The Effect of Organizational Climate on Employee Job Satisfaction with Work Ethics as A Moderating Variable

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ARTICLE INFORMATION

ABSTRACT

The purpose of this study was to determine and analyze the effect of Organizational Climate on Employee Job Satisfaction with Work Ethics as a moderating variable of the study at PT Indonesia Asahan Aluminum either directly or indirectly. The approach used in this study is an associative approach. The population in this study were 2.057 employees of PT Indonesia Asahan Aluminum while the sample in this study were 30 employees of PT Indonesia Asahan Aluminum. Data collection techniques in this study used interview techniques, documentation studies, observation, and questionnaires. The data analysis technique in this study used the partial least square – structural question model (PLSSEM), Hypothesis Testing (t test and F test), and the coefficient of determination. The results of this study prove that the organizational climate is directly significant to employee job satisfaction and directly work ethics does not moderate the effect of organizational climate on employee job satisfaction at PT Indonesia Asahan Aluminum.

Keywords: Organizational Climate, Job Satisfaction and Work Ethics

JEL Classification: M, M41, I25

INTRODUCTION

In an organization's working framework, the capability of HR is one of the capitals and assumes a significant part in accomplishing organizational objectives. Great HR is relied upon to prompt great execution as per the desires and assumptions of the organization. So, the accomplishment of the organization's objectives will give positive criticism to the actual organization. To accomplish the organization's objectives, representatives are required as per the prerequisites that exist inside the organization and workers should likewise have the option to do the errands that have been dictated by the organization. Each organization will consistently attempt to work on the presentation of its representatives, with the expectation that the organization's objectives can be accomplished. The factors that affect employee performance are job satisfaction.

One of the company's guidelines is to develop human resources capable of delivering optimal performance while preserving employee work happiness. Employees that are satisfied with their jobs will foster a positive corporate climate and improve work ethics, which will lead to increased prospects for the company's success. Job satisfaction shows a feeling or a person's response to a job, where the person receives the results of what he does in accordance with what he expects, wants, and thinks. Human resource management plays an important role and needs to be realized by every employee in a company to seek various ways to create job satisfaction in various ways and actions to encourage each individual or employee to be able to improve their performance.

Arianty et al., (2015) argues that job satisfaction is a person's perspective, both positive and negative about his work. From the above definition, it can be concluded that job satisfaction is a feeling or a person's response to a job, where the person receives the results of what he does in accordance with what he expects, wants, and thinks. Based on the problem of employee job satisfaction at PT Indonesia Asahan Aluminum where, there are several honorary and contract employees complaining about the difference in salary and compensation received. In addition, the assessment of employee performance at PT Indonesia Asahan Aluminum has not been carried out optimally, especially in assessing the performance of contract and honorary employees. So far, honorary/contracted employees are only determined from their work, there is no clear assessment criteria. Meanwhile, performance appraisal for permanent employees uses the Job Implementation Assessment List so that it makes a difference between incentives and compensation received and results in decreased job satisfaction. In addition to the differences in facilities,

Employees' perceptions of the quality of the organization's internal environment, which is experienced by members of the organization and influences their subsequent behavior, are referred to as organizational climate (Gultom et al., 2020). Problems related to Organizational Climate at PT Indonesia Asahan Aluminum where employees feel that in terms of organizational climate the management is considered less wise in responding to individuals who express interests about feelings of dissatisfaction. The attitude of the leadership is considered less wise in terms of handling personally to employees who are considered to have made mistakes. Leaders also often do not appreciate the work of each employee, whether small or large. As well as the lack of psychological and material rewards to encourage motivation at work and maintain the relationship between superiors and subordinates. There are some employees who are not harmonious and the lack of communication is a problem in the organizational climate which triggers a decrease in performance and responsibilities given.

Whereas (Syahputra & Jufrizen, 2019) argues that ethics is a science that discusses morality or about humans as far as morality is concerned. Problems related to the work

ethic of employees at PT Indonesia Asahan Aluminum where there are some employees smoking in the work environment this is contrary to the work ethic that exists at PT Indonesia Asahan Aluminum. In addition, there are some employees who do not use protective equipment outside the office, this is contrary to work ethics and safety in carrying out their duties. And there are some employees who are late in the predetermined break so that they delay the work and responsibilities that have been given.

