

## The Influence Of Organizational Climate And Workload On Employee Job Satisfaction At BPS Nusa Tenggara Barat Province

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### ABSTRACT

This study aims to determine the effect of Organizational Climate and Workload on Job Satisfaction of BPS Employees of West Nusa Tenggara Province. This type of research is associative-quantitative research. The data collection method uses the census method using primary data collected through distributing questionnaires. The population used in this study were all employees at the West Nusa Tenggara Province BPS totaling 69 people. The data analysis method used is multiple linear regression analysis. The results showed that: Organizational climate has a positive and significant effect on employee job satisfaction at BPS West Nusa Tenggara Province. Workload has a positive and significant effect on employee job satisfaction at the BPS West Nusa Tenggara Province.

**Key :** Job Satisfaction, Organizational Climate, and Workload .

## 1. INTRODUCTION

### 1.1 Background

Human resource management is an activity that needs to exist in all organizations. Human resources make other organizational resources run smoothly because, no single factor in business activities has a more direct impact on organizational welfare than human resources, no matter what advantages exist in an organization, the organization will not be able to maximize productivity and profits without competent employees who are dedicated to the wishes of the organization (Simamora, 1999).

According to Robbins (2006), defines that job satisfaction is a form of general attitude given by individuals towards their work. Job satisfaction emphasizes attitude rather than behavior. This research confirms that satisfied employees are more productive than dissatisfied employees and this principle has been held for many years by managers. Common factors included in the assessment of job satisfaction are work atmosphere, supervision, current wage levels, promotion opportunities and relationships with work partners.

There are several factors that influence job satisfaction, one of which is organizational climate. According to Riadi (2018), argues that organizational climate is a condition and characteristic of the workplace environment that characterizes an organization that is formed from the attitudes, behavior and personalities of all members of the organization. Organizational climate is also proof of a concept that describes the internal atmosphere of the organizational environment felt by its members while they are active in order to achieve organizational goals.

Another factor that affects job satisfaction is workload. According to Munandar (2008), argued that workload is a condition or condition of work with several detailed tasks that must be completed by employees within a certain predetermined period of time .

This study will discuss the effect of organizational climate and workload on employee job satisfaction at BPS West Nusa Tenggara Province. The Central Statistics Agency is a non-ministerial government agency that is directly responsible to the president. The role of the Central Statistics Agency based on the law is to provide data needs for the government and the public where the data is obtained from censuses or surveys conducted directly by the BPS and also from departments or other government agencies as secondary data, assisting statistical activities in departments of government agencies and institutions others in building a national statistical system then the final role is to develop and promote standard statistical techniques and methodologies and provide services in the field of education and statistical training.

Based on the results of direct observations conducted by researchers regarding job satisfaction at the BPS West Nusa Tenggara Province. Research on job satisfaction in this organization has never been studied before, it is

interesting for researchers to do further research on this matter. There are several problems found related to organizational climate and workload including a lot of workload which makes employees feel dissatisfied, strict supervision but makes employees satisfied, good co-worker relations which make employees satisfied working in the organization. These phenomena are what attract researchers to find out more about how much influence the organizational climate and workload have on employee job satisfaction at the BPS of West Nusa Tenggara Province.

## 1.2 Research Problems

Job satisfaction is an important factor that must be considered by an organization. If employee job satisfaction is high, the level of productivity, commitment and employee performance will be maximized for the organization. In increasing job satisfaction it is very necessary to pay attention to the state of the organizational climate and the level of workload given to employees. Because the high or low of these factors can show how satisfied employees are with the work they do.

## 1.3 Research question

1. Does Organizational Climate affect employee job satisfaction at BPS West Nusa Tenggara Province?
2. Does workload affect employee job satisfaction at the West Nusa Tenggara Province BPS?

## 1.4 Research purposes

1. To determine the effect of organizational climate on job satisfaction at BPS West Nusa Tenggara Province
2. To determine the effect of the burden on employee job satisfaction at the West Nusa Tenggara Province BPS

## 2. LITERATURE REVIEW

### 2.1 Theoretical Basis

#### 2.1.1 Job Satisfaction

According to Siagian (2012), defines that job satisfaction is an attitude or a person's point of view, both positive and negative perspectives about his work. According to him, job satisfaction can be related to several variables, namely work performance, absenteeism rate, intention to move, age of worker, position and size of an organization.

