



The Effect of Job Satisfaction and Organizational Climate on Employee Engagement among Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province

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ABSTRACT

This study aims to analyze the effects of Job Satisfaction and Organizational Climate on Employee Engagement among Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province. The study employed a quantitative method with an associative approach and involved the entire population of 98 respondents using saturated sampling. Data were collected through interviews and questionnaires and subsequently analyzed using multiple linear regression. The results indicate that Job Satisfaction and Organizational Climate, both simultaneously and partially, have positive and significant effects on Employee Engagement. These two variables explain part of the variation in Employee Engagement, while the remainder is influenced by factors outside the research model. The implications of this study indicate that employee engagement can be enhanced by increasing job satisfaction and creating an organizational climate that is open, fair, harmonious, and supportive of work performance.

INTRODUCTION

Human resource management encompasses the management of various employment issues through planning, organization, development, career management, performance evaluation, compensation, and employment relations to support the achievement of organizational objectives (Rusby, 2017). Within this management process, job satisfaction reflects employees' positive attitudes formed on the basis of their assessment of the work situation and the congruence between their expectations and the outcomes obtained from their work (Yunus & Rahmadani, 2022). Mahdi and Sari (2022) showed that job satisfaction is associated with the positive attitudes of Civil Servants in performing their work and responsibilities. Organizational climate reflects members' perceptions of the quality of the work environment, which influences their behavior within the organization (Suryani, 2022). Meanwhile, employee engagement is reflected in employees' commitment, dedication, and loyalty to the organization, supervisors, work, and coworkers (Badaruddin, 2020). These three aspects are related to employees' experiences in performing their work and developing relationships with the organization.

In the government sector, Civil Servants are Indonesian citizens who meet the stipulated requirements and are permanently appointed to hold government positions and provide services to the public (Law Number 5 of 2014). The Food Crops and Horticulture Office of West Kalimantan Province is responsible for assisting the Governor in administering government affairs and co-administration duties in the field of food crops and horticulture, including program formulation, policy implementation, technical guidance, evaluation, administration, bureaucratic reform, and public services (West Kalimantan Governor Regulation Number 55 of 2021). In 2026, the agency had 160 employees, consisting of 99 Civil Servants and 61 Government Employees with Work Agreements. A total of 25 Civil Servants worked in the Agricultural Extension and Development Division, while 18 Government Employees with Work Agreements worked in the Secretariat (Food Crops and Horticulture Office of West Kalimantan Province, 2026).

Personnel data indicate an increase in Civil Servant absenteeism during 2023–2025. The absenteeism rate was recorded at 0.28% in 2023, increased to 0.34% in 2024, and rose again to 0.35% in 2025 (Food Crops and Horticulture Office of West Kalimantan Province, 2026). Absenteeism refers to employees' absence from the workplace for various reasons and is associated with the completion of targeted work (Farida & Hartono, 2016). The interviews also identified lateness among some employees, the reassignment of duties to other employees, insufficient communication across divisions, and suboptimal work coordination. In 2024, four minor disciplinary sanctions were imposed, while in 2025, one severe disciplinary sanction was recorded in accordance with the Civil Servant disciplinary provisions (Government Regulation Number 94 of 2021). Job satisfaction has been reported to have a negative and significant effect on absenteeism (Suhardi, 2022), whereas organizational climate is associated with employee absenteeism levels (Shapira-Lishchinsky & Rosenblatt, 2010).

High absenteeism has also been reported as an indication of low employee engagement (Insan et al., 2022).

