(Research/Review) Article

The Influence of Self-Efficacy, Work Relations, and Career Development on Job Satisfaction with Organizational Climate as an Intervening Variable

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Abstract: This study aims to analyze the influence of self-efficacy, work relationships, and career development on organizational climate and job satisfaction in the Civil Service Police Unit and Fire Department of Pesisir Selatan Regency. The objects of this study are employees of the Civil Service Police Unit and Fire Department of Pesisir Selatan Regency, West Sumatra, Indonesia. The population in this study is 109 employees of the Civil Service Police Unit and Fire Department of Pesisir Selatan Regency. In this study, the sample was taken with a non-probability sampling design. The sample in this study was obtained by using saturated sampling, namely making the entire population into a sample of 109 people. Respondents in this study numbered 100 people. Data analysis used Structural Equation Modeling with the Partial Least Squares (SEM-PLS) approach. The results of the study indicate that self-efficacy, work relationships, and career development have a significant influence on organizational climate. Furthermore, self-efficacy, work relationships, and career development also have a significant influence on job satisfaction. However, organizational climate has a positive but insignificant influence on job satisfaction. A mediation test indicates that organizational climate does not mediate the relationship between self-efficacy, work relationships, and career development on job satisfaction. Meanwhile, work relationships have a significant influence on job satisfaction at the Civil Service Police Unit and the Pesisir Selatan Regency Fire Department. Career development has a significant influence on job satisfaction at the Civil Service Police Unit and the Pesisir Selatan Regency Fire Department. These findings confirm that self-efficacy, the quality of work relationships, and career development play a significant role in improving organizational climate and job satisfaction. However, organizational climate has not been able to act as a mediating variable in the relationship between individual factors and job satisfaction in this institutional context.

Keywords: Career development; Job satisfaction; Organizational climate; Self-efficacy; Work relationships.

1. Introduction

The main element in organizational progress is human resources so that it can survive in the current era of globalization. Human resources are the most important asset in an organization on a large or small scale, because they are the source that drives and directs the organization as well as maintains and develops the organization in various demands of society from time to time (Hermawati, 2023). Human resources have an important role in every company activity. One aspect faced in a company is how to make employees work effectively and efficiently through employee performance assessments so that they produce employees who have quality performance (Priansa, 2020). The success of an organization in retaining the employees it has cannot be achieved easily, this can be realized through the organization's ability to understand employee needs so that it can provide job satisfaction for employees.

Job satisfaction generally concerns a person's feelings or emotions about their work. A person who is satisfied with their job can be seen as having a positive attitude or feeling of enjoyment toward their work tasks. Furthermore, work performance demonstrates passion and enthusiasm, discipline, and so on.

The Civil Service Police Unit (Satpol PP) and the Pesisir Selatan Regency Fire Department play a vital role in maintaining public order and safety in the area. Satpol PP is responsible for enforcing local regulations and maintaining public order, including monitoring unlawful activities, such as controlling street vendors, monitoring entertainment venues, and enforcing laws related to social order.

In the Career Development and Training aspect, the average score was 3.0 with 50% of respondents satisfied, indicating that many members feel there is still a lack of opportunities for development or adequate training. Recognition and Appreciation for Performance received an average score of 3.8 with 65% of respondents satisfied, indicating that recognition for member achievements is quite appreciated, but there are still some who feel they are not recognized enough.

The Responsibility and Work Assignment aspect received an average score of 4.0, with 68% of respondents satisfied, indicating that the majority of members felt the work assigned matched their responsibilities and abilities. Work-Life Balance received an average score of 3.4, with 55% of respondents satisfied, indicating that many members felt their work-life balance could still be improved.

For the Work Environment and Organizational Culture aspect, the average score was 3.9, with 63% of respondents satisfied. This indicates that the overall organizational culture and work environment support employee well-being, although there are still some areas for improvement. Finally, Opportunities for Growth and Innovation scored an average of 3.3, with 52% of respondents satisfied, indicating that many employees feel limited in their opportunities to innovate or further develop in their work.

Overall, these data indicate that some aspects need improvement, such as salary and benefits and career development, while others, such as relationships with coworkers and job responsibilities, are considered adequate. Several factors believed to influence job satisfaction are self-efficacy, work relationships, career development, and organizational climate. Self-efficacy, as defined by Bandura (2020), refers to an individual's belief regarding their ability to achieve work goals. High self-efficacy contributes to increased employee motivation and performance (Zhao, 2020). In challenging work environments, such as those faced by Public Order Agency (Satpol PP) and Fire Department personnel, self-confidence is essential for improving performance and job satisfaction.

