaire indicators accurately measured the intended constructs, while reliability testing was performed to ensure consistency and stability of the measurement instrument.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. PLS-SEM was selected because it is appropriate for examining complex structural relationships involving direct effects, mediation effects, and moderation effects simultaneously. In addition, PLS-SEM is suitable for predictive and exploratory organizational behavior research models involving latent variables.

The data analysis procedure consisted of two major stages, namely outer model evaluation and inner model evaluation. Outer model evaluation included convergent validity testing, discriminant validity testing, and composite reliability analysis. Convergent validity was assessed using factor loading and Average Variance Extracted (AVE) values, while reliability

was evaluated using Cronbach's Alpha and Composite Reliability values.

Inner model evaluation included coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), path coefficient analysis, mediation analysis, moderation analysis, and hypothesis testing. Hypothesis significance was determined using bootstrapping procedures with t-statistics and p-values. Mediation analysis was conducted to examine the indirect effect of organizational climate on job satisfaction through work ethic, while moderation analysis was performed to determine whether professionalism strengthened or weakened the relationship between organizational climate and job satisfaction.

### 3. Result and Discussion

#### Results

##### Respondent Characteristics

This study involved employees of PT Asta Rekayasa Unggul working across several operational divisions, including project engineering, field supervision, administration, and technical operations. The respondents represent employees directly involved in construction service activities and organizational operations within the company.

The respondent profile analysis was conducted to provide an overview of employee demographic characteristics relevant to organizational climate, work ethic, professionalism, and job satisfaction within the construction industry context.

Table 1. Respondent Characteristics

| Gender       | Number     | Persentase     |
|--------------|------------|----------------|
| Male         | 79         | 77,45%         |
| Female       | 23         | 22,55%         |
| <b>Total</b> | <b>102</b> | <b>100,00%</b> |

Source: Processed data (2025)

Table 2. Respondent Characteristics Based on Age

| Age          | Total      | Persentase     |
|--------------|------------|----------------|
| < 30 years   | 12         | 11,76%         |
| 30–35 years  | 44         | 43,14%         |
| 36–40 years  | 29         | 28,43%         |
| > 40 years   | 17         | 16,67%         |
| <b>Total</b> | <b>102</b> | <b>100,00%</b> |

Source: Processed data (2025)

Table 3. Respondent Characteristics Based on Education

| Education                 | Number     | Persentase     |
|---------------------------|------------|----------------|
| SD                        | 0          | 0,00%          |
| SMP                       | 5          | 4,90%          |
| SMA/SMK                   | 21         | 20,59%         |
| Diploma/Bachelor's Degree | 67         | 65,69%         |
| Postgraduate Degree       | 9          | 8,82%          |
| <b>Total</b>              | <b>102</b> | <b>100,00%</b> |

Source: Processed data (2025)

Based on the respondents' characteristics, the majority of participants were male, accounting for 79 individuals (77.45%), while female respondents totaled 23 individuals (22.55%). In terms of age, most respondents were in the 30–35 years age group, comprising 44 individuals (43.14%), followed by those aged 36–40 years with 29 individuals (28.43%), those over 40 years old with 17 individuals (16.67%), and those under 30 years old with 12 individuals (11.76%). Regarding educational background, the largest proportion of respondents held a Diploma or Bachelor's degree, totaling 67 individuals (65.69%), followed by respondents with a Senior High School/Vocational High School education (21 individuals; 20.59%), Postgraduate

education (9 individuals; 8.82%), and Junior High School education (5 individuals; 4.90%). No respondents had only an elementary school education. These findings indicate that the respondents were predominantly male, within the productive working-age category, and possessed relatively high educational qualifications, suggesting that they were capable of providing relevant and informed responses regarding the research subject.

### Measurement Model Evaluation (Outer Model)

Outer model evaluation was conducted to assess the validity and reliability of the measurement instrument used in this study. The analysis included convergent validity, discriminant validity, and composite reliability testing.