PT. Indonesia Asahan Aluminum (Inalum) is the first and largest BUMN in Indonesia which is engaged in Aluminum smelting. PT Inalum is also a holding company for the mining industry, which consists of PT ANTAM Tbk, PT Bukit Asam Tbk, PT Timah Tbk and PT Freeport Indonesia.

Based on the results of the pre-research, the researchers found problems with job satisfaction, there were several honorary and contract employees who complained about the difference in salary and compensation received. In addition, the assessment of employee performance at PT Indonesia Asahan Aluminum has not been carried out optimally, especially in assessing the performance of contract and honorary employees. So far, honorary/contracted employees are only determined from their work, there is no clear assessment criteria. Meanwhile, performance appraisal for permanent employees uses the Job Implementation Assessment List so that it makes a difference between incentives and compensation received and results in decreased job satisfaction.

Problems in the organizational climate where employees feel in terms of the organizational climate the management is considered less wise in responding to individuals who express interests about feelings of dissatisfaction. The attitude of the leadership is considered less wise in terms of handling personally to employees who are considered to have made mistakes. Leaders also often do not appreciate the work of each employee, whether small or large. As well as the lack of psychological and material rewards to encourage motivation at work and maintain the relationship between superiors and subordinates. There are some employees who are not harmonious and the lack of communication is a problem in the organizational climate which triggers a decrease in performance and responsibilities given

As well as problems with work ethics where there are several employees smoking in the work environment, this is contrary to the work ethic that exists at PT Indonesia Asahan Aluminum. In addition, there are some employees who do not use protective equipment outside the office, this is contrary to work ethics and safety in carrying out their duties, and there are some employees who are late in the predetermined break so that they delay the work and responsibilities that have been given.

LITERATURE REVIEW

Job Satisfaction
Individuals' perceptions of their employment are referred to as job satisfaction. Job happiness is essentially a personal experience. According to the value system that applies to him, each individual has a varied level of fulfillment. The greater the happiness with activities that are perceived by the individual's wishes, the better the assessment of these activities. Job happiness might have a disproportionate impact. It is entirely dependent on the individual's mental attitude (Prayogi et al., 2019) states: "job satisfaction is a function of the degree of compatibility between what is expected and what is obtained, or between needs and rewards". Bismala et al., (2015) states: Job satisfaction is a reflection of one's feelings regarding his work; in other words, job satisfaction is effectiveness or emotional response to various parts of work.

Job satisfaction also refers to a person's emotional response to the worth of the work he does. Job satisfaction is a pleasant emotional state that arises from a person's appreciation for his or her work. Job satisfaction is also defined as a person's achievement of how well his work supplies him with anything helpful (Iskandar & Bahri, 2015). Employees' job satisfaction is defined as a positive or negative emotional state about their employment. Employment satisfaction indicates how a person feels about his or her job. This can be evident in employees' favorable attitudes toward work and everything that happens in the workplace. Job satisfaction must be continually monitored by the personnel department or management since it can affect absenteeism, labor turnover, morale, complaints, and other critical personnel issues (Bismala et al., 2015).

Adhan et al., (2020) states: "Job satisfaction is a favorable emotional state that arises from a positive assessment of one's job experience. When these expectations are not satisfied, job discontent occurs. Whereas (Rivai, 2013) states: "job satisfaction refers to the general attitude of an individual towards his job". According to (Mangkunegara, 2013) said: "Job satisfaction is a feeling of support or not support experienced by employees at work."

Agustina & Bismala, (2014) stated that the quality of work-life is one of the variables that influence job satisfaction. Where the quality of work-life is prioritized by giving workers or employees the freedom to actively participate in deciding work-related policies, designing the workplace environment, and obtaining all the needs that aid in working to generate growth in employees' abilities so that their competencies increase and the company's effectiveness and efficiency increases. The job satisfaction that every employee expects will be realized if they have a high quality of life at work.

Job satisfaction according to (Handoko, 2013) is an emotional state in which employees regard their work that is either positive or negative. Employment satisfaction indicates how a person feels about his or her job. There are several factors that affect job satisfaction, in my opinion (Adhan et al., 2020) Factors that affect job satisfaction include:
   a) Psychological factors, are factors related to the employee's psyche which include interest, peace of mind, attitudes towards work, work feelings.
   b) Physical factors, are factors related to the physical work environment and physical conditions of employees, including types of work, working time arrangements, work equipment, air circulation, employee health.
   c) Financial factors, are factors related to guarantees and employee welfare, which include the payroll system, social security, the number of allowances, facilities provided, promotions and others.
   d) Social factors, are factors related to social interaction between fellow employees, with their superiors, as well as employees with different types of work.