These personnel dynamics occurred concurrently with all Civil Servants receiving good performance ratings during 2023–2025. A total of 113 employees in 2023, 107 employees in 2024, and 99 employees in 2025 were recorded as receiving good ratings in accordance with the State Civil Apparatus performance management categories (Food Crops and Horticulture Office of West Kalimantan Province, 2026; Regulation of the Minister of Administrative and Bureaucratic Reform Number 6 of 2022). During the same period, the number of promotions changed from four employees in 2023 to one employee in 2024 and two employees in 2025. Promotion constitutes a transfer to a position with higher status and responsibilities (Safitri et al., 2023). The number of training programs also declined from nine activities in 2023 to eight activities in 2024 and four activities in 2025, while incoming and outgoing transfers varied each year (Food Crops and Horticulture Office of West Kalimantan Province, 2026). Training is associated with the process of enhancing Civil Servants' capabilities (Sarnawa & Sukiyoprapti, 2017), whereas transfers are intended to align organizational needs with the utilization of employee capabilities (Norawati & Nurmansyah, 2025).

Previous studies indicate that the relationships among the research variables have continued to be examined through separate empirical pathways. Job satisfaction has been reported to have a positive and significant effect on employee engagement (Djoemadi et al., 2019). Ramadhan and Mahdi (2026) showed that Civil Servants' employee engagement is positively and significantly influenced by organizational and individual factors, as reflected in organizational culture and work motivation. Similar findings were obtained among State Civil Apparatus employees in Medan, where job satisfaction had a positive and significant effect on employee engagement (Hasibuan, 2019). Employee satisfaction with remuneration has also been reported to have a positive and significant effect on the engagement of the State Civil Apparatus at the Personnel Bureau of the Supreme Court of the Republic of Indonesia (Azzahri et al., 2025). With respect to another relationship, organizational climate has a positive and significant effect on employee engagement (Wardono et al., 2022). A positive and significant effect of organizational climate on employee engagement was also reported by Hadinata et al. (2019). Ariyani (2015) found a positive and significant relationship between employees' perceptions of organizational climate and employee engagement. These studies have not simultaneously positioned job satisfaction and organizational climate as predictors of employee engagement among Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province.

Based on an interview with Ms. Herti Herawati, Head of the Food Crops and Horticulture Office of West Kalimantan Province, several challenges were identified as affecting the organizational climate within the agency. One of the problems encountered is the suboptimal communication among divisions and employees in carrying out certain tasks. In addition, some employees remain less active in contributing suggestions or ideas related to organizational

development. These conditions sometimes result in delays in the dissemination of information and insufficient coordination in completing work assignments.

Based on the foregoing explanation, this study aims to examine and analyze the effects of Job Satisfaction and Organizational Climate on Employee Engagement among Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province. The research subjects comprised 98 Civil Servants, excluding the Head of the Office, out of the total 99 Civil Servants recorded in 2026.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is an employee's positive attitude toward their work, formed through an assessment of the work situation experienced (Yunus & Rahmadani, 2022). Hasibuan (2017) defines job satisfaction as a pleasant emotional attitude and a sense of affection for one's work, as reflected in work morale, discipline, and work performance. Job satisfaction can be influenced by psychological, social, physical, and financial factors, the quality of supervision, and relationships among employees (Sinambela, 2021). Job Satisfaction is measured through five indicators: the work itself, relationships with supervisors, coworkers, promotion, and salary or wages (Yunus & Rahmadani, 2022). Djoemadi et al. (2019) showed that job satisfaction has a positive and significant effect on employee engagement. Similar findings were reported by Hasibuan (2019), indicating that job satisfaction has a positive and significant effect on the employee engagement of State Civil Apparatus employees. Azzahri et al. (2025) also showed that employee satisfaction with remuneration has a positive and significant effect on the employee engagement of the State Civil Apparatus.

H1: Job Satisfaction has a positive and significant effect on Employee Engagement among Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province.

Organizational Climate

Organizational climate refers to organizational members' perceptions of the environment or the quality of the work environment that influences their behavior (Suryani, 2022). Organizational climate also encompasses members' perceptions, feelings, and attitudes toward the fundamental elements of the organization, reflecting the norms, values, and attitudes that develop within the organization (Okoli, 2020, as cited in Suryani, 2022). Aspects associated with organizational climate include structure, standards, responsibility, recognition, support, and commitment (Jufri, 2024). The Organizational Climate variable in this study is measured through five dimensions: responsibility, individual identity within the organization, warmth among employees, support, and conflict (Suryani, 2022). Wardono et al. (2022) showed that organizational climate has a positive and significant effect on employee engagement. Hadinata et al. (2019) reported that organizational climate has a positive and significant effect on employee engagement. Ariyani (2015) also demonstrated a positive

and significant relationship between employees' perceptions of organizational climate and employee engagement.