According to Sutrisno (2009), revealed that job satisfaction is influenced by several factors including:

- Wages
- job security
- Opportunity to advance
- Management and company
- Supervision
- job intrinsic factor
- working conditions
- Social aspects of work
- Communication
- company facilities

Then there are several indicators that are used as benchmarks in conducting research on job satisfaction according to Afandi (2018), namely:

- The job itself
- Wages/salaries
- Promotion
- Supervision
- Work colleague

#### 2.1.2 Organizational Climate

According to Cohen (2010), explains that organizational climate refers to the quality and character of organizational life. Organizational climate is based on the pattern of life experiences of organizational people and reflects norms, goals, values, interpersonal relationships, teaching, learning, leadership practices, and organizational structure. According to him, the organizational climate is divided into four dimensions, namely: (1) security which includes rules, physical and social security, (2) Relationships which include respect for differences and social support, (3) Teaching and learning, including learning support, professional development, leadership and social learning, (4) Environment which includes organizational environment and physical environment.

According to Winata (2013: 32), suggests that there are five factors that influence organizational climate, including :

- Personal placement
- Development of communication relationships within the organizational environment
- Assignment and conflict resolution
- Collection and use of information

- Environmental conditions

then according to Wirawan (2015) there are several indicators used to become benchmarks in this study including:

- responsibility
- identity
- warmth
- support
- conflict

### 2.1.3 Workload

According to Munandar (Harini et al 2018), argued that workload is a task that must be completed by employees within a certain period of time by utilizing their potential and skills. Meanwhile, according to Kasmir (2019), defines that workload is a comparison between the total standard time to complete tasks and the standard work that has been determined by the company.

According to Harini *et al.* (2018) divides the workload into two, namely:

#### 1. External factors

Is a workload that comes from outside the employee's body (*wring stressor*) like :

- Tasks that are carried out physically, such as: work situation, layout, workplace, work tools and infrastructure, working conditions, work attitude.
- Tasks that are done mentally, such as: the complexity of the job, the level of difficulty of the job, training and education obtained, job responsibilities.
- Work organization, such as: working time, rest time, division of labor, overtime work, wage system, model of organizational structure, delegation of tasks and authority.
- Work environment, such as: physical work environment, biological work environment, and psychological work environment.

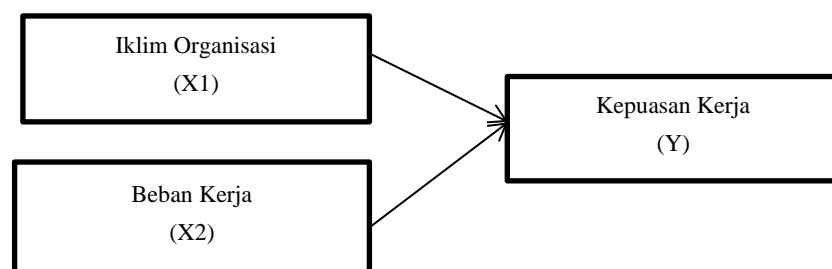
#### 2. Internal factors

Internal factors are factors that come from within the employee's body as a result of the reaction given by factors that affect outside the employee's body, namely external factors. These internal factors include somatic factors (gender, age, body size, nutritional status, health conditions), psychological factors (motivation, perceptions, beliefs, desires and satisfaction).

Then according to Putra (Harini , et al 2018), there are several indicators that have been put forward including:

- Targets to be achieved
- working conditions
- Use of working time
- work standards

## 2.1 Conceptual Framework and Hypothesis Formulation



### 2.1 Image of the Conceptual Framework

- (Ha): Organizational Climate has a Positive and Significant Effect on Employee Job Satisfaction at BPS West Nusa Tenggara Province
- (Ha): Workload has a Negative and Significant Effect on Employee Job Satisfaction at BPS West Nusa Tenggara Province

## 3. RESEARCH METHODS

### 3.1 Types of Research

This research uses the type of associative research. This associative research is research that intends to describe and test the relationship of two or more variables. This research has the highest level when compared to descriptive and comparative research because, with this research a theory can be built that can function to explain, predict and control symptoms (Sugiyono, 2011)

## 3.2 Population

The population is the entire research object consisting of humans, objects, animals, plants, symptoms, test scores or events as data sources that have certain characteristics in a study (Nawawi, 2012). The population in this study were all employees working at the West Nusa Tenggara Province BPS office , totaling 69 employees.