While "factors that affect job satisfaction, according to" (Sembiring et al., 2021) that is:
   1. Mentally challenging job
   2. Worthy reward
   3. Supportive working conditions
   4. Supportive coworkers
   5. Conformity between personality and work.

The benchmark for the level of job satisfaction is certainly different, because each individual employee has different standards of satisfaction between employees and other employees. The indicators of job satisfaction according to(Fahmi, 2016) among others:
   1) Faithfulness
      The rater measures an employee's loyalty to his or her job, position, and organization. This loyalty is reflected by the willingness of employees to maintain

and defend the organization inside and outside of work from other people who are not responsible.

2) Ability
The appraiser evaluates the employee's ability to generate quality and quantity of work based on his job description.

3) Integrity The appraiser evaluates the appraisee's integrity in carrying out his responsibilities in order to fulfill the agreement for himself and others.

4) Creativity The assessor evaluates the employee's ability to use creativity to finish his work and improve his performance.

5) Leadership Assessors look for those who can lead, have a strong personality, are respected, authoritative, and can motivate others or subordinates to do their jobs well.

6) Compensation rate Appraisers analyze the amount of salary supplied by the company and received by employees must be in accordance with what the company and employees have agreed to.

7) Indirect job satisfaction
The appraiser evaluates whether employees are receiving adequate and acceptable remuneration for their contributions to the company's success. The payment of reimbursement or reward for one's contributions to the organization in terms of energy, time, ideas, and accomplishments.

8) Work environment
A nice work environment, according to appraisers, can make employees feel at ease at work.

Meanwhile, according to the opinion (Khair, 2017) put forward indicators to measure job satisfaction:
1. Mentally challenging job
2. Supportive working conditions
3. Reasonable salary or wages
4. Personality compatibility with work
5. Supportive co-workers."

Organizational Climate
The term organizational climate was first used by Kurt Lewin in the 1930s, who used the term psychological climate, then the term organizational climate was used by R. Tagiuri and G. Litwin. According to (Bismala et al., 2015) that "Organizational climate is a relatively ongoing quality of the internal environment, experienced by members of the organization, influencing the behavior of each member".

Whereas (Luthans, 2015) states that organizational climate as the subjective nature or quality of the organizational environment is described by this idea. Members of the organization can perceive or experience its features and report them in an appropriate questionnaire.

Iskandar & Bahri, (2015) said that climate is perceptual and descriptive. Perception is a sensation or realization experienced by a person. The description is what people report about this sensation. A set of relatively constant perceptions held by organizational members regarding the characteristics and qualities of organizational culture. They distinguish between the actual situation (ie culture) and perceptions of it (climate).

Luthans, (2015) organizational climate is defined as the relatively constant quality of the organization's internal environment as experienced by its members; it influences their behavior and can be described using a set of characteristics or features of the organization). Organizational climate is a concept that describes the subjective nature or

quality of the organizational environment. Its elements can be perceived and understood by members of the organization and reported through appropriate questionnaires (Khair, 2017).

Meanwhile, according to (Bismala et al., 2015), organizational climate is the study of individuals' perceptions of various aspects of their organizational environment. according to (Gultom et al., 2020) said that employees' perceptions of the quality of the organization's internal environment are influenced by organizational climate, which is experienced differently by different members of the organization.

There are five factors that influence the climate of an organization, namely the external environment, strategy, leadership practices, organizational settings, and organizational history (Pritama & Pasaribu, 2020). According to (Kasmir, 2016) organizational climate indicators are:
1) Organizational policies and regulations.
2) Communication effectiveness level
3) Level of Relationship between Employees.
4) Leadership Participation Level.

The definition of organizational climate can be seen in the dimensions of organizational climate.(Kaswan, 2015) mentions six indicators of organizational climate as follows:
1) *Flexibility Conformity*
2) *Responsibility*
3) *Standards*
4) *Rewards*
5) *Clarity*
6) Commitment Theme

Work Ethics
Etymologically, ethics comes from the Greek, namely ethos which is interpreted as "willingness of the soul to decency". From this word ethos, the word to ethos appears which has many meanings, including: habits, customs, decency or something that limits it. Thus, in practice, ethics other than being interpreted as a guideline can also be interpreted as limits in behaving or acting so that it does not go out of what is desired or expected.