H2: Organizational Climate has a positive and significant effect on Employee Engagement among Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province.

Employee Engagement

Employee engagement is an employee's positive attitude toward the organization and its values, demonstrated through commitment, dedication, and loyalty to the organization, supervisors, work, and coworkers (Badaruddin, 2020). Employee engagement also describes the level of employees' emotional involvement, commitment, and enthusiasm toward their work and the organization in which they are employed (Annisa, 2025). Factors associated with employee engagement include the work environment, leadership, teams and coworker relationships, training and career development, compensation, policies, procedures, organizational structures and systems, and workplace well-being (Wahyu & Setiawan, 2017, as cited in Annisa, 2025).

Employee Engagement in this study is positioned as the dependent variable and is measured through three dimensions: vigor, dedication, and absorption (Badaruddin, 2020). Vigor describes employees' energy, mental resilience, persistence, and willingness to exert effort at work. Dedication relates to the meaningfulness of work, enthusiasm, inspiration, pride, and the challenges experienced in performing duties. Absorption indicates employees' full concentration and deep involvement in completing their work (Badaruddin, 2020).

H3: Job Satisfaction and Organizational Climate simultaneously have a significant effect on Employee Engagement among Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province.

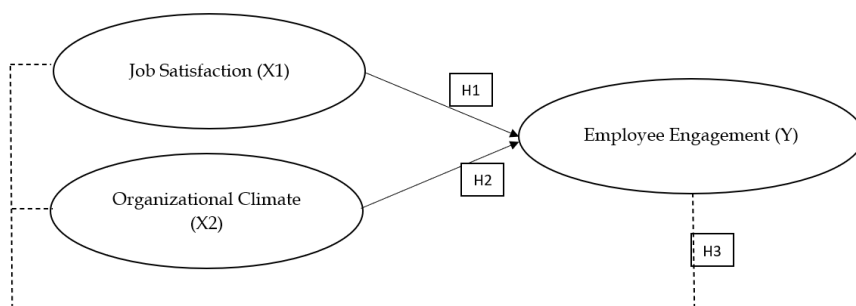


Figure 1. Conceptual Framework

METHODOLOGY

This study employed a quantitative method with an associative approach to analyze the effects of Job Satisfaction and Organizational Climate on Employee Engagement. The associative approach is used to examine the relationship between two or more variables (Sugiyono, 2020). The research data consisted of primary and secondary data. Primary data were obtained through an interview with the Head of the Food Crops and Horticulture Office of West

Kalimantan Province and the distribution of questionnaires to Civil Servants, while secondary data included the number of employees by division, working hours, absenteeism, transfers, disciplinary violations, and work performance scores. Interviews and questionnaires were used as data collection techniques in accordance with the characteristics of the information required in the study (Siregar, 2017).

The study population comprised all 98 Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province, excluding the Head of the Office. The sample was determined using saturated sampling or a census, whereby all members of the population were included as the research sample (Sugiyono, 2020). The independent variables consisted of Job Satisfaction (X1) and Organizational Climate (X2), while the dependent variable was Employee Engagement (Y). The variables were measured using a Likert scale with five response alternatives: Strongly Agree, scored 5; Agree, scored 4; Less Agree, scored 3; Disagree, scored 2; and Strongly Disagree, scored 1 (Sugiyono, 2020).

Data analysis was conducted using SPSS through a validity test employing Product Moment correlation and a reliability test employing Cronbach's Alpha (Ghozali, 2018). The classical assumption tests comprised normality, linearity, and multicollinearity tests by considering the significance value, Tolerance, and Variance Inflation Factor or VIF (Siregar, 2017). Hypothesis testing employed multiple linear regression with the equation $Y = a + b_1X_1 + b_2X_2 + e$, correlation coefficient analysis, coefficient of determination analysis, an F test to examine simultaneous effects, and a t test to examine partial effects at a 5% significance level (Ghozali, 2018).

