



THE EFFECT OF ORGANIZATIONAL CLIMATE AND WORK ENGAGEMENT ON EMPLOYEE JOB SATISFACTION AT THE STATE ASSETS AND AUCTION SERVICE OFFICE (KPKNL) SERANG

Tia Agustin¹, Khaeruman^{2*}, Aria Cendana Kusuma³

^{1,2,3}Program Management Studies, Bina Bangsa University, Indonesia

Email correspondence: khaeruman.oce@gmail.com

Abstract

This study aims to analyze the influence of organizational climate and work engagement on employee job satisfaction at the State Assets and Auction Service Office (KPKNL) Serang. The study uses a quantitative approach with a causal associative research design. The study population consisted of 41 employees, all of whom were sampled using a saturated sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression with the help of SPSS, supported by instrument tests, classical assumption tests, coefficient of determination tests, partial tests (t-tests), and simultaneous tests (F-tests). The results of the study indicate that organizational climate and work engagement have a positive and significant effect on employee job satisfaction, both partially and simultaneously. Partially, organizational climate obtained a t-value of 5.179, which is greater than the t-table of 2.0243 with a significance value of $0.001 < 0.05$. In contrast, work engagement obtained a t-value of 2.058, which is greater than the t-table of 2.0243 with a significance value of $0.046 < 0.05$. Simultaneously, the calculated F value was 24.083, which was greater than the F table of 3.245 with a significance value of $0.001 < 0.05$. The results of the study indicate that organizational climate and work engagement together have a significant influence on employee job satisfaction at KPKNL Serang. This finding indicates that the creation of a conducive organizational climate and increasing employee work engagement are important factors in increasing job satisfaction. This study is expected to be a reference for KPKNL Serang in formulating more effective human resource management policies to create a supportive work environment and increase employee job satisfaction.

Keywords: Organizational Climate; Work Engagement; Employee Job Satisfaction.

INTRODUCTION

In general, management can be defined as a process that includes planning, organizing, directing, and controlling resources to achieve certain goals effectively and efficiently. (Judijanto & Firdaus, 2025) Human resource management is a process of solving various problems within the scope of employees, workers, and managers to support human resource activities, organizations, or companies in achieving predetermined goals. (Anika Amelia & Khoirul Ardani Manurung, 2022).

When we talk about job satisfaction, we are referring to an individual's overall attitude toward their role. A person who is dissatisfied with their job has a negative attitude toward it. In contrast, a person who is at a high level of job satisfaction has a positive attitude toward their line of work. (Pratama & Badar, 2023).

The Serang State Assets and Auction Services Office (KPKNL) is a vertical agency that falls under the Directorate General of State Assets. Its primary responsibility is to manage state assets, state receivables, and auction services. When it comes to carrying out its responsibilities, the Serang KPKNL is expected to be able to perform its work in an efficient and outstanding manner. The high workload and service demands make the quality of human resources a crucial factor in increasing

employee job satisfaction. Therefore, the agency needs to pay attention to various factors that can influence employee job satisfaction, particularly Organizational Climate and Work Engagement.

Various factors, including the organizational climate within the work environment, influence employee job satisfaction. Organizational climate is influenced by various factors related to the conditions and atmosphere of the work environment. Overall, these factors primarily include structure, responsibility, support, and commitment. (Irfan & Hariani, 2024). Besides organizational climate, another factor that influences employee job satisfaction is the work engagement implemented by the company.

Work Engagement: Employee engagement is influenced by several factors, such as the work environment, support from the organization and superiors, relationships with coworkers, opportunities for development, rewards, and the balance between job demands and employee abilities. Factors that influence work engagement include various conditions that can increase employee involvement, enthusiasm, and dedication in carrying out their work.(Asmike & Kunci, 2025)These factors can encourage employees to work with full energy, enthusiasm, and a sense of responsibility, thereby increasing employee engagement with their work.