Djakfar, (2013) argues that ethics as a philosophical inquiry is concerned with human obligations in life and also with regard to good and bad. Then According (Bismala et al., 2015)Ethics is a philosophical inquiry into the moral field, which is concerned with human obligations and about good and bad. Human life is full of a network of norms, which stipulate a series of obligations and prohibitions, which always shackles and binds humans.

Ethics comes from the Greek "ethos" which means character, moral character or custom. In this sense, ethics is related to good living habits, both in a person and in a society or community group. This means that ethics is related to values, good ways of living, good rules of life, and all habits that are adopted and passed on from one person to another, these habits are then revealed in patterned behavior that continues to repeat as a habit (Kasmir, 2016).

Whereas (Khair et al., 2016) argues that ethics is a science that discusses morality or about humans as far as morality is concerned. There is a very close relationship between ethics and morals, difficult to distinguish and inseparable from one another. To combine the two, ethics can also be formulated as a science that investigates moral behavior.

Ethics is the teaching or study of traditions relating to good or ill habits that are generally recognized in attitudes, acts, obligations, and so on, according to etymology. In essence, moral relates to societal norms, whereas ethics is more commonly linked with the concepts created in various ethical discourses or the regulations that are enforced as a profession. According to (Djakfar, 2013) Ethics is a branch of philosophy looking for bad human behavior. Ethics seeks which human actions are good. Ethics relates to all sciences related to humans and society such as anthropology, psychology, sociology, economics, political science, and legal science.

Work ethic is an attitude, view, habit, characteristic or trait regarding how to work that is owned by a person, a group or a nation (Jufrizen, 2021). Routines will not bore you if you have a strong work ethic, and they may even help you improve your work performance or performance. Individuals with a strong work ethic will participate in providing input for ideas in the workplace, as one of the elements that underpin a high work ethic is a desire to uphold the quality of work.

Often the two terms are equated in meaning, even though there is a very basic difference between the two. From the origin of the word ethics means behavior while etiquette means manners. The definition of ethics is different from etiquette. Etiquette comes from the French etiquette which means good manners of association between human beings. Meanwhile, ethics comes from Latin which means moral philosophy and is the right way of life from the point of view of culture, morality, and religion.

Based on some of the opinions above, it can be concluded that ethics comes with a description of human behavior and human life and society that is applied in carrying out duties and responsibilities at work. In doing good or bad things from an action and behavior of someone who has norms and values. There are several factors that can influence it so that the formation of good norms or values. according to (Sembiring et al., 2021) argued that the factors that influence work ethics are as follows:

a) Religion
   Basically, religion is a value system. This value system will certainly influence or determine the lifestyle of its adherents. The way a person thinks, behaves and acts must be colored by the religious teachings he adheres to if he is serious in religious life.
b) Education
   Work ethic cannot be separated from the quality of human resources. Increasing human resources will make a person have a work ethic.
c) Environmental conditions
   The environment also supports influencing humans who are in it to make efforts to be able to manage and take benefits.
d) Culture
   The attitude, mentality, and morale of employees are also work ethics.

Work ethic is an attitude, view, habit, characteristic or trait regarding how to work that is owned by a person, a group or a nation (Rivai, 2013). Routines, of course, will not bore you if you have a strong work ethic, and they may even help you improve your work performance. Because one of the characteristics that drives a high work ethic is a desire to uphold the quality of work, individuals with a strong work ethic will participate in providing feedback for ideas in the workplace. There are several indicators of work ethics according to (Sopiah, 2016) that is:

1) Addicted to time
   One of the essence and essence of work ethic is the way a person lives, understands, and feels how valuable time is.

2) Have clean morality
One of the moral competencies possessed by a person with a work culture is the value of sincerity. Because sincerity is a form of love, a form of affection and service without ties.

3) Have honesty
A person's personality is the type of human who is addicted to honesty, under any circumstances, he feels dependent on honesty. He also depends on good deeds.

4) Have commitment
What is meant by commitment (from Latin: commitere, to connect entrust-the state of being obligated or emotionally impelled) is a belief that binds so firmly that all of his conscience is shackled and then moves behavior towards a certain direction that he believes in.