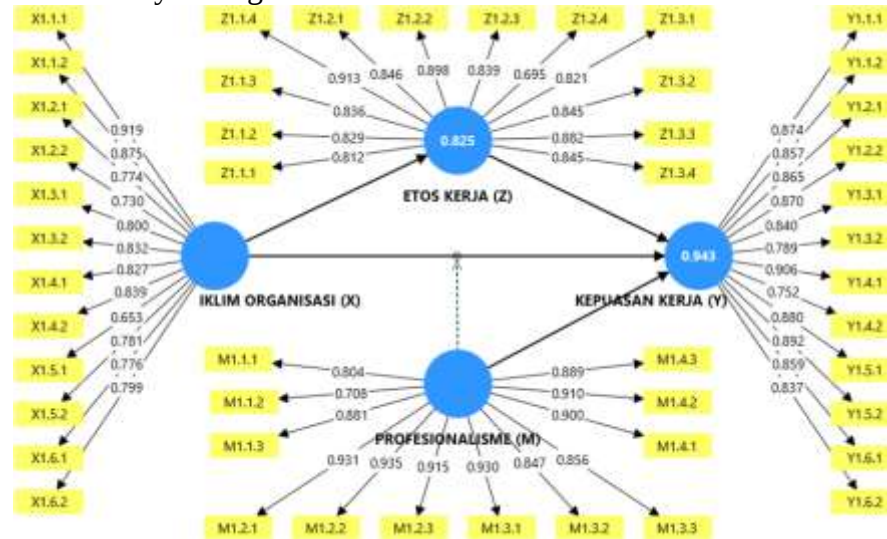


Figure 2. Outer Model

The outer model presented in Figure 2 shows that all indicators are associated with their respective constructs, namely Organizational Climate, Work Ethic, Professionalism, and Job Satisfaction. The model serves as the basis for evaluating the measurement properties of the constructs before proceeding to the structural model assessment.

### Reliability Test

After establishing convergent validity, the reliability of the constructs was assessed. Reliability testing was conducted using Cronbach's Alpha and Composite Reliability. According to established guidelines, values above 0.70 indicate acceptable internal consistency reliability.

Tabel 4. Cronbach's Alpha dan Composite Reliability

| Variabel                          | Cronbach's Alpha | Composite Reliability (rho_a) |
|-----------------------------------|------------------|-------------------------------|
| <b>Organizational Climate (X)</b> | 0.949            | 0.953                         |
| <b>Work Ethic (Z)</b>             | 0.962            | 0.963                         |
| <b>Professionalism (M)</b>        | 0.972            | 0.975                         |
| <b>Job Satisfaction (Y)</b>       | 0.966            | 0.967                         |

Source: Processed data (2025)

The reliability assessment results indicate that all constructs possess excellent internal consistency. Cronbach's Alpha values range from 0.949 to 0.972, while Composite Reliability values range from 0.953 to 0.975. Since all values exceed the recommended threshold of 0.70, the constructs can be considered highly reliable for measuring the intended latent variables.

### Convergent Validity

Convergent validity refers to the degree to which indicators of a construct converge or share a high proportion of variance. In this study, convergent validity was assessed using the

Average Variance Extracted (AVE). A construct is considered to have adequate convergent validity when the AVE value exceeds the recommended threshold of 0.50.

Tabel 5. Average Variance Extracted (AVE)

| Variabel                          | Average Variance Extracted (AVE) |
|-----------------------------------|----------------------------------|
| <b>Organizational Climate (X)</b> | 0.645                            |
| <b>Work Ethic (Z)</b>             | 0.706                            |
| <b>Professionalism (M)</b>        | 0.771                            |
| <b>Job Satisfaction (Y)</b>       | 0.727                            |

Source: Processed data (2025)

The results presented in Table 4.10 indicate that all constructs achieved AVE values greater than 0.50. Specifically, Organizational Climate obtained an AVE value of 0.645, Work Ethic 0.706, Professionalism 0.771, and Job Satisfaction 0.727. These findings demonstrate that each construct explains more than 50% of the variance of its indicators, confirming satisfactory convergent validity.