At the Serang State Assets and Auction Services Office (KPKNL), several phenomena point to issues concerning the organizational climate and the level of work engagement among staff members. The unsupportive work environment, the delivery of information at an untimely pace, the absence of direction and support from leadership, and communication between employees that is not fully open and effective are all indicators of the suboptimal organizational climate. The continued lack of motivation in carrying out their work and the experience of boredom while carrying out their duties are both indications that employee work engagement is not fully optimal. In addition, the work engagement of employees is not fully optimal.

These conditions indicate that employees still face several obstacles in creating a conducive work environment and increasing engagement with their work. If this condition persists, it can decrease employee comfort, enthusiasm, motivation, and involvement in carrying out their duties and responsibilities, which can ultimately affect employee job satisfaction levels. Therefore, this issue is important to study to determine the influence of Organizational Climate and Work Engagement on Employee Job Satisfaction at the Serang State Asset and Auction Service Office (KPKNL).

Several relevant previous studies support this research as a basis for strengthening the relationship between Organizational Climate, Work Engagement, and Employee Job Satisfaction. The research conducted by Ghiffary, E., & Puspitadewi (2022) shows that organizational climate has a positive effect on job satisfaction. These findings indicate that a good and conducive organizational climate can create a comfortable work environment for employees, thereby increasing the level of job satisfaction they feel in carrying out their duties and responsibilities.

Another study conducted by Rizki & Ari Prabowo (2023) also shows that work engagement has a positive and significant effect on job satisfaction. These results indicate that the higher the level of employee engagement and involvement in their work, the higher the level of job satisfaction they experience. Employees who are highly motivated, dedicated, and involved in their work tend to have more positive work experiences, which can increase employee job satisfaction. (Rizki et al., 2023).

Organizational Climate and Work Engagement are two factors related to employee job satisfaction. However, a research gap remains, as most previous studies have examined these two variables separately. Therefore, researchers combined Organizational Climate and Work Engagement into a single model to analyze their influence on employee job satisfaction, as such research remains limited. Furthermore, the research subjects used in previous studies were generally conducted within specific companies or agencies, and there has been limited research specifically conducted within government agencies, particularly the Serang State Assets and Auction Service Office (KPKNL).

The pre-survey results indicate that organizational climate and employee work engagement occur simultaneously in the service process and are interrelated in influencing employee job satisfaction. This condition has not received much attention in previous research, so a more in-depth study is needed to provide a more comprehensive picture, especially in the context of public services.

The novelty of this research lies in the integration of Organizational Climate and Work Engagement variables into one research model to analyze their influence on employee job satisfaction. This research was also conducted on a more specific object, namely employees at the Serang State Assets and Auction Service Office (KPKNL) as a public service agency, so it is expected to provide a more appropriate picture of actual conditions in the field. Thus, this research is expected to provide new contributions to the development of human resource management science, particularly regarding the Influence of Organizational Climate and Work Engagement on Employee Job Satisfaction in the context of public services.

It is anticipated that this research will contribute to the advancement of the field of human resource management, particularly in relation to the influence of organizational climate and work engagement on the level of job satisfaction experienced by employees. In a practical sense, it is anticipated that the findings of this study will provide the Serang State Asset and Auction Service Office (KPKNL) with input that will assist in the creation of a more conducive organizational climate and the enhancement of employee work engagement, which will ultimately lead to an increase in employee job satisfaction.

LITERATURE REVIEW

Employee Job Satisfaction

Employee job satisfaction is the feeling that arises after someone has completed their work for a certain period, by comparing the work results achieved with expectations, needs, and predetermined performance standards. Employee job satisfaction can be assessed through several indicators that describe the results and work processes carried out, such as salary, supervision, work, promotions, and coworkers.(Misna Ariani et al, 2024).

Organizational Climate

Organizational climate is the employees' perception of the quality of an organization's internal environment as experienced and felt by its members, which can influence employee behavior at work and the performance of organizational members.(Suhada, 2024). The more conducive the perceived organizational climate, the higher the level of employee job satisfaction and the greater the organization's opportunity to achieve its goals.