RESULTS AND DISCUSSION

Test Research Instruments

a. Validity Test

The validity test was conducted to ensure that each statement item in the questionnaire accurately measured the research variables. The test was performed by comparing the r-count value with the r-table value. Based on the 98 respondents, the degrees of freedom (df) were 96, and the critical r-value was 0.198 at the 5% significance level. The validity test results for all statement items are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Job Satisfaction (X1)	X1.1	0.638	0.198	Valid
	X1.2	0.666		
	X1.3	0.574		
	X1.4	0.556		
	X1.5	0.447		
	X1.6	0.589		
	X1.7	0.556		
	X1.8	0.591		
	X1.9	0.568		
	X1.10	0.530		

Organizational Climate (X2)	X2.1	0.614	0.198	Valid
	X2.2	0.678		
	X2.3	0.524		
	X2.4	0.547		
	X2.5	0.457		
	X2.6	0.492		
	X2.7	0.510		
	X2.8	0.544		
	X2.9	0.505		
	X2.10	0.668		
Employee Engagement (Y)	Y1.1	0.664	0.198	Valid
	Y1.2	0.599		
	Y1.3	0.700		
	Y1.4	0.585		
	Y1.5	0.558		
	Y1.6	0.679		

Source: Processed Data, 2026

Based on the validity test results in Table 1, all indicators of Job Satisfaction (X1), Organizational Climate (X2), and Employee Engagement (Y) had r-count value greater than the r-table value of 0.198. Therefore, all statement items were declared valid and suitable for use as data collection instruments.

b. Reliability Test

The reliability test was conducted to assess the consistency of the research instruments using Cronbach's Alpha. An instrument was considered reliable when its Cronbach's Alpha value exceeded 0.60. The reliability test results for all variables are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Description
Job Satisfaction (X1)	0.767	10	Reliable
Organizational Climate (X2)	0.750	10	
Employee Engagement (Y)	0.700	6	

Source: Processed Data, 2026

Based on the reliability test results in Table 2, all variables, namely Job Satisfaction (X1), Organizational Climate (X2), and Employee Engagement (Y), had Cronbach's Alpha values above 0.60. Therefore, all instruments were declared reliable and suitable for use as data collection tools.

Classical Assumption Test

a. Normality Test

The normality test was conducted using the Kolmogorov-Smirnov method to determine whether the research data were normally distributed. The data were considered normally distributed when the significance value

exceeded 0.05. The normality test results obtained using SPSS are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	98
Test Statistic	.066
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2026

Based on the Kolmogorov-Smirnov test in Table 3, the Asymp. Sig. (2-tailed) value was 0.200, which was greater than 0.05. Therefore, the research data were declared normally distributed.

b. Linearity Test

The linearity test was conducted using the Test for Linearity to determine whether a linear relationship existed between the independent and dependent variables. A relationship was considered linear when the Sig. Linearity value was less than 0.05 and the Sig. Deviation from Linearity value was greater than 0.05. The test results obtained using SPSS are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Employee Engagement * Job Satisfaction	.001	.455	Linear
Employee Engagement * Organizational Climate	.002	.305	

Source: Processed Data, 2026

Based on the linearity test results in Table 4, the relationship between Job Satisfaction (X1) and Employee Engagement (Y) was declared linear, with a Sig. Linearity value of 0.001 and a Sig. Deviation from Linearity value of 0.455. Similarly, based on Table 4, Organizational Climate (X2) and Employee Engagement (Y) had a linear relationship, with a Sig. Linearity value of 0.002 and a Sig. Deviation from Linearity value of 0.305.

c. Multicollinearity Test

The multicollinearity test was conducted to determine whether high correlations existed among the independent variables in the regression model. Such a condition can affect the accuracy of coefficient estimates and reduce the quality of the model. The multicollinearity test results obtained using SPSS are presented in Table 5.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Job Satisfaction	.913	1.095
	Organizational Climate	.913	1.095
a. Dependent Variable: Employee Engagement			