### Structural Model Evaluation (Inner Model)

The structural model evaluation was conducted to assess the explanatory power and predictive capability of the research model.

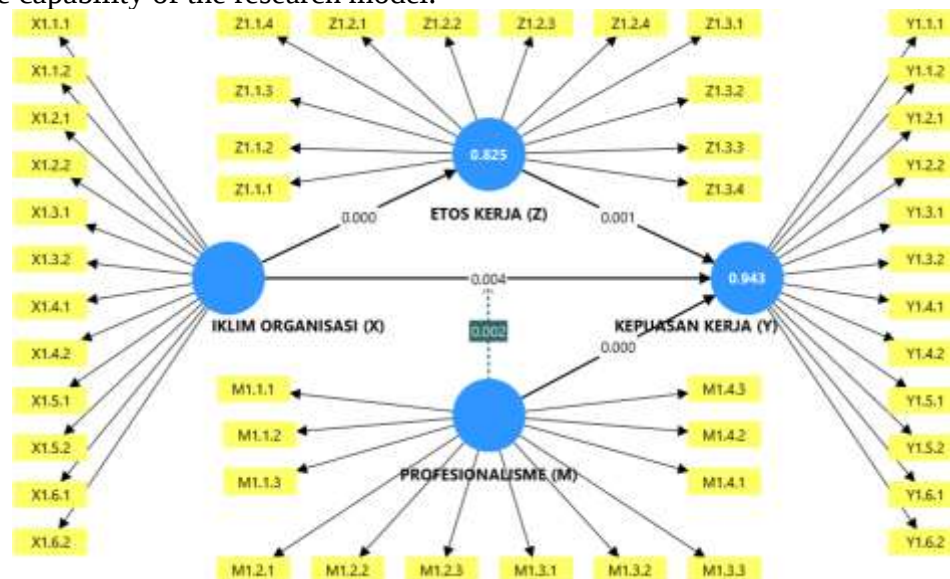


Figure 3. Inner Model

Source: Processed data (2025)

### Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) measures the predictive accuracy of the model by indicating how much variance in the endogenous variables can be explained by the predictor variables included in the model.

Tabel 6. R-Square

| Variabel Endogen            | R-Square | R-Square Adjusted |
|-----------------------------|----------|-------------------|
| <b>Work Ethic (Z)</b>       | 0.825    | 0.823             |
| <b>Job Satisfaction (Y)</b> | 0.943    | 0.940             |

Source: Processed data (2025)

As shown in Table 4.15, the  $R^2$  value for Work Ethic is 0.825, indicating that 82.5% of the variance in Work Ethic can be explained by the predictor variables included in the model, while the remaining 17.5% is explained by factors outside the model. Meanwhile, Job Satisfaction has an  $R^2$  value of 0.943, suggesting that 94.3% of its variance is explained by Organizational Climate, Professionalism, and Work Ethic. These values indicate a substantial level of explanatory power, demonstrating that the proposed model has strong predictive

capability.

### Hypothesis Testing

Hypothesis testing was conducted using bootstrapping procedures in SmartPLS. Hypotheses were accepted when t-statistics exceeded 1.96 and p-values were below 0.05.