Working relationships between superiors and subordinates, as well as between colleagues, also play a significant role in influencing job satisfaction. Research by Wang et al. (2020) shows that good working relationships can create a positive work atmosphere, ultimately contributing to higher levels of job satisfaction. In the Public Order Agency (Satpol PP) and the Fire Department, good relationships between members are crucial because their work often involves teamwork in stressful situations. Employees who feel valued and supported by their colleagues and superiors tend to be more satisfied with their jobs.

In addition to work relationships, career development is also a major factor influencing job satisfaction. In organizations, particularly in the public sector, career development includes opportunities for training, skills development, and promotions (Xie & Lee, 2021). Employees who perceive opportunities for career growth feel more valued and motivated to perform better. In the Public Order Agency (Satpol PP) and the Fire Department, career development can improve employee competency in carrying out their highly risky and highly specialized tasks.

Organizational climate also plays a crucial role in shaping job satisfaction. Organizational climate refers to the working atmosphere created within an organization, influenced by its work culture, values, and interpersonal relationships (Kuenzi & Schminke, 2020). A positive climate can strengthen the relationship between factors such as self-efficacy, work relationships, and career development, and job satisfaction. In this regard, organizational climate serves as an intervening variable linking the influence of these factors on job satisfaction.

A positive organizational climate can improve the quality of work relationships, strengthen individual self-confidence, and provide opportunities for career development. Conversely, a negative organizational climate can hinder harmonious work relationships, weaken self-efficacy, and limit career development opportunities. Research by Huang et al. (2021) suggests that a supportive organizational climate motivates employees to work harder and feel more satisfied with their jobs.

The importance of organizational climate in influencing job satisfaction through self-efficacy, work relationships, and career development has been discussed by experts. For example, research by Carmeli et al. (2021) states that a supportive organizational climate can increase individual effectiveness at work, thereby contributing to increased job satisfaction. In the context of the Public Order Agency (Satpol PP) and the Pesisir Selatan Regency Fire Department, creating a positive organizational climate is crucial, as their duties are challenging and often involve stressful situations. For example, the Public Order Agency (Satpol PP), tasked with monitoring and enforcing regulations, requires members who possess not only technical skills but also the ability to work in teams and navigate high-risk situations. A positive organizational climate will help members feel more prepared and confident in carrying out their duties, leading to increased job satisfaction. Similarly, for firefighters facing high-risk work challenges, creating a supportive climate will reduce stress and increase pride in their work.

Research by Luthans et al. (2020) revealed that high self-efficacy is more easily developed in a positive organizational climate. This also applies to the Public Order Agency (Satpol PP) and the Fire Department, where members who have high confidence in their abilities are more likely to adapt and perform their duties well, provided they are supported by a supportive organizational climate. Employees who feel valued in a positive work environment are more satisfied with their jobs and more motivated to improve their performance.

Regarding career development, research by Ng et al. (2021) shows that opportunities for career advancement significantly influence job satisfaction, particularly in government organizations. In the Public Order Agency (Satpol PP) and the Fire Department, it is crucial to provide training and skills development opportunities so that employees feel they are growing in their careers. This not only increases job satisfaction but also reduces stress levels and improves performance in the challenging situations they frequently encounter in the field.

As an intervening variable, organizational climate serves to strengthen or weaken the relationship between these factors and job satisfaction. Research by Ma & Chen (2023) revealed that a positive organizational climate can accelerate the positive impact of factors such as self-efficacy, work relationships, and career development on job satisfaction. Therefore, creating a positive organizational climate is a crucial step to improving job satisfaction in the Public Order Agency (Satpol PP) and the Fire Department of Pesisir Selatan Regency.

Research by Juan Sarajar Mahendra et al. (2024) on employees of the Manado City National Land Agency showed that self-efficacy and organizational climate had a positive and significant effect on job satisfaction, while work-life balance also contributed significantly. Furthermore, a study from Sultan Ageng Tirtayasa University (2021) found that organizational climate had a negative effect on job satisfaction, while career development had a significant positive effect. Research at PT PLN UIW Lahat (Melia Andayani, 2020) found that career development and organizational climate simultaneously influenced job satisfaction (with positive regression coefficients for both).

This is reinforced by Aszari's (2020) study on nurses at Condong Catur Hospital, which showed that organizational climate and career development together had a significant positive influence on job satisfaction. Furthermore, research by Fatolosa Hulu et al. (2023) found that career development and work relationships together had a significant influence on employee job satisfaction. Meanwhile, a thesis by Bunga Indira Artha and Anita Lestari (2020) confirmed that organizational climate plays a positive role in work engagement, mediated by

self-efficacy; this confirms the parallel relationship between self-efficacy and perceptions of organizational climate.

In this regard, this study is expected to provide deeper insight into the influence of self-efficacy, work relationships, and career development on job satisfaction through organizational climate as an intervening variable. The results of this study can make an important contribution to formulating policies and strategies to improve job satisfaction in the government sector, particularly in the Public Order Agency (Satpol PP) and the Pesisir Selatan Regency Fire Department.