5) Strong stance
A professional and moral person has a consistent attitude, namely the ability to adhere to principles, never give up, and be able to maintain his principles and commitments even though he has to deal with risks that endanger him. They are able to control themselves and manage their emotions effectively.

While according to (Piola et al., 2019) put forward work ethic indicators are as follows:

a) Honesty
Every employee is required to be honest in their work so that they gain the trust of their superiors.

b) Openness
Openness is very important because with openness all problems can be handled properly.

c) Loyalty to the Company
Loyal employees are employees who really work in the interests of the company.

d) Consistent to Decision
It means that an employee does not hesitate at work

e) Good cooperation
At work, employees must be able to cooperate with other employees.

f) Discipline
Employees must obey the rules made by the company.

g) Responsible
Employees are responsible for the tasks assigned to them.

The application of work ethics among employees is not as easy as theory on paper. Not infrequently, not only employees but many managers do not understand work ethics. This can be found by the appearance of the ego of a group of employees and even managers. Ignoring this will certainly disrupt the work process and overall quality.

RESEARCH METHOD

The research approach carried out by the researcher is to use an associative and quantitative approach, this is because each object under study has a relationship or relationship with each other. According to (Sugiyono, 2017) associative research aims to analyze the problem of the relationship of a variable with other variables. In this case, the population is PT Indonesia Asahan Aluminum employees, namely 2057 people. While the sample of this study only amounted to 30 employees. To obtain complete and thorough data in the research, data collection techniques used are documentation studies, interviews and questionnaires. In this study, data analysis used the Partial Least Square (PLS) approach to test the two hypotheses proposed in this study. Each hypothesis will be analyzed using smart PLS 3 to test the relationship between variables. PLS is a component-based or variant-based Structural Equation Modeling (SEM)

equation model. PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based approach (Ghozali, 2016)

RESULTS

Measurement Model Evaluation
Evaluation of the indicator measurement model includes checking individual item reliability, internal consistency or composite reliability, average variance extracted, and discriminant validity. The first three measurements are grouped in convergent validity.

1. Convergent Validity
Item reliability (validity of each indicator), composite reliability, and average variance extracted are the three tests used to determine convergent validity (AVE). The term "convergent validity" refers to how well existing indicators can explain the dimensions. This implies that the higher the convergent validity, the better these dimensions' ability to apply the latent variable

a. *Item Reliability*
Item reliability or what we call the validity of the indicator. Testing of *reliability items* (validity indicator) can be seen from the value of the loading factor (standardized loading). The loading factor value is the magnitude of the correlation between each indicator and its construct. The loading factor value above 0.7 can be said to be ideal, meaning that the indicator can be said to be valid as an indicator to measure the construct. However, standardized loading factor values above 0.5 are acceptable. The following is the item reliability value that can be seen in the standardized loading column:

Figure 1. Standardized Loading Factor Inner and Outer Model
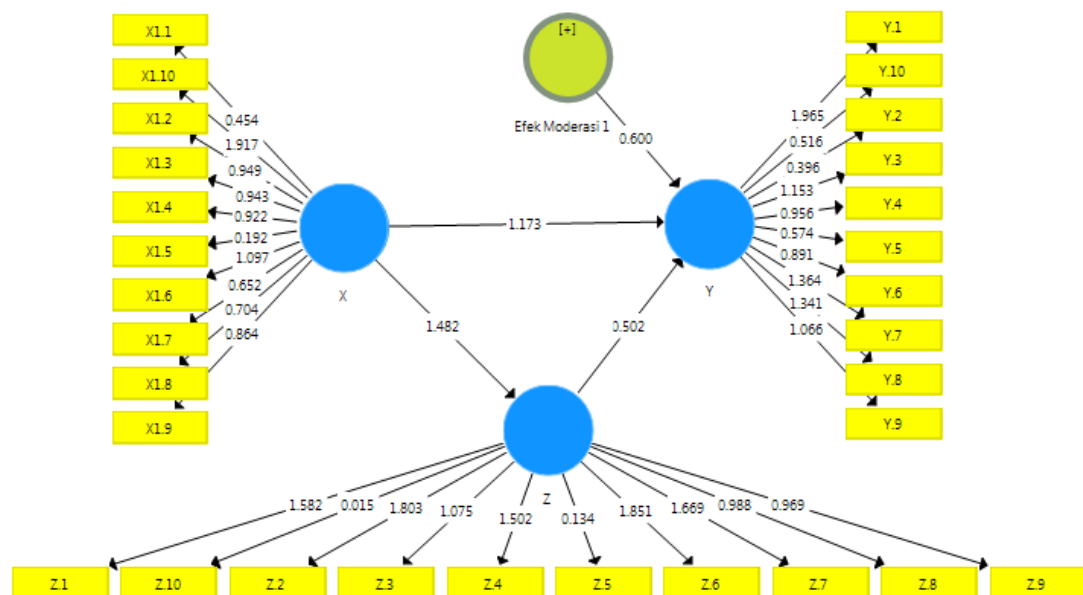
The calculation results can be seen that the loading factor for Organizational Climate (X) including for X1 is 0.454; X10 is 0.917; and X2 of 0.949 and so on. For Variable (Z) Work Ethics, it can be seen that the loading factor for Z1 is 0.582; Z10 of 0.015; Z2 is 0.803 and so on. In addition to showing the validity of the items from each indicator, the loading factor also shows the magnitude of the contribution of each indicator to the factor. For Organizational Climate (X) the indicator that has the largest loading is X10 or "Employees do not experience work barriers to communicate with fellow coworkers" As for the Work