## 3.3 Data Collection Methods

The data collection method used in this research is to use the census method. The census method is a study that takes one population group as a sample as a whole and uses a structured questionnaire as the principal data collection tool to obtain specific information (Usman and Akbar , 2008 ).

## 3.4 Data Types and Sources

**The type of data** used in this research is to use a quantitative research type. This quantitative research is a study conducted to answer questions using a structured design, according to the systematics of scientific research.

**Sources of data** used in this study are:

- a) Primary data, namely data obtained or collected directly from respondents through questionnaires, in this case directly from employees at the West Nusa Tenggara Province BPS office .
- b) Secondary data, namely data obtained from searches or archives, reports in the form of data regarding employees related to this research. In this case the secondary data obtained is in the form of employee absence data at the BPS West Nusa Tenggara Province.

## 3.5 Data Analysis Procedures

### 3.5.1 Instrument Data test

- I. validity test
- II. reliability test

### 3.5.2 Data Analysis Test

- I. Multiple Linear Regression Test

### 3.5.3 Classic assumption test

- I. Normality test
- II. Multicollinearity Test
- III. Heteroscedasticity Test

### 3.5.4 Hypothesis testing

- I. F test
- II. T test
- III. R test <sup>2</sup>

## 4. RESULTS AND DISCUSSION

### 4.1 Research Results

#### 4.1.1 Characteristics of Respondents

**Table 4.1 Characteristics of Respondents**

<b>Gender</b>			
No	Information	Frequency	Percentage (%)
1	Man	36	52.17%
2	Woman	33	47.83%
<b>Age</b>			
No	Information	Frequency	Percentage (%)
1	21-30	11	15.94%
2	31-40	30	43.48%
3	41-50	16	23.19%
4	51-60	12	17.39%
<b>Education level</b>			
No	Information	Frequency	Percentage (%)
1	SMA/SMK	5	7.25%
2	3-year diploma	2	2.90%
3	Diplomas 4	17	24.64%
4	Undergraduate (S1)	20	28.98%
5	Strata 2 (S2)	24	34.78%

No	Information	Frequency	Percentage (%)
6	Strata 3 (S3)	1	1.45%
<b>Years of service</b>			
1	1 – 10	23	33.33%
3	11–20	28	40.58%
5	21–20	13	18.84%
7	31–40	5	7.25%
<b>Amount</b>		<b>69</b>	<b>100%</b>

**Source: Summary of Primary Data Research Results for 2023**

In table 4.1 it can be seen that there were 36 male respondents or 52.17%, and 33 female respondents or 47.83%. This means that male employees are more needed to perform certain tasks. Then in terms of age characteristics it can be seen that the highest frequency lies in the age range of 31-40 people, totaling 30 people or 43.48% , which means that at that age is the most productive age at work. Then on the characteristics of the level of education it can be seen that the highest frequency was at the Masters level of education, namely 24 people or 34.78%, 20 people for S1 or 28.98% and 17 people for D4 or 24.64%. This provides evidence that employees are given equal opportunities to obtain education, both formal and informal. The last can be seen based on the characteristics of length of service, which has the highest range of years of service is 11-20 years totaling 28 people or 40.58%. This means that the employees working at the West Nusa Tenggara Province BPS are employees who are experienced and competent in their fields.

#### 4.1.2 Results of Data Analysis

##### 4.1.2.1. Validity test

The validity test in this study was conducted to find out whether the questionnaire data used was valid or not . Whether or not each item statement in the questionnaire is valid is determined by comparing the correlation coefficient (r count) of each statement with the critical value (r table). If the value of r count > r table then the statement is said to be valid and can be included in further testing and should be.