Ultimately, this study aims to provide a better understanding of how these factors interact and influence job satisfaction. With a better understanding of the influence of these factors, management at the Public Order Agency (Satpol PP) and the Fire Department can design more effective policies to create a supportive organizational climate, which in turn will improve job satisfaction, performance, and the quality of service to the public. Therefore, this study aims to analyze the EFFECTS OF SELF-EFFICACY, WORK RELATIONSHIPS, AND CAREER DEVELOPMENT ON JOB SATISFACTION, WITH ORGANIZATIONAL CLIMATE AS AN INTERVENING VARIABLE IN THE POLICE AND FIRE DEPARTMENT UNIT OF PESISIR SELATAN REGENCY. This study is expected to provide strategic insights and recommendations for the Civil Service Police and Fire Department Units of Pesisir Selatan Regency in managing human resources more effectively.

2. Preliminaries or Related Work or Literature Review

Management

According to (Gusty et al., 2020), human resources are a central and crucial sector in achieving a company's goals. The skills and quality of employees can drive the company effectively and efficiently.

Human Resource Management

According to (Eri Susan, 2020), human resource management is the science and art of managing relationships and the roles of the workforce effectively and efficiently, helping to achieve the goals of the company or agency, employees, and the community.

Job Satisfaction

According to (Kho, 2021), job satisfaction is a feeling of contentment or accomplishment that an employee derives from their work. Job satisfaction results from an assessment that leads to a person achieving the value of their work or fulfilling their basic needs and helps determine the extent to which they like or dislike their job. In other words, job satisfaction can also be defined as a pleasant emotional state at work.

Self-Efficacy

Self-efficacy, according to Albert Bandura (2020), is an individual's belief in their ability to perform the actions necessary to achieve a specific goal. Bandura suggests that self-efficacy influences not only one's behavior, but also how one thinks, feels, and acts when faced with challenges. Schunk and DiBenedetto (2021) define self-efficacy as a person's belief in their ability to succeed at a task, which influences levels of motivation and achievement. They add that high self-efficacy encourages individuals to be more persistent and persist despite obstacles, while low self-efficacy can lead to giving up easily. Liu and Liu (2022) define self-efficacy as an individual's perception of their ability to overcome various challenges, which significantly influences goal achievement and perceived stress levels when faced with pressure. Finally, Zhang and Zhang (2024) define self-efficacy as an individual's belief in their ability to control the outcomes of their actions in various situations. They highlight that individuals with high self-efficacy are better able to manage challenges, adapt to change, and achieve desired outcomes in both personal and professional contexts. Overall, self-efficacy plays a crucial role in motivating individuals to act more confidently, effectively, and resiliently in the face of adversity.

Employment Relationship

According to Siagian (2020), an employment relationship is an interaction between an employer (organization or company) and a worker (employee) based on an employment agreement to achieve organizational goals and meet employee needs. This relationship encompasses interrelated legal, social, and psychological aspects within the work context. Meanwhile, Robinson and Judge (2021) explain that employment relationships encompass

patterns of interaction between managers and employees within an organization, which can influence employee behavior, job satisfaction, and performance. A good working relationship between managers and employees creates a productive work environment and improves overall organizational performance. Schermerhorn (2022) defines an employment relationship as a form of interaction between superiors and subordinates in achieving common goals within the organization. This relationship involves not only administrative aspects but also emotional and social connections that can influence employee job satisfaction and commitment to the organization.

Career Development

Career development is the responsibility of an organization that prepares employees with specific qualifications and experience so that when needed, the organization already has employees with certain qualifications.

Organizational Climate

According to Tiguiri and Letwin (2021), organizational climate is the relatively persistent quality of the organization's internal environment, experienced by organizational members, influencing their behavior, and can be described in terms of a set of organizational characteristics or traits.

Framework of Thought

From the problem formulation and theoretical basis above, the following framework of thought is derived:
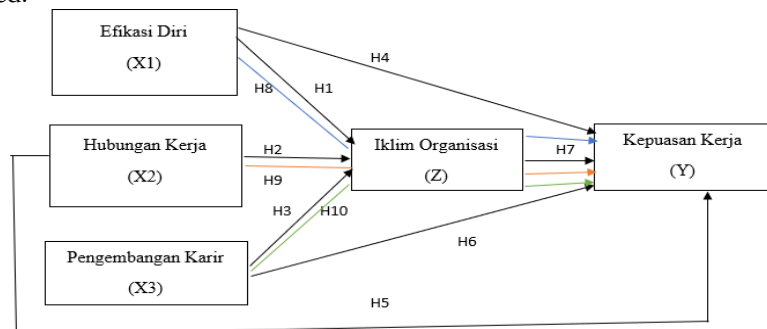

Figure 1. Framework of Thought

3. Proposed Method

Research Object

The objects of this research are employees of the Civil Service Police Unit and the Fire Department of Pesisir Selatan Regency, West Sumatra, Indonesia.