Ethics (Z), the biggest loading factor is Z6 or "Employees comply with applicable regulations". Indicators on Job Satisfaction (Y) the largest loading factor is Y1 or "Employees feel they have received salaries according to applicable standards.

b. *Composite Reliability*
Statistics used in *composite reliability* or construct reliability were Cronbach's alpha and DG rho (PCA). Cronbach's alpha and DG rho (PCA) values above 0.70 indicate the construct has high reliability or reliability as a measuring instrument. The limit value of 0.7 and above means acceptable and above 0.8 and 0.9 means very satisfying (Nunnally and Bernstein, 1994).

Table 1. Composite Reliability Results

Variable	Composite Reliability
Organizational Climate (X)	0.926
Work Ethics (Z)	0.935
Job Satisfaction (Y)	0.937

Source: 2021 Data Processing Results

Based on the table above, it shows that the composite reliability value for Organizational Climate (X) is 0.926; Work Ethics (Z) of 0.935. Meanwhile, job satisfaction (Y) is 0.937. The three latent obtained a composite reliability value above 0.7 so that it can be said that all factors have good reliability or reliability as a measuring tool.

c. *Average Variance Extracted (AVE)*
When compared to the variation generated by measurement error, the average variance extracted (AVE) describes the amount of variance that can be explained by items. The criteria are that if the AVE value is greater than 0.5, the construct has strong convergent validity, and if the AVE value is greater than 0.3, the construct has rather good convergent validity. This suggests that the latent variable can account for the average value of the indicators' variance.

Table 2. Results of Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Organizational Climate (X)	0.556
Work Ethics (Z)	0.568
Job Satisfaction (Y)	0.557

Source: 2021 Data Processing Results

Based on the table above shows that the AVE value for Organizational Climate (X) is 0.556; Work Ethics (Z) of 0.568; Meanwhile, job satisfaction (Y) is 0.557. The three variables have an AVE that is above 0.3 so that the construct has a fairly good convergent validity where the latent variable can explain the average variance value of the indicators.

2. Discriminant Validity
The reflective measurement model's discriminant validity was examined using cross-loading and comparing the AVE value to the square of the correlation between the constructs. The correlation of the indicator with its construct and constructions from other blocks is used to determine cross-loading. Good discriminant validity will be able to

explain the variation of the indicator variable better than the other construct indicators. The discriminant validity value for each indication is listed below.

Table 3. Discriminant Validity

Indicator	Organizational Climate (X)	Work Ethics (Z)	Job Satisfaction (Y)
Questionnaire 1	0.454	0.582	0.965
Questionnaire 10	0.917	0.015	0.516
Questionnaire 2	0.949	0.803	0.396
Questionnaire 3	0.943	1,705	0.153
Questionnaire 4	0.922	0.502	0.956
Questionnaire 5	0.192	0.314	0.574
Questionnaire 6	1.097	0.851	0.891
Questionnaire 7	0.652	0.669	0.364
Questionnaire 8	0.704	0.988	0.341
Questionnaire 9	0.864	0.969	0.666

Source: 2021 Data Processing Results

Based on the table above, it shows that the discriminant validity or loading factor for Questionnaire 1 on Organizational Climate (X) is 0.454. The correlation of the Questionnaire 1 indicator is lower than the Work Ethics (Z) which is 0.582; especially on Job Satisfaction (Y) 0.965, and so on. All loading factor values for each variable have a higher correlation with the variable compared to other variables. Similarly, the indicators for each variable. This shows that the placement of indicators on each variable is correct.