**Table 4.2 Validity Test Results**

No items	r-count	r-table	Information
<b>Organizational climate variables</b>			
<b>X1.1</b>	0.544	0.235	Valid
<b>X1.2</b>	0.581	0.235	Valid
<b>Workload variable</b>			
<b>X2.1</b>	0.764	0.235	Valid
<b>X2.2</b>	0.395	0.235	Valid
<b>Job satisfaction variable</b>			
<b>Y1</b>	0.710	0.235	Valid
<b>Y2</b>	0.674	0.235	Valid

**Source: Primary Data Processed in 2023**

In table 4.2 above it can be seen that all the items are Valid. This is because r count > r table, where if the r table used in this study is 0.235 according to the r *product moment table* with 69 respondents and the significance level is 5 percent. So, with the validity of all question items on this Organizational Climate variable, all of them can be used in this study.

##### 4.1.2.2 Reliability Test

The questionnaire is said to have high reliability if the questionnaire is stable and reliable so that using the questionnaire many times will give the same results. A questionnaire is said to be reliable or reliable if the respondents' answers to the questions are consistent or stable from time to time. The questionnaire to be tested is reliable if it has a *Cronbach Alpha value* > 0.60 and if it is less than 0.60 it is declared unreliable

**Table 4.3 Reliability Test Results**

No	Variable	Cronchbach's Alpha value	Criteria	Information
1	Organizational Climate	0.907	0.600	Reliable
2	Workload	0.914	0.600	Reliable
3	Job satisfaction	0.881	0.600	Reliable

Source: Primary Data Processed in 2023

Table 4.3 above explains that the results of the reliability test of the research instrument can be seen that each variable, namely organizational climate, workload and job satisfaction, has a *Cronchbach's Alpha value* that is greater than the criterion value of 0.600 which has been determined so that the variable research instrument is reliable.

This research has also passed the classical assumption test and has provided results that the research data is capable and appropriate for use in other research and analytical tests.

**4.1.2.3 Results of Multiple Linear Regression Analysis**

analysis is a technique that aims to determine the effect of the independent variables (Organizational Climate and Workload) and the dependent variable (Job Satisfaction).

**Table 4.4 test results of multiple linear regression analysis**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	.578	.349		1,656	.102
	Organizational Climate	.570	.117	.526	4,851	.000
	Workload	.276	.096	.311	2,867	.006

**a. Dependent Variable: Job Satisfaction (Y)**

Source: Primary Data Processed in 2023

The general equation for multiple linear regression is  $Y = \alpha + b_1.X_1 + b_2.X_2 + e$

$$Y = 0.578 + 0.570 X_1 + 0.276 X_2 + e$$

Information:

Constant ( $\alpha$ ) = 0.578

$b_1 = 0.570$

$b_2 = 0.276$

$X_1 =$  organizational climate

$X_2 =$  workload

$e =$  standard error

- Constant value ( $\alpha$ ) = 0.578

The constant value is at a value of 0.578 which means that job satisfaction is worth 0.578 with the assumption that other variables that can affect the variable of employee job satisfaction are considered fixed.

- $b_1 = 0.570$

the positive organizational climate variable ( $X_1$ ) is 0.570, which means that for every one unit increase in the organizational climate variable there is an increase in Job Satisfaction for BPS NTB Province employees by 0.570 units with the assumption that other variables do not change or remain the same. The positive regression coefficient indicates that there is a unidirectional influence between organizational climate variables on job satisfaction.

- $b_2 = 0.276$

positive workload variable ( $X_2$ ) which is equal to 0.276. This means that for every one unit increase in the workload variable there is also an increase in employee job satisfaction at the BPS NTB Province of 0.276, assuming that other variables do not change or remain constant. The regression coefficient with a positive sign indicates that

there is a unidirectional influence between the workload variables on employee job satisfaction. If the workload increases, job satisfaction will also increase.

#### 4.1.2.4 F Test Results (Model Feasibility Test)

This F test is used to identify the regression model which is estimated to be feasible to use to explain the effect of the independent variables on the dependent variable. If the calculated F probability value < the predetermined significance is 0.05, then it can be said that the regression model is estimated to be feasible.