Table 7. Hypothesis Testing Results

| <i>Path</i>                                                              | <i>T-Statistics</i> | <i>P-Values</i> |
|--------------------------------------------------------------------------|---------------------|-----------------|
| Organizational Climate (X) à Job Satisfaction (Y)                        | 2.890               | 0.004           |
| Organizational Climate (X) à Work Ethic (Z)                              | 58.903              | 0.000           |
| Work Ethic (Z) à Job Satisfaction (Y)                                    | 3.347               | 0.001           |
| Profesionalisme (M) à Job Satisfaction (Y)                               | 4.941               | 0.000           |
| Organizational Climate (X) --> Work Ethic (Z) --> Job Satisfaction (Y)   | 3.358               | 0.001           |
| Profesionalisme (M) x Organizational Climate (X) -> Job Satisfaction (Y) | 3.113               | 0.002           |

Source: Processed data (2025)

### Discussion

#### The Effect of Organizational Climate on Job Satisfaction

The findings indicate that organizational climate positively and significantly affects employee job satisfaction at PT Asta Rekayasa Unggul. This result suggests that employees who perceive supportive organizational environments, fair procedures, effective communication, and positive interpersonal relationships tend to experience higher levels of job satisfaction. Supportive organizational climates provide employees with psychological comfort and a sense of organizational support, thereby encouraging positive emotional evaluations of their work experiences (Soomro & Shah, 2019).

From the perspective of Herzberg's Two-Factor Theory, organizational climate may function as a hygiene factor that reduces dissatisfaction by creating favorable working conditions and strengthening employees' sense of security within the organization (Herzberg, 1959). Employees who perceive organizational policies and managerial practices as fair are more likely to develop trust and emotional attachment toward their organization, ultimately enhancing job satisfaction (Anwar, 2021).

This finding is also consistent with Tsai (2011), who argued that positive organizational environments contribute to stronger employee commitment and satisfaction because employees continuously evaluate leadership support, communication quality, and workplace relationships during their daily interactions. Within the construction industry context, where employees face strict deadlines, technical complexity, and intensive teamwork demands, supportive organizational climates become increasingly important in maintaining emotional stability and satisfaction. Therefore, organizational climate represents both an organizational resource and a psychological mechanism that contributes to employee well-being within project-based organizations.

#### The Effect of Organizational Climate on Work Ethic

The findings reveal that organizational climate positively and significantly affects employee work ethic. Employees who perceive fairness, managerial support, autonomy, and positive interpersonal relationships tend to demonstrate stronger discipline, initiative, responsibility, and commitment toward organizational objectives (Sari et al., 2024).

This finding indicates that organizational climate influences not only employees' perceptions of the workplace but also the development of behavioral values and work orientations. Employees working within supportive environments are more likely to internalize organizational norms and exhibit greater responsibility toward their duties (Meriac et al., 2010). Positive workplace experiences encourage employees to align their attitudes and behaviors with organizational expectations.

Furthermore, employees interpret organizational support psychologically, which subsequently shapes their motivational orientation and behavioral responses (Sun, 2019). In the context of PT Asta Rekayasa Unggul, the nature of construction projects requires employees to demonstrate discipline, consistency, and teamwork. Consequently, supportive organizational climates foster stronger work ethic because employees perceive greater trust, cooperation, and managerial commitment toward achieving project goals.

### **The Effect of Work Ethic on Job Satisfaction**

The findings indicate that work ethic positively and significantly affects employee job satisfaction. Employees possessing stronger work ethic generally experience greater emotional satisfaction because they perceive work as meaningful, valuable, and professionally important (Ali & Al-Owaidan, 2008). This finding suggests that employees who demonstrate discipline, persistence, initiative, and responsibility tend to derive greater fulfillment from their work experiences.

This result supports previous studies explaining that work ethic reflects employees' commitment and dedication toward organizational responsibilities. Employees with strong work ethic tend to view themselves as productive organizational contributors, thereby strengthening their emotional attachment to their work and organization. As a result, they are more likely to experience positive evaluations of their work situations.

Furthermore, this finding aligns with organizational motivation perspectives suggesting that satisfaction emerges when employees experience achievement, responsibility, and meaningful work experiences. Employees who consistently display strong work ethic are more likely to achieve personal accomplishment and professional recognition, which subsequently enhance emotional fulfillment and job satisfaction (Jena et al., 2018).