Source: Processed Data, 2026

Based on the multicollinearity test results in Table 5, neither independent variable exhibited multicollinearity. This was indicated by a Tolerance value of 0.913, which was greater than 0.10, and a VIF value of 1.095, which was less than 10.00.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to measure the effects of the independent variables on the dependent variable, both partially and simultaneously, and to explain the direction of the relationships among the variables. The regression coefficient analysis results obtained using SPSS are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.407	.487		4.938
	Job Satisfaction	.312	.114	.266	2.726
	Organizational Climate	.147	.057	.253	2.599
a. Dependent Variable: Employee Engagement					

Source: Processed Data, 2026

Based on the multiple linear regression analysis results in Table 6, the multiple linear regression equation can be explained as follows:

$$Y = 2.407 + 0.312 X_1 + 0.147 X_2$$

- 1) The constant (a) of 2.407 indicates that when Job Satisfaction (X₁) and Organizational Climate (X₂) are equal to zero, Employee Engagement (Y) remains at 2.407.
- 2) The Job Satisfaction coefficient (b₁) is 0.312 and positive. This means that every one-unit increase in Job Satisfaction will increase Employee Engagement by 0.312 units.
- 3) The Organizational Climate coefficient (b₂) is 0.147 and positive. This means that every one-unit increase in Organizational Climate will increase Employee Engagement by 0.147 units.

b. Correlation Coefficient Analysis (R)

The correlation coefficient is used to measure the strength and direction of the relationship between two or more variables. The test was conducted using the Product Moment method, with the analysis results presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418 ^a	.175	.157	.17189
Predictors: (Constant), Organizational Climate, Job Satisfaction.				

Source: Processed Data, 2026

Based on the correlation analysis results in Table 7, the correlation coefficient (R) was 0.418. This value falls within the interval of 0.40–0.599; therefore, the relationship of Job Satisfaction and Organizational Climate with Employee Engagement is categorized as moderate.

c. Determination Coefficient (R^2)

Based on the coefficient of determination (R^2) test results presented in Table 7, the coefficient of determination (R^2) was 0.175, indicating that Job Satisfaction and Organizational Climate explained 17.5% of the variation in Employee Engagement. Meanwhile, the remaining 82.5% was influenced by other factors outside the research model.

d. Simultaneous Test (F Test)

The F test was conducted to determine the simultaneous effects of Job Satisfaction and Organizational Climate on Employee Engagement. The test results obtained using SPSS are presented in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	.594	.297	10.046	.000 ^b
Residual	2.807	.030		
Dependent Variable: Employee Engagement Predictors: (Constant), Organizational Climate, Job Satisfaction.				

Source: Processed Data, 2026

Based on the simultaneous test (F-test) results in Table 8, the calculated F-value was 10.046, which was greater than the F-table of 3.098, with a significance value of $0.000 < 0.05$. Therefore, Job Satisfaction and Organizational Climate simultaneously had a significant effect on Employee Engagement.

e. Partial Test (t Test)

The t test was conducted to determine the partial effect of each independent variable on the dependent variable. The test results obtained using SPSS are presented in Table 9.

Table 9. Partial Test Results (t Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.407	.487		4.938	.000
	Job Satisfaction	.312	.114	.266	2.726	.008
	Organizational Climate	.147	.057	.253	2.599	.011
a. Dependent Variable: Employee Engagement						

Source: Processed Data, 2026

Based on Table 9, the t-count value for each variable was compared with the t-table value of 1.660. The partial test results can be explained as follows:

- 1) Job Satisfaction (X1) obtained a t-count value of $2.726 > 1.660$ and a significance value of $0.008 < 0.05$. Therefore, H_1 was accepted, indicating

that Job Satisfaction partially had a positive and significant effect on Employee Engagement.