**Table 4.5 Model Feasibility Results (Test F)**

ANOVA <sup>b</sup>					
Model	Sum of Squares	Df	MeanSquare	F	Sig.
1 Regression	8,806	2	4,403	49,768	.000 <sup>a</sup>
residual	5,839	66	.088		
Total	14,644	68			

a. Predictors: (Constant), Workload (X2), Organizational Climate (X1)

b. Dependent Variable: Job Satisfaction (Y)

**Source: Primary Data Processed in 2023**

Based on table 4.5 above, it can be seen that the significance probability value is 0.000, which means that the value is less than 0.05, which means it is feasible to use to explain the influence of the independent variables and the dependent variable.

#### 4.1.2.5 T test results

This t test is used to determine the relationship between the variables studied partially and to determine how much influence each independent variable has.

**Table 4.6 Statistical Results (T Test)**

Model	Unstandardized Coefficients <sup>a</sup>		Q	Sig.
	B	std. Error		
1 (Constant)	.578	.349	1,656	.102
Organizational Climate (X1)	.570	.117	4,851	.000
Workload (X2)	.276	.096	2,867	.006

a. Dependent Variable: Job Satisfaction (Y)

**Source: Primary Data Processed in 2023**

t table value of 2,000

The basis for making decisions on this T test are:

if the sig value < 0.05 or t-count > t-table, then there is an influence of variable X on variable Y

if the sig value > 0.05 or t-count < t-table then there is no effect of variable X on variable Y

H<sub>0</sub> is accepted and H<sub>1</sub> is rejected if t-count < t-table or if sig value > 0.05

H<sub>0</sub> is rejected and H<sub>1</sub> is accepted if t-count > t-table or if sig < 0.05

- The hypothesis in the first T test is:

H<sub>0</sub> = organizational climate (X1) has no significant effect on job satisfaction (Y)

H<sub>1</sub> = organizational climate (X1) has a significant effect on job satisfaction (Y)

Ha = Organizational Climate (X1) Has a Positive and Significant Influence on Employee Job Satisfaction (Y)

It can be seen from table 4.6 above that the value can be obtained

t-count of 4.851 > t-table 2.000 and a significant value of 0.000 < 0.05. So it can be concluded that H<sub>0</sub> is rejected and H<sub>1</sub> is accepted and the t value is positive, which means that the organizational climate has a positive relationship in the direction of employee job satisfaction at the BPS of West Nusa Tenggara Province. Ha also concluded that the hypothesis was accepted because it had the same results as H<sub>1</sub>, namely a positive and significant effect. This means that Organizational Climate has a positive and significant effect on employee Job Satisfaction at the BPS of West Nusa Tenggara Province. That is, if the Organizational Climate in the organization is getting better, employee job satisfaction will also increase.

- The hypothesis in the second T test is:

$H_0$  = Workload (X2) has no significant effect on job satisfaction (Y)

$H_2$  = Workload (X2) has a significant effect on job satisfaction (Y)

$H_a$  = Workload (X2) has a negative and significant effect on job satisfaction (Y)

According to table 4.6 above it can be concluded that

t-count of 2.867 > 2.000 and a significant value of 0.006 < 0.05. Then it can be concluded that  $H_0$  rejected and  $H_1$  accepted. Then the t value leads to positive so that the hypothesis ( $H_a$ ) above is rejected because the hypothesis is rejected. This means that workload has a positive and direct relationship with BPS employee job satisfaction in West Nusa Tenggara Province. This means that workload has a positive and significant effect on employee job satisfaction at the BPS of West Nusa Tenggara Province. That is, if the workload on the organization is higher, employee job satisfaction will also increase.

#### 4.1.2.6 R Test Results <sup>2</sup>

The coefficient of determination is used to show the magnitude of the influence between the independent variables on the dependent variable. The value of the coefficient of determination can describe the magnitude of the contribution of the independent variable to the dependent variable.