Work Engagement

From the expert opinions above, it can be concluded that work engagement is a positive psychological state that reflects an employee's level of involvement and attachment to their work. This state is demonstrated through vigor, dedication, and absorption in carrying out their work. Employees with high levels of work engagement tend to work with enthusiasm, have a strong commitment, and can make optimal contributions to supporting the achievement of organizational goals and improving performance. (Nur Hafni Alfiani, Wayan Ardani, 2023).

Framework of thinking

The Influence of Organizational Climate on Employee Job Satisfaction

One of the factors that can influence employee job satisfaction is the organizational climate in an agency, which includes organizational structure, responsibility, support, and commitment. (Ghiffary, E., & Puspitadewi, 2022) states that there is a significant relationship between organizational climate and job satisfaction. This means that the higher the perceived organizational climate, the higher the individual's level of satisfaction. This condition can increase employee job satisfaction.

H1: It is suspected that Organizational Climate has an influence on Employee Job Satisfaction at the State Assets and Auction Services Office (KPKNL) Serang

The Influence of Work Engagement on Employee Job Satisfaction

Work engagement is a positive psychological state that employees have towards their work, demonstrated through work enthusiasm, dedication, and full involvement in carrying out tasks. Employees with high levels of work engagement tend to have greater enthusiasm, a sense of

responsibility, and a greater focus on their work. Rizki et al. (2023) found a positive and significant relationship between work engagement and job satisfaction, meaning that individuals with a high level of work engagement tend to have a high level of job satisfaction.

H2: It is suspected that Work Engagement has an effect on Employee Job Satisfaction at the State Assets and Auction Services Office (KPKNL) Serang

The Influence of Organizational Climate and Work Engagement on Employee Job Satisfaction

Employee job satisfaction can be affected by several factors, including organizational climate and employee engagement in their work. According to research on human resource management, job satisfaction is affected not only by the characteristics of the job itself, but also by the environment in which the job is performed and the degree to which employees are involved in the performance of their responsibilities. There is a correlation between high levels of work engagement and increased levels of job satisfaction among employees. This is because high levels of work engagement reflect employee enthusiasm, dedication, and responsibility in carrying out their work.

A less conducive organizational climate and low levels of employee engagement at work can, on the other hand, affect employees' well-being and motivation. Therefore, to create a comfortable and productive work environment that can lead to increased job satisfaction for employees, organizations need to establish a positive work climate and provide employees with increased opportunities to participate in their work.

This is in line with the opinion of Ahmad & Prahara (2024). It can be concluded that there is a positive relationship between Organizational Climate and employee Work Engagement. This indicates that the higher the Organizational Climate, the higher the employee Work Engagement. Conversely, the lower the Organizational Climate, the lower the employee Work Engagement.

H3: It is suspected that Organizational Climate and Work Engagement have a joint influence on Employee Job Satisfaction at the State Assets and Auction Services Office (KPKNL) Serang.

The framework of thinking can be seen in the following image:

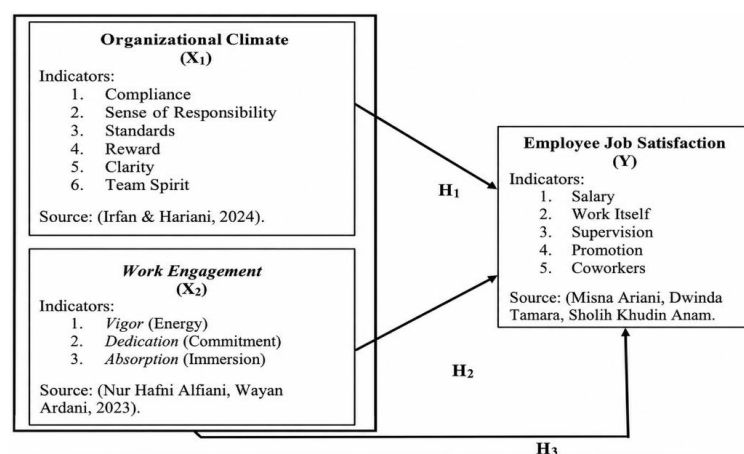


Figure 1. Conceptual framework

METHODS

In practice, quantitative research is a method based on the philosophy of positivism and used to study specific populations or samples. Data collected through research instruments is then analyzed using statistical or quantitative techniques to test previously formulated hypotheses. (Prayogi & Kurniawan, 2024).

Types of Design and Research

In this study, a Likert scale was used as a measuring tool in the questionnaire to determine respondents' level of agreement with each statement. Through this scale, respondents were asked to choose one of five available answer options: Strongly Agree (scored 5), Agree (scored 4), Disagree (scored 3), Disagree (scored 2), and Strongly Disagree (scored 1). (Muryan Awaludin, Hari Mantik, 2023).

Location and Time of Research

The Serang State Assets and Auction Service Office (KPKNL) was the location where this study was carried out. It is situated at Jalan Raya Serang-Cilegon Km. 3, Drangong Village, Taktakan District, Serang City, Banten Province. Given that the characteristics of the organization and its work environment are related to the variables investigated in the research, specifically Organizational Climate, Work Engagement, and Employee Job Satisfaction, KPKNL Serang was selected as the organization for the research. This research was carried out over the course of a period of four months, beginning on March 25, 2026, and ending on July 31, 2026. During this time, several stages of research were carried out, including preparation, preparation of research instruments, data collection processes, data processing and analysis, and preparation of research results reports.

Population, Sample, and Sampling Techniques

The population in this study was all 41 employees of the Serang State Asset and Auction Service Office (KPKNL), consisting of 26 State Civil Apparatus (ASN) and 15 non-ASN employees. This population was selected because all employees are directly involved in the company's operational activities and are related to the variables studied, namely organizational climate and work engagement on employee job satisfaction.

Given the relatively small population, this sampling technique used saturated sampling, where all members of the population were used as samples, resulting in a total of 41 respondents. This technique was chosen so that the data obtained could describe the population as a whole with minimal error.

Data collection technique

This study uses primary data as the primary source. Primary data is data obtained directly from respondents by the researcher, ensuring the information obtained is more accurate, up-to-date, and meets the research needs. Data collection was conducted through the distribution of questionnaires containing several questions or written statements to respondents. The questionnaires were used to obtain information regarding respondents' opinions, perceptions, and responses related to the variables being studied.

Data Analysis Techniques

The data in this study were processed using the Statistical Product and Service Solutions (SPSS) version 27. The analysis stages included descriptive statistical analysis, instrument testing through validity and reliability tests, and classical assumption testing including normality tests, multicollinearity tests, and heteroscedasticity tests. Furthermore, multiple linear regression analysis was used to determine the influence between variables, while hypothesis testing was carried out through partial tests (t-test) and simultaneous tests (F-test). In addition, correlation coefficients and determination coefficients (R^2) were used to measure the level of relationship and the magnitude of the contribution of Organizational Climate and Work Engagement to Employee Job Satisfaction.

RESEARCH RESULTS AND DISCUSSION

Research result

This research results section presents the findings obtained from the processing of questionnaire data involving 41 employees at the Serang State Assets and Auction Service Office (KPKNL) as research respondents. Data were analyzed using Statistical Product and Service Solutions (SPSS) version 27 through descriptive and inferential analysis, which includes instrument testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing. The results of the analysis are presented systematically to provide an overview of the characteristics of the respondents and explain the influence of Organizational Climate and Work Engagement on Employee Job Satisfaction.