- 2) Organizational Climate (X2) obtained a t-count value of $2.599 > 1.660$ and a significance value of $0.011 < 0.05$. Therefore, H_2 was accepted, indicating that Organizational Climate partially had a positive and significant effect on Employee Engagement.

The Effect of Job Satisfaction on Employee Engagement

The results show that Job Satisfaction has a positive and significant effect on Employee Engagement among Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province. In this study, Job Satisfaction is reflected in the work itself, relationships with supervisors and coworkers, promotion opportunities, and salary or wages (Yunus & Rahmadani, 2022). These aspects represent how employees evaluate their work experience, both in terms of the tasks they perform and the relationships and rewards associated with their work.

Employee engagement is more likely to develop when employees have a positive view of their work. Tasks that are considered appropriate to their abilities, good relationships with supervisors and coworkers, and opportunities for career development can make employees feel more comfortable in carrying out their responsibilities. This is related to Employee Engagement, which in this study is reflected through vigor, dedication, and absorption (Badaruddin, 2020). In this sense, satisfaction with the work experience is associated with the energy employees bring to their work, the dedication they show in carrying out their duties, and the extent to which they remain involved in completing their responsibilities.

This finding becomes more meaningful when viewed alongside the conditions found at the Food Crops and Horticulture Office of West Kalimantan Province. During 2023–2025, Civil Servants received good performance ratings, yet the absenteeism rate increased over the same period. Interviews also revealed several issues, including employee lateness, the reassignment of duties to other employees, inadequate communication across divisions, and suboptimal work coordination. These conditions suggest that good formal performance ratings do not necessarily reflect the entire work experience of employees. In this context, the significant effect of Job Satisfaction shows that employees' evaluation of their work experience remains relevant in understanding their level of engagement with their work.

This result is consistent with Arianti et al. (2020), found that satisfaction with the work itself, salary, and coworkers influenced Employee Engagement, whereas satisfaction with promotion and supervision did not show the same effect. The present finding is also consistent with Djoemadi et al. (2019), who reported that work satisfaction can increase Employee Engagement. Thus, the findings among Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province further support the view that employees' evaluation of their work experience is closely related to their engagement in carrying out their duties.

The Effect of Organizational Climate on Employee Engagement

The results show that Organizational Climate has a positive and significant effect on Employee Engagement. In this study, Organizational Climate is measured through responsibility, individual identity within the organization, warmth among employees, support, and conflict (Suryani, 2022). These dimensions describe how employees perceive the organizational environment in which they perform their duties and interact with other members of the organization.

A favorable organizational climate is not simply a matter of creating a comfortable workplace. For employees, clear responsibilities, adequate support, positive relationships among coworkers, and the way conflicts are handled are also part of their daily work environment. When these conditions function well, employees have a more supportive setting in which to remain focused and involved in their work. This is closely related to vigor, dedication, and absorption as the dimensions of Employee Engagement used in this study (Badaruddin, 2020). Therefore, the organizational environment can contribute to the extent to which employees maintain their energy, commitment, and involvement in carrying out their duties.

The conditions at the Food Crops and Horticulture Office of West Kalimantan Province provide additional context for this finding. Interviews revealed inadequate communication across divisions and suboptimal work coordination, while personnel records also documented disciplinary violations during the period examined. These issues are related to several dimensions of Organizational Climate used in this study, particularly responsibility, support, interpersonal relationships, and conflict. Therefore, the findings suggest that Organizational Climate is not merely about whether employees perceive the workplace as comfortable, but also about the organizational conditions that accompany them in carrying out and coordinating their responsibilities.

This finding is consistent with Santoso and Nugraheni (2022), who found that Organizational Climate had a significant effect on Employee Engagement among auditors at the Audit Board of the Republic of Indonesia, Central Java Representative Office. A similar result was reported by Hadinata et al. (2019), who found that Organizational Climate had a positive and significant effect on Employee Engagement among employees of the Regional Secretariat of West Nusa Tenggara Province. The consistency of these findings across different public organizations indicates that employees' perceptions of their organizational environment remain an important part of understanding their engagement with their work.