**Table 4.6 Determination Test Results (Test R <sup>2</sup>)**

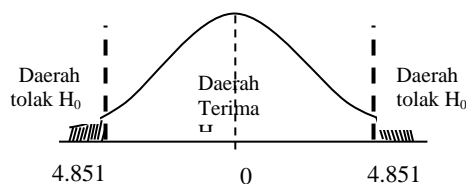
Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.775 a	.601	.589	.29743

a. Predictors: (Constant), Workload (X2), Organizational Climate (X1)

According to table 4.7 above, it is explained that the value of the Adjusted R square is 0.589 or 58.9 % . Which means that the Organizational Climate and Workload variables have an influence of 58.9 % on Job Satisfaction of BPS employees in West Nusa Tenggara Province. While 41.1 % is influenced by other variables.

## 4.2 Discussion

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



**Figure 4.3 accepted and rejected areas  $H_0$  Organizational Climate on Job Satisfaction**

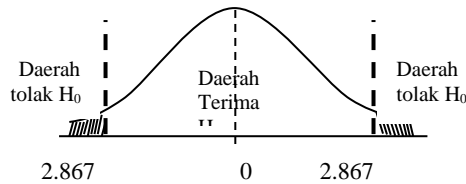
According to Figure 4.3 above, the results show that the Organizational Climate variable has a t-count of 4,851 > t-table of 2,000 and a significant value of 0,000 < 0.05. This means that  $H_0$  is rejected and  $H_1$  is accepted. This means that there is a positive and significant influence of Organizational Climate on employee job satisfaction. Then the Hypothesis ( $H_a$ ) which says that Organizational Climate Has a Positive and Significant Influence on Job Satisfaction of BPS Employees of West Nusa Tenggara Province is also accepted. The influence of Organizational Climate has a positive value on job satisfaction, which means that the better the Organizational Climate at the BPS of West Nusa Tenggara Province, the higher Job Satisfaction.

This is in accordance with the explanation from Riadi (2018) which says that Organizational Climate is the circumstances, conditions and characteristics of the workplace environment that are characteristic of an organization that are formed from the attitudes, behavior and personalities of all members of the organization. Organizational climate is also a concept that describes the condition of the organization's internal environment that is felt by its members while they are active in order to achieve organizational goals. Organizational climate is one of the determinants of employee job satisfaction. Therefore, improving Organizational Climate is one of the most effective ways to increase job satisfaction which in turn becomes a driving factor for the success of an organization. The better the organizational climate, the higher job satisfaction will be .



This is in line with research conducted by Denny (2022) which shows the results that Organizational Climate has a positive and significant effect on Employee Job Satisfaction.

#### 4.2.2 Effect of Workload on Employee Job Satisfaction



**Figure 4.4 accepted and rejected areas  $H_0$  Workload on Job Satisfaction**

From Figure 4.4 above, we get the result that the workload variable has a t-count of 2.867 and a t-table of 2.000. This shows that  $t\text{-count} > t\text{-table}$ . And the significance is  $0.006 < 0.05$ , which means that  $H_0$  is rejected and  $H_2$  is accepted. While the hypothesis ( $H_a$ ) which states that workload has a negative and significant effect on job satisfaction of BPS West Nusa Tenggara Province employees is rejected. This means that there is a positive and significant effect of workload on employee job satisfaction.

The results given by this influence are positive, which means that if the workload given is higher, the job satisfaction of BPS employees in West Nusa Tenggara Province will also increase. This phenomenon is a rare thing, which in general if the workload given to employees is high it will cause a decrease in job satisfaction. West Nusa Tenggara Province BPS. That is, indeed the workload given to the employee is high, however, it has not reached the optimal or saturation point of the workload. So, if the workload given increases, the job satisfaction of employees will also increase. There are several factors that influence the results of research on the effect of workload on employee job satisfaction including employee characteristics, job characteristics and job satisfaction indicators. This is supported by Davis (2002) who states that a more varied job will lead to greater job satisfaction than a routine job.

According to Panggabean (2004) that job satisfaction is influenced by job characteristics, which consist of diversity, skills, identity, task significance, autonomy and feedback from work. This was also explained by Hackman and Oldman (in Dost, 2012) that each core of work includes material aspects of work that can affect one's job satisfaction, the greater the diversity of work activities carried out, the more meaningful one's work will be. If someone does the same work, simple and routine, it will cause boredom or boredom.