Structural Model Evaluation
The process of analyzing a structural model is divided into various parts. The first step is to determine the importance of the interaction between the constructs. The path coefficient (path coefficient), which describes the strength of the association between the components, demonstrates this.

1. *Path Coefficient*
The route coefficient can be used to determine the significance of the effect between the constructs (path coefficient). To assess the significance of the route coefficient, the t-test (critical ratio) generated from the bootstrapping process must match the sign in the path coefficient with the postulated theory (resampling method). The t-test against the inner and outer models yielded the following findings.

Figure 2. T-Value Inner and Outer Model
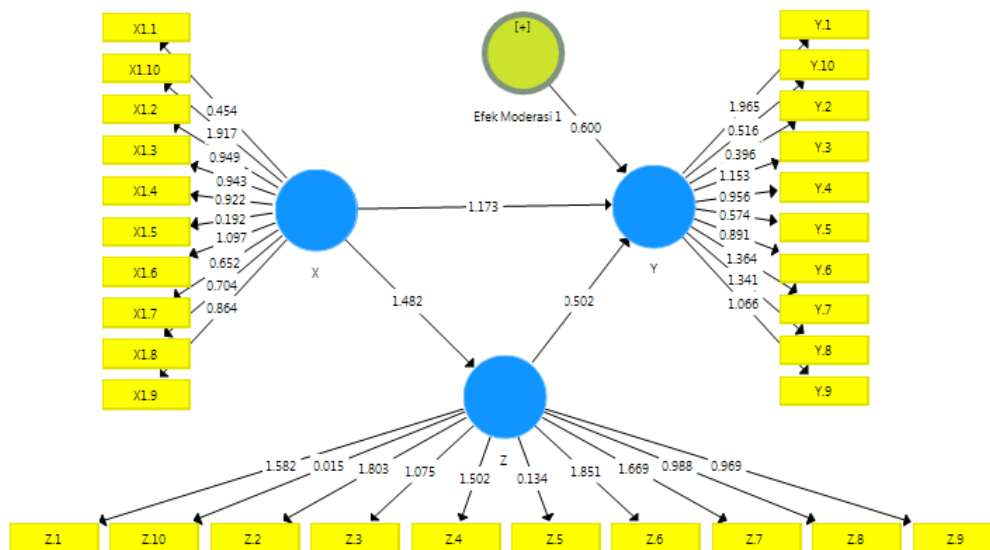
The t-test performed is the result of the t-test from bootstrap calculations. The results of the t-test in the image above will then be compared with the t-table value.

Table 4. Path Coefficient Results Moderation Effect

Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Climate (X) -> Job Satisfaction (Y)	0.609	0.051	2.128	0.004
Organizational Climate (X) -> Work Ethics (Z)	0.614	0.031	2,148	0.032
Work Ethics (Z) -> Job Satisfaction (Y)	0.626	0.098	2,087	0.006

Source: 2021 Data Processing Results

The test criteria are to reject Ho if p-values $<\alpha = 5\%$ (0.05). From the table above, it can be seen that:
        In the criteria of the t-test performed at the level of a=5%, it is done by calculating the value of dk=nk. Where the value of n = 30, while k = 2 so that 30-2 = 28. Meanwhile, the value of t table for dk = 28 is 1.701. Based on the table of pat coefficients, the following conclusions can be drawn, among others:
a. Variable X, namely Organizational Climate, on variable Y, namely Job Satisfaction, obtained a t-count value of 2.1.28, which is greater than t-table 1.701, and a P-value of 0.004 <0.05, so the relationship is positive and significant.
b. Variable X, namely Organizational Climate, on variable Z, namely Work Ethics, obtained a t-count value of 2.148, which is greater than t-table 1.701, and a P-value of 0.032 <0.05, so the relationship is positive and significant.
c. Variable Z, namely Work Ethics, on variable Y, namely Job Satisfaction, obtained a t-count value of 2.087 which was greater than t-table 1.701, and a P-value of 0.006 <0.05, so the relationship was positive and significant.