Table 1. Respondent Characteristics

Information	Frequency	Percentage
Gender		
Man	15	36.6%
Woman	26	63.4%
Last education		
High School/Vocational High School or Equivalent	13	31.7%
S1	25	61.0%
S2	3	7.3%
Age		
20-30 Years	22	53.7%

31-40 Years	9	22.0%
>40 Years	10	24.4%
Years of service		
1-2 Years	17	41.5%
3-4 Years	5	12.2%
>5 Years	19	46.3%

Source: Data processed by Researchers, 2026

Table 1. shows that the majority of respondents were female (63.4%), aged 20–30 years (53.7%), and had a bachelor's degree (61.0%). Based on length of service, the majority of respondents (46.3%) had worked for more than 5 years, indicating that the majority of employees had considerable work experience. These characteristics illustrate that the respondents in this study were predominantly female employees of productive age, with a bachelor's degree, and relatively adequate work experience to support the implementation of duties and services at the Serang State Assets and Auction Service Office (KPKNL).

Description of Research Variables

Table 2. Descriptive Statistics of Research Variables

		Statistics		
		Y_Total	X1_Total	X2_Total
N	Valid	41	41	41
	Missing	10	10	10
Mean		40.98	39.98	40.56
Median		42.00	40.00	40.00
Mode		40	40	40
Standard Deviation		4,580	6,158	5,844
Variance		20,974	37,924	34,152
Range		19	21	24
Minimum		31	29	26
Maximum		50	50	50
Sum		1680	1639	1663

Source: SPSS Data Processing, 2027

The mean values for the Organizational Climate (39.98), Work Engagement (40.56), and Employee Job Satisfaction (40.98) variables indicate that the average respondent response is in the high category. The relatively small standard deviation value indicates that the distribution of respondents' answers is quite homogeneous or not too varied. Overall, the descriptive statistics results show that the research data has good characteristics and is suitable for use in multiple linear regression analysis and hypothesis testing.

Validity Test Results (Pearson correlation/r count)

Table 3. Results of the Validity Test of the Employee Job Satisfaction Instrument

Statement Items	r count	r table	Decision
y 1	0.692	0.308	Valid☑
y 2	0.747	0.308	Valid☑
y 3	0.359	0.308	Valid☑
y 4	0.681	0.308	Valid☑
y 5	0.759	0.308	Valid☑
y 6	0.648	0.308	Valid☑
y 7	0.549	0.308	Valid☑
y 8	0.496	0.308	Valid☑
y 9	0.567	0.308	Valid☑
y 10	0.631	0.308	Valid☑

Source: SPSS 27 Processing Results

Based on Table 1.3, the results of the validity test of the employee job satisfaction variable instrument using the Pearson Product Moment correlation show that all statement items have a calculated r value greater than the table r (0.308). The calculated r value for each item ranges from 0.359 to 0.747. These results indicate that all statement items meet the validity criteria. Thus, all 10 statement items of the Employee Job Satisfaction variable are declared valid. Therefore, all items can be used as instruments in this study.

Reliability Test Results (Cronbach's Alpha)

Table 1.1 Results of the Reliability Test of Research Instruments

Variables	Cronbach's Alpha	Number of Items	Information
Employee Job Satisfaction	0.813	10	Reliable☑
Organizational Climate	0.932	10	Reliable☑
Work Engagement	0.914	10	Reliable☑

Source: SPSS 27 Processing Results

Based on table 1.4, the results of the validity and reliability test indicate that all statement items are valid and reliable because they have a calculated r value above the table r and a Cronbach's Alpha value above 0.60. Thus, all 30 statement items consisting of 10 items of the Employee Job Satisfaction variable (Y), 10 items of Organizational Climate (X1), and 10 items of Work Engagement (X2) are suitable for use in research.