Within the construction industry context, work ethic becomes particularly important because employees operate under demanding project conditions requiring discipline, teamwork coordination, and commitment to deadlines. Employees at PT Asta Rekayasa Unggul who possess stronger work ethic are therefore better equipped to maintain work engagement and positive attitudes toward project completion, resulting in higher job satisfaction.

### **The Effect of Professionalism on Job Satisfaction**

The findings demonstrate that professionalism positively and significantly affects employee job satisfaction. Employees possessing stronger professional competence, ethical behavior, and responsibility tend to experience greater workplace satisfaction and stronger organizational attachment (Noordegraaf, 2015). This result indicates that professionalism contributes not only to performance effectiveness but also to employees' emotional evaluations of their work experiences.

Professional employees generally possess stronger confidence and a clearer understanding of their roles and responsibilities. Such characteristics enable them to manage operational pressures more effectively and maintain positive attitudes toward their work. Consequently, professionalism encourages employees to derive greater satisfaction from their professional accomplishments and organizational contributions.

This finding also supports previous literature emphasizing that professionalism strengthens employee identity, accountability, and commitment toward quality standards (Soetrisno, 2016). Employees who perceive themselves as competent professionals are more likely to experience pride, recognition, and emotional fulfillment within organizational settings.

Within construction organizations, professionalism becomes increasingly important because employees are required to maintain technical precision, collaborative effectiveness, and project discipline simultaneously. Therefore, employees at PT Asta Rekayasa Unggul who demonstrate higher professionalism tend to adapt more effectively to organizational demands and experience greater job satisfaction.

### **The Mediating Role of Work Ethic**

The mediation analysis demonstrates that work ethic partially mediates the relationship between organizational climate and job satisfaction. This finding indicates that organizational climate indirectly enhances employee job satisfaction through the development of stronger work ethic. In other words, supportive organizational environments not only influence employee satisfaction directly but also shape behavioral values that subsequently improve workplace attitudes.

Employees working within favorable organizational climates tend to develop stronger responsibility, discipline, initiative, and commitment toward organizational objectives. These positive behavioral values encourage employees to become more engaged in their work activities and derive greater meaning from their professional roles. Consequently, enhanced work ethic contributes to stronger emotional satisfaction.

This finding supports the notion that organizational experiences influence employee attitudes through behavioral mechanisms. Work ethic functions as an intermediary process through which organizational values become internalized within employees' daily behaviors and work orientations. Therefore, organizational climate contributes to employee satisfaction not only as an environmental factor but also through its ability to cultivate positive employee behaviors (Aboramadan et al., 2020).

The partial mediation effect further suggests that additional factors outside the present model may also explain the relationship between organizational climate and job satisfaction. Nevertheless, work ethic remains an important explanatory mechanism within construction organizations characterized by operational complexity and intensive teamwork requirements.

### **The Moderating Role of Professionalism**

The moderation analysis indicates that professionalism strengthens the relationship between organizational climate and job satisfaction. Employees possessing stronger professionalism tend to respond more positively toward supportive organizational climates because they possess greater competence, confidence, and professional responsibility. As a result, favorable organizational conditions generate stronger positive outcomes among highly professional employees.

This finding suggests that professionalism functions as an important boundary condition within organizational behavior relationships. Professional employees are generally more capable of utilizing organizational support effectively because they demonstrate stronger adaptability, accountability, and work confidence. Consequently, professionalism amplifies the positive influence of organizational climate on employees' emotional evaluations of their work experiences.

The result is also consistent with previous studies suggesting that professionalism enhances employees' ability to maintain effectiveness and positive attitudes within dynamic work environments (Jena et al., 2018; Soomro & Shah, 2019). Employees possessing stronger professionalism are more likely to interpret managerial support, communication quality, and organizational fairness as resources that facilitate successful task accomplishment.

Within the construction industry context, professionalism becomes highly important because employees must maintain technical quality, teamwork coordination, and operational discipline simultaneously. Therefore, professionalism enables employees at PT Asta Rekayasa Unggul to transform supportive organizational climates into higher levels of job satisfaction, thereby strengthening organizational effectiveness and sustainability.