2. Evaluating R2
Based on the value of R2 it is known that variables that affect Organizational Climate (X) on Job Satisfaction (Y) before the moderating effect, for the Job Satisfaction variable (Y) of 0.436 or 43.6%, and for Work Ethics (Z) of 0.477 or 47.7%, while after the moderating effect of Organizational Climate (X) on Job Satisfaction (Y) is 0.671 or 67.1% and for Work Ethics (Z) is 0.575 or 57.5%. This indicates the joint effect or the value of R2 higher after the moderating effect of the Work Ethics variable (Z) on the influence model Organizational Climate (X) on Job Satisfaction (Y).

Table 5. Results of R2

Dependent Variable	R Square Before Moderation	R Square After Moderation
Job Satisfaction (Y)	0.436	0.671
Work Ethics (Z)	0.477	0.575

Source: 2021 Data Processing Results

DISCUSSION

This discussion is about the results of research findings on the suitability of theories, opinions, and previous research that has been put forward by previous research and behavioral patterns that must be done to overcome these things.

The Effect of Organizational Climate on Job Satisfaction
The influence of Organizational Climate on Job Satisfaction resulted in a positive and significant value. Significant value indicates that Organizational Climate has an influence on employee job satisfaction. This finding means that if job satisfaction increases, the value of Organizational Climate will also increase. So, in other words, if the organizational climate in the company is monitored properly, then employee job satisfaction will improve.

The research is in line with previous research conducted by (Wahyudi, 2020) in his research revealed that organizational climate has a positive and significant effect on job satisfaction. From the results of these studies, it can be explained that the organizational climate that occurs at PT Indonesia Asahan Aluminum is still not as expected by employees, this is evident from the results of research showing that organizational climate affects job satisfaction. Therefore, PT Indonesia Asahan Aluminum must create a better organizational climate so that in the future employee job satisfaction will be even better.

The Effect of Organizational Climate on Job Satisfaction Moderated by Work Ethics
The influence of organizational climate on employee job satisfaction is mediated by work ethics, which means that the work ethic variable has a direct influence on organizational climate and employee job satisfaction. Thus, work ethic acts as a mediator between the influence of organizational climate and employee job satisfaction. This research is in line with research conducted by (Wahyudi, 2020) in his journal states that work ethics can moderate the significant influence of organizational climate on employee job satisfaction.

The results of the research that the author did were not in accordance with what was expected by the employees of PT Indonesia Asahan Aluminum, where work ethics were still not considered good for mediating organizational climate and employee job

satisfaction. So that the work ethic can still improve employee job satisfaction at PT Indonesia Asahan Aluminum.

CONCLUSION

Based on the results of research and discussion conducted by the author regarding the influence of organizational climate on job satisfaction moderated work ethics at PT Indonesia Asahan Aluminum, the following conclusions can be drawn:
1. Organizational climate has a positive and significant influence on job satisfaction at PT Indonesia Asahan Aluminum at PT Indonesia Asahan Aluminum.
2. Work ethic acts as a mediator between organizational climate variables and job satisfaction at PT Indonesia Asahan Aluminum.
   From the results of this study some suggestions can be put forward as follows:
1. Practical Advice
   For PT Indonesia Asahan Aluminum, the results of this study should be taken into consideration to increase employee job satisfaction. The results of this study show a positive value, which means that if the Organizational Climate and Work Ethics are improved, job satisfaction will also increase, so it is better for the leadership to always maintain the Organizational Climate and Work Ethics well.
2. Theoretical Suggestions
   a. It is recommended for other researchers to be a guide/reference for conducting more in-depth research on the contribution of the Organizational Climate variable to Employee Job Satisfaction through Work Ethics as a moderating variable.
   b. It is recommended for further researchers to be able to conduct research by looking at the correlation of the factors that affect employee job satisfaction.

LIMITATION
In every study, there must be limitations, so the limitations of this study are:
1. In the process of collecting data and information provided by respondents through questionnaires sometimes it does not show the actual opinion of the respondents, this happens because sometimes there are different thoughts and different understandings of each respondent.
2. There are still some respondents who did not complete the questionnaire completely and some respondents did not take the questionnaire seriously.

ACKNOWLEDGMENT

DECLARATION OF CONFLICTING INTERESTS
The authors declare that there are no conflicts of interest regarding the publication of this paper.

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