Normality Test Results

Table 5. Results of the One-Sample Kolmogorov-Smirnov Test for Data Normality

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		51
Normal Parametersa, b	Mean	.0000000
	Standard Deviation	3.04306131
Most Extreme Differences	Absolute	.057
	Positive	.050
	Negative	-.057
Test Statistics		.057
Asymp. Sig. (2-tailed)		.200d

Source: SPSS 27 output

Based on Table 1.5, the results of the normality test using the Kolmogorov-Smirnov method show an Asymp. Sig. (2-tailed) value of 0.200. This value is greater than the 0.05 significance level ($0.200 > 0.05$), so it can be stated that the residual data in this study are normally distributed. By fulfilling the normality assumption, the regression model is considered suitable for use in the next stage of analysis.

Multicollinearity Test Results

Table 6. Multicollinearity Test Results

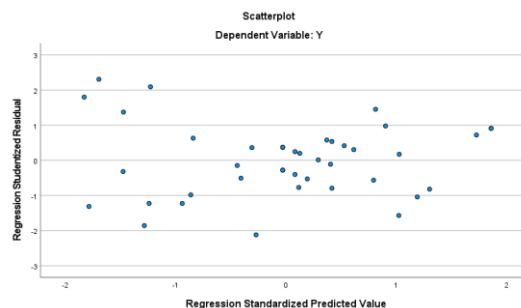
Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	50,728	9,782	-	5,186	<.001		
	Organizational Climate	0.072	0.172	0.079	0.418	0.679	0.979	1,021
	Work Engagement	-0.337	0.209	-0.305	-1.616	0.118	0.979	1,021

a. Dependent Variable: Employee Job Satisfaction

Source: SPSS 27 Output

Based on Table 1.6, the two independent variables, Organizational Climate and Work Engagement, have a tolerance value of 0.979 and a Variance Inflation Factor (VIF) of 1.021. A tolerance value greater than 0.10 and a VIF value less than 10 indicate that the regression model does not experience multicollinearity. Therefore, the regression model meets the multicollinearity assumptions and can be used for further analysis.

Heteroscedasticity Test



Picture1 2. Scatterplot Regression Standardized Residual

Source: SPSS 27 Output

Based on Figure 1, the results of the heteroscedasticity test using a scatterplot between the Regression Standardized Predicted Value (X-axis) and the Regression Studentized Residual (Y-axis) show that the points are randomly distributed and do not form a specific pattern. The points are also evenly distributed above and below the zero line, indicating that the residual variance is constant. Therefore, it can be concluded that the regression model does not contain symptoms of heteroscedasticity.

Correlational Test Results (Correlation Coefficient)

Table 1.2 Correlational Test Results (Correlation Coefficient)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.748a	.559	.536	3.122

a. Predictors: (Constant), Work Engagement, Organizational Climate

Source: SPSS 27 Output

Based on Table 1.7, the analysis results show that the correlation coefficient (R) value is 0.748. This value is in the interval 0.60–0.799, showing a strong relationship between the variables of Organizational Climate and Work Engagement on Employee Job Satisfaction.

t-Test Results (Partial)

Table 8. t-Test Results (Partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,967	3,978		3,763	0.000
	Organizational Climate	0.456	0.088	0.613	5,179	0.001
	Work Engagement	0.191	0.093	0.244	2,058	0.046

a. Dependent Variable: Employee Job Satisfaction

Source: SPSS 27 Output

Based on the results of the regression coefficient test, the Organizational Climate variable obtained a regression coefficient of 0.456 with a t-value of 5.179 and a significance level of 0.001 (<0.05). These results indicate that Organizational Climate has a positive and significant effect on Employee Job Satisfaction. Meanwhile, the Work Engagement variable has a regression coefficient of 0.191 with a t-value of 2.058 and a significance level of 0.046 (<0.05), so it also has a positive and significant effect on Employee Job Satisfaction. Thus, both independent variables are proven to have a positive and significant effect on Employee Job Satisfaction.