## **Theoretical Implications**

This study provides several theoretical implications for the organizational behavior and human resource management literature. First, the findings reaffirm the importance of organizational climate as a significant determinant of employee job satisfaction within project-based industries. Second, this study extends previous research by demonstrating that work ethic functions as a behavioral mechanism through which organizational climate indirectly influences job satisfaction. This finding highlights that employees' positive attitudes toward their work are not solely shaped by organizational environments, but also through the internalization of organizational values reflected in employees' discipline, responsibility, and commitment. Third, this study confirms the role of professionalism as a boundary condition that strengthens the positive influence of organizational climate on job satisfaction. By integrating direct, mediating, and moderating relationships simultaneously, this study enriches the understanding of employee attitudes through a more comprehensive framework that incorporates environmental, behavioral, and professional dimensions within the construction industry context.

## **4. Conclusion**

This study concludes that organizational climate plays an important role in improving employee job satisfaction at PT Asta Rekayasa Unggul, Balikpapan, East Kalimantan. Employees who perceive supportive organizational environments, fair procedures, positive interpersonal relationships, and effective managerial support tend to demonstrate higher levels of job satisfaction. These findings indicate that organizational climate functions not only as a workplace condition but also as an important organizational mechanism shaping employee attitudes and emotional attachment toward work activities.

The study also reveals that organizational climate positively and significantly affects employee work ethic. Employees working within supportive organizational climates are more likely to demonstrate stronger discipline, responsibility, initiative, and commitment toward organizational objectives. This finding confirms that organizational climate contributes to strengthening positive employee work values and behavioral orientation within organizational environments.

Furthermore, work ethic positively and significantly affects employee job satisfaction. Employees possessing stronger work ethic generally experience greater emotional satisfaction because they perceive work as meaningful, valuable, and professionally important. This finding emphasizes the importance of internal employee values and commitment in shaping workplace satisfaction and organizational engagement.

The results additionally demonstrate that professionalism positively influences employee job satisfaction. Employees possessing stronger competence, ethical responsibility, and professional commitment tend to respond more positively toward organizational environments and derive greater workplace satisfaction. Within the construction industry context, professionalism becomes particularly important because employees are required to maintain technical quality, project discipline, and collaborative effectiveness simultaneously.

The mediation analysis confirms that work ethic partially mediates the relationship between organizational climate and job satisfaction. This finding indicates that organizational climate indirectly improves employee job satisfaction through strengthening employee discipline, initiative, responsibility, and organizational commitment. Therefore, work ethic functions as an important psychological and behavioral mechanism explaining how organizational environments influence employee satisfaction.

Moreover, the moderation analysis indicates that professionalism strengthens the relationship between organizational climate and job satisfaction. Employees possessing higher professionalism tend to respond more positively toward supportive organizational climates because they possess stronger competence, confidence, and work responsibility. Consequently, professionalism functions as an important boundary condition strengthening the positive influence of organizational climate on employee satisfaction.

Theoretically, this study contributes to organizational behavior and human resource management literature by integrating mediation and moderation mechanisms simultaneously within the construction industry context. The study extends previous research by demonstrating that organizational climate affects employee satisfaction not only directly but also indirectly through work ethic and conditionally through professionalism.

Practically, the findings suggest that PT Asta Rekayasa Unggul and other construction firms should prioritize the development of supportive organizational climates through managerial support,

organizational fairness, teamwork cooperation, and communication effectiveness. In addition, organizations should strengthen employee work ethic and professionalism through competency development programs, training activities, ethical reinforcement, and professional career development initiatives to improve sustainable employee satisfaction and organizational effectiveness.

This study is limited to a single construction company, which may limit the generalizability of the findings. Future studies are recommended to involve broader industrial sectors, larger sample sizes, and additional organizational behavior variables to enrich empirical understanding regarding employee job satisfaction and organizational dynamics.

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