The Effect of Job Satisfaction and Organizational Climate on Employee Engagement

Job Satisfaction and Organizational Climate simultaneously have a significant effect on Employee Engagement among Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province. This finding suggests that employee engagement is shaped not only by how employees perceive their jobs, but also by the organizational environment in which those jobs are carried out. Satisfaction with the work itself, relationships with

supervisors and coworkers, promotion opportunities, and compensation forms part of employees' experience of their jobs. At the same time, responsibility, a sense of belonging to the organization, relationships among employees, organizational support, and conflict shape how they experience their work environment.

In practice, these two aspects are difficult to separate. Employees may feel that their work suits them well, yet their involvement can still be affected when coordination, support, or workplace relationships do not function properly. Conversely, a supportive organizational environment may not be sufficient when employees have an unfavorable view of their work, career opportunities, workplace relationships, or compensation. Therefore, vigor, dedication, and absorption as dimensions of Employee Engagement in this study are better understood as part of employees' overall work experience rather than as outcomes associated with only one aspect of employment.

This interpretation is consistent with Zahari and Kaliannan (2023), who reviewed the antecedents of work engagement in public-sector organizations. Their systematic literature review found that public-sector employee engagement is associated with several groups of factors, including job-related experiences, organizational and team factors, perceived leadership, individual factors, and organizational interventions. Their findings are relevant to the present study because they indicate that employee engagement in public organizations is not explained by a single workplace condition. In this study, Job Satisfaction and Organizational Climate represent two parts of that broader work experience.

However, the explanatory power of the present model remains limited. Job Satisfaction and Organizational Climate jointly explain 17.5% of the variation in Employee Engagement, while the remaining 82.5% lies outside the scope of the model. This result should be interpreted as a boundary of the model rather than as evidence that the findings are unimportant. Job Satisfaction and Organizational Climate clearly contribute to Employee Engagement, but they explain only part of employees' engagement. Other factors not examined in this study may therefore also play a role in shaping Employee Engagement among Civil Servants in this organization.

CONCLUSIONS AND RECOMMENDATIONS

The results show that Job Satisfaction and Organizational Climate partially have positive and significant effects on Employee Engagement among Civil Servants at the Food Crops and Horticulture Office of West Kalimantan Province. This indicates that the higher the level of job satisfaction perceived by employees, the higher their engagement with their work and organization. Likewise, a conducive organizational climate can foster greater enthusiasm, dedication, and employee involvement in performing their duties. Job Satisfaction has a more dominant effect on Employee Engagement than Organizational Climate. This finding indicates that satisfaction with one's work, recognition, development opportunities, leadership support, and work relationships are important factors in shaping employee engagement.

Simultaneously, Job Satisfaction and Organizational Climate have a significant effect on Employee Engagement. Therefore, enhancing employee engagement is determined not only by satisfaction with the work but also by supportive organizational environmental conditions. Nevertheless, Employee Engagement may still be influenced by various other factors beyond the variables examined in this study.

The Food Crops and Horticulture Office of West Kalimantan Province is advised to improve employee job satisfaction through the clear allocation of duties in accordance with competencies, recognition of employee contributions, the provision of opportunities for capability development, increased leadership support, and the strengthening of harmonious working relationships. The organization also needs to establish a work climate that is open, fair, communicative, and supportive of cooperation among employees. Leaders are expected to create communication channels that enable employees to express opinions, constraints, and needs related to the performance of their work. Consistent management of Job Satisfaction and Organizational Climate is expected to enhance employees' enthusiasm, involvement, dedication, and willingness to make their best contributions toward achieving organizational objectives.

FURTHER STUDY

Future studies are advised to incorporate other variables that may influence Employee Engagement, such as leadership, work motivation, organizational culture, work environment, compensation, career development, organizational support, and work-life balance. Subsequent studies may also involve respondents from other government agencies and employ qualitative approaches or mixed methods to obtain a broader and deeper understanding of the factors that shape Employee Engagement.

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