F Test Results (Simultaneous)

Table 9. F Test Results (Simultaneous)

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	469,494	2	234,747	24,083	.001b
	Residual	370,409	38	9,748		
	Total	839,902	40			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), Work Engagement, Organizational Climate

Based on the results of the F test (simultaneous), the F count value was obtained at 24.083 with a significance level of 0.001 (<0.05). These results indicate that Organizational Climate and Work Engagement together have a positive and significant effect on Employee Job Satisfaction. Thus, the two independent variables are simultaneously able to explain the variation in Employee Job Satisfaction at the Serang State Asset and Auction Service Office (KPKNL). The better the Organizational Climate created and the higher the Work Engagement possessed by employees, the higher the Employee Job Satisfaction produced at KPKNL Serang.

Discussion

The Influence of Organizational Climate on Employee Job Satisfaction

Based on the results of hypothesis testing, Organizational Climate is proven to have a positive and significant effect on Employee Job Satisfaction at KPKNL Serang. The t-value of 5.179 is greater than the t-table of 2.0243 with a significance level of 0.001 <0.05 , indicating that the first hypothesis is accepted. These findings indicate that a conducive organizational climate, characterized by open communication, harmonious working relationships, leadership support, and a comfortable working atmosphere, can increase employee job satisfaction. A positive organizational environment creates a sense of security, appreciation, and opportunities for development so that employees enjoy their work more. The results of this study strengthen the findings of Misna Ariani et al. (2024) and Pratama and

Badar (2023), who concluded that a good work environment and organizational climate have a positive influence on increasing employee job satisfaction.

The Effect of Work Engagement on Employee Job Satisfaction

The results of the study indicate that Work Engagement has a positive and significant effect on Employee Job Satisfaction at KPKNL Serang. This is evidenced by the calculated t value of 2.058, which is greater than the t table of 2.0243, with a significance value of $0.046 < 0.05$. This finding indicates that the higher the employee's attachment to their work through vigor, dedication, and full involvement (absorption), the higher the level of job satisfaction they feel. Employees with high work engagement tend to enjoy their work, commit to the organization, and can provide more optimal performance. The results of this study are in line with the research of Nur Hafni Alfiani, Ardani, and Widani (2023), which states that work engagement plays a role in increasing employees' positive attitudes towards their work, and is supported by the findings of Rizki et al. (2023), which prove the positive influence of work engagement on job satisfaction.

The Influence of Organizational Climate and Work Engagement on Employee Job Satisfaction

The results of simultaneous testing indicate that Organizational Climate and Work Engagement jointly have a positive and significant effect on Employee Job Satisfaction at KPKNL Serang. This is evidenced by the calculated F value of 24.083, which is greater than F_{table} 3.245 and a significance level of $0.001 < 0.05$, so the third hypothesis is accepted. The coefficient of determination (R^2) value of 0.559 indicates that both variables explain 55.9% of the variation in employee job satisfaction, while other factors outside the research model influence 44.1%. This finding indicates that job satisfaction will increase if the organization can create a conducive work environment while encouraging employee engagement with their work. The results of this study are supported by Misna Ariani et al. (2024), who emphasized the importance of organizational climate in increasing job satisfaction, and Rizki et al. (2023), who proved that work engagement is an important factor in shaping employee job satisfaction. The combination of these two factors is an effective strategy in improving the quality of human resources in the KPKNL Serang environment.

CONCLUSION

At the Serang State Assets and Auction Services Office (KPKNL), the findings of this study indicate that Organizational Climate and Work Engagement are two factors that play a significant role in improving Employee Job Satisfaction. This is the case because both of these factors are related to the work environment. It has been demonstrated, based on the analysis, that the organizational climate has a positive and significant effect on the level of job satisfaction experienced by employees. Based

on this finding, it can be inferred that the establishment of a favourable organisational climate, which encompasses elements such as structure, responsibility, support, and open communication between employees, has the potential to foster increased job satisfaction among employees in the course of carrying out their duties and responsibilities.