The results of this study are supported by Wahyuni (2021) which shows the results that workload has a positive and significant effect on employee job satisfaction. However, the results of this study are not supported by Astuti and Mayasari (2021) which show the results that workload has a negative and significant effect on employee job satisfaction.

## 5. CLOSING

### 5.1 Conclusion

- The results of research on the influence of Organizational Climate on Employee Job Satisfaction provide the result that Organizational Climate has a positive and significant influence on Job Satisfaction of BPS employees in West Nusa Tenggara Province. That is, the better the Organizational Climate, the higher the Job Satisfaction of employees.
- The results of the study regarding the effect of workload on employee job satisfaction at the BPS of West Nusa Tenggara Province gave the result that the workload variable had a positive and significant effect on employee job satisfaction at the BPS of West Nusa Tenggara Province.

### 5.2 Research Implications

#### 5.2.1 Theoretical implications

- In this study, Organizational Climate has a positive and significant effect on job satisfaction of BPS employees in West Nusa Tenggara Province. That is, if the organizational climate is getting better, it will increase job satisfaction within BPS employees of West Nusa Tenggara Province. The results of this study are in accordance with the explanation given by Marshal (2002) which states that organizational climate refers to the social environment of the organization, the physical environment and the organizational environment. The main question is how to make people feel comfortable, safe, welcome and connected and then care about efforts to improve the organizational climate. This is very important for employees who come to work because they will feel comfortable and able to learn and work and feel respected.
- In this study, workload has a positive and significant effect on job satisfaction of BPS employees in West Nusa Tenggara Province. That is, if the workload given is more in line with the work abilities of the employees, it will increase the job satisfaction of BPS employees in West Nusa Tenggara Province. These results are in accordance with Akob's statement (2016) which states that if a job that has been given to an employee can be done well and the employee can adapt to the job, then it will not become a workload.

However, if the work is not carried out properly and the worker cannot adapt it to the employee's abilities, then it will become a workload.

### 5.2.2 practical implications

- The results of the study explain that Organizational Climate has a positive and significant effect on job satisfaction of BPS employees in West Nusa Tenggara Province. These results provide an explanation that if the organizational climate in the office can make employees feel comfortable and safe at work, employees will also feel that their performance is valued by the organization so that the organizational climate is important to maintain and continue to improve so as to increase employee job satisfaction at BPS. West Nusa Tenggara Province.
- The results of the study show that workload has a positive and significant effect on employee job satisfaction at the BPS of West Nusa Tenggara Province. This means that the higher the workload given, the job satisfaction will also increase. These results explain that the organization must provide an even higher workload to its employees up to the optimal point and saturation point so that employee job satisfaction is also at the optimal point and does not decrease. There are many factors why high workload makes job satisfaction increase, namely the factor of getting used to the given workload, good and comfortable organizational climate, supportive co-workers and superiors who provide high motivation for their employees.

## 5.3 Limitations and Research Suggestions

### 5.3.1 Research Limitations

- The results of research on Organizational Climate at BPS West Nusa Tenggara Province show that the organizational climate at BPS is good so that it gives a sense of satisfaction to its employees. However, a good organizational climate alone is not enough to provide job satisfaction for employees, so BPS must pay more attention to the state of the organizational climate in the West Nusa Tenggara Province BPS.
- The results of research on workload at BPS West Nusa Tenggara Province show that the workload is not high enough to increase employee job satisfaction. This result means that the workload has not reached the optimal point for employees so that they can still enjoy their work and employees feel satisfied with the work given.

### 5.3.2 Research Suggestions

The suggestions recommended based on the findings of this study are as follows:

- For BPS West Nusa Tenggara Province, the advice that can be given is that in order to maintain employee job satisfaction, they should further improve the quality of the organizational climate in the office so that job satisfaction will increase.
- For the BPS of West Nusa Tenggara Province, to make employees feel satisfied in terms of organizational workload, it is suggested to provide even more optimal jobs for their employees because employees feel satisfied if their jobs are added.
- For researchers, it is advisable for further research to add and expand on the variables that will be studied further and also use other methods so that the BPS organization of West Nusa Tenggara Province is even better in terms of Employee Job Satisfaction and from various other research variables.

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