Furthermore, work engagement has been shown to have a positive and significant impact on employee job satisfaction. High work enthusiasm, dedication, and full employee involvement in carrying out their duties can encourage employees to work with greater enthusiasm and responsibility. Good work engagement also contributes to a more positive work experience, resulting in more optimal work performance. This ultimately creates a conducive work environment and supports increased employee job satisfaction.

Simultaneously, Organizational Climate and Work Engagement have a positive and significant effect on Employee Job Satisfaction. These results indicate that increasing job satisfaction is not only influenced by one factor, but also by a combination of the creation of a conducive organizational climate and high employee engagement at work. Therefore, KPKNL Serang needs to pay attention to both aspects as part of its human resource management strategy, through the creation of a supportive work environment and increasing employee engagement, so that employee job satisfaction continues to increase and organizational goals can be achieved sustainably.

REFERENCES

- Ahmad, R., & Prahara, S. A. (2024). *Iklim organisasi dan work engagement pada karyawan*. Jurnal Psikologi.
- Amelia, A., Manurung, K. A., & P. M. D. B. (2022). Peranan manajemen sumber daya manusia dalam organisasi. *Mimbar Kampius: Jurnal Pendidikan dan Agama Islam*, 21(2), 128–138. <https://doi.org/10.17467/mk.v21i2.935>
- Asmike, M. (2025). Analisis faktor yang mempengaruhi *work engagement* antar generasi di Indonesia. *Jurnal Manajemen dan Bisnis Indonesia*, 8(1), 452–460.
- Ghiffary, E., & Puspitadewi, N. W. S. (2022). Work engagement pada karyawan. *Jurnal Penelitian Psikologi (JPP) Universitas Negeri Surabaya*. (Lengkapi volume, nomor, dan halaman sesuai artikel asli).
- Irfan, M., & Hariani, M. (2024). Pengaruh iklim organisasi dan kepuasan kerja terhadap kinerja karyawan. *Jurnal Ilmu Manajemen*, 18(2), 1224–1239.
- Judijanto, L., & Firdaus, A. (2025). *Konsep dasar manajemen*. PT Green Pustaka Indonesia.
- Ariani, M., Tamara, D., Anam, S. K., Hendrawan, Y., & A. R. (2024). Journal Geoekonomi Fakultas Ekonomi dan Bisnis Universitas Balikpapan. *Geoekonomi*, 15(1), 141–150.
- Awaludin, M., Mantik, H., & Fadillah, F. (2023). Penerapan metode SERVQUAL pada skala Likert untuk mendapatkan kualitas pelayanan kepuasan pelanggan. *Jurnal Sistem Informasi (JSI)*, 10(1). <https://doi.org/10.35968/jsi.v10i1.990>
- Alfiani, N. H., Ardani, W., & Widani, N. M. (2023). *Work engagement* karyawan pada PT Urban Asia Industri. *Jurnal EMAS*, 2(November), 307–316.
- Pratama, M. A., & Badar, M. (2023). Pengaruh lingkungan kerja nonfisik terhadap kepuasan kerja pegawai pada Kantor DPRD Kota Bima. *Jurnal Riset Manajemen*, 1(4).
- Prayogi, A., & Kurniawan, M. A. (2024). Pendekatan kualitatif dan kuantitatif: Suatu telaah. *Complex: Jurnal Multidisiplin Ilmu Nasional*, 1(2), 30–37. <https://doi.org/10.66341/complex.v1i2.7>

- Rizki, S., Prabowo, A., Ekonomi, F., Bisnis, D., Potensi, U., & Medan, U. (2023). Jurnal Ekonomi Bisnis Manajemen Prima. *Jurnal Ekonomi Bisnis Manajemen Prima*, 4(2), 98–110.
- Suhada, T. (2024). *Iklm organisasi dan konsep iklim organisasi: Isu-isu iklim organisasi dalam lembaga pendidikan, hubungan iklim organisasi dan efektivitas organisasi serta iklim organisasi dan kinerja*. CV Eureka Media Aksara.