Population and Sample

Population

The population in this study was 109 employees of the Civil Service Police Unit and the Pesisir Selatan Regency Fire Department.

Sample

In this study, the sample was drawn using a non-probability sampling design. The sample in this study was obtained using saturated sampling, which means the entire population, a total of 109 individuals, was sampled.

Results and Discussion

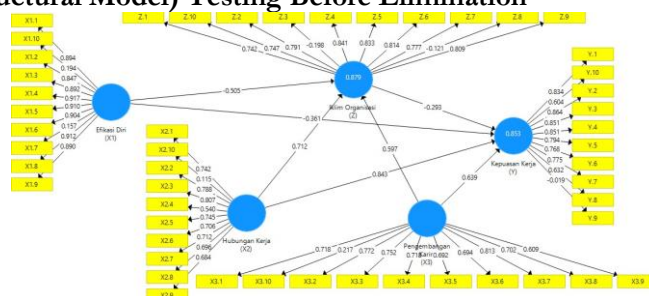**Outer Model (Structural Model) Testing Before Elimination**

Figure 2. *Outer Loadings* before elimination

Based on the processing results in the SmartPLS application, there are several variables whose statement values are below 0.5 so that further analysis must be carried out.

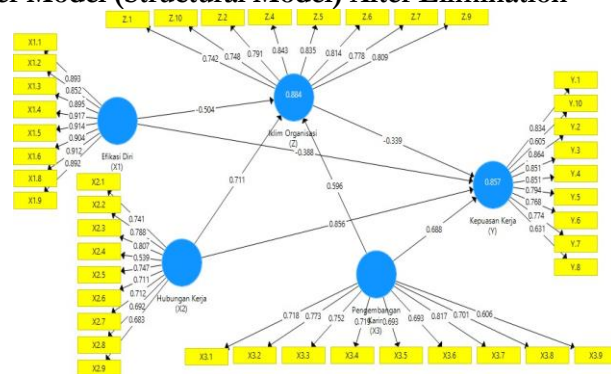**Testing the Outer Model (Structural Model) After Elimination**

Figure 3. *Outer Loadings* after elimination

Based on the processing results in the SmartPLS application, there is one variable whose statement value is below 0.5 so that elimination is carried out where the item has been eliminated.

Average Variance Extracted (AVE) Assessment

Table 1. Average Variance Extracted (AVE)

Variables	AVE
Job Satisfaction (Y)	0,608
Organizational Climate (Z)	0,633
Self-Efficacy (X1)	0,806
Work Relationships (X2)	0,514
Career Development (X3)	0,520

Source: SmartPLS Processed Results, 2025

Based on Table 1., it can be concluded that all the constructs or variables above meet good validity criteria. This is indicated by the Average Variance Extracted (AVE) value above 0.50, as recommended by the criteria.

Hypothesis Testing

Table 2. Result For Inner Weights

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Etika Diri (X1) -> Iklim Organisasi (Z)	-0.324	-0.318	0.194	1.671	0.096
Etika Diri (X1) -> Kepuasan Kerja (Y)	-0.386	-0.388	0.116	3.327	0.001
Hubungan Kerja (X2) -> Iklim Organisasi (Z)	0.376	0.378	0.114	3.292	0.001
Hubungan Kerja (X2) -> Kepuasan Kerja (Y)	0.236	0.238	0.114	2.067	0.040

Iklim Organisasi (Z) -> Kepuasan Kerja (Y)	0.219	0.220	0.113	1.939	0.054
Pengembangan Karir (X3) -> Iklim Organisasi (Z)	0.584	0.580	0.081	7.192	0.000
Pengembangan Karir (X3) -> Kepuasan Kerja (Y)	0.498	0.502	0.104	4.776	0.000

Source: SmartPLS Inner Model Test Results, 2025.

Based on the results of the SmartPLS test in Table 2. the results of the research hypothesis testing can be seen starting from the first hypothesis to the fifth hypothesis which is the direct influence of the constructs of Self-Efficacy, Work Relationships, Career Development, Organizational Climate and Job Satisfaction.

Research Findings
The Influence of Self-Efficacy on Organizational Climate
Recent research by Wulandari (2025) shows that employee self-efficacy is positively related to their perceptions of the work environment, thus strengthening a conducive organizational climate. This aligns with the hypothesis that self-efficacy significantly influences organizational climate. However, several other studies have focused more on the relationship between self-efficacy and job satisfaction than on organizational climate, so more specific research is needed to strengthen this relationship.

The Influence of Work Relationships on Organizational Climate
Research by Putra & Sari (2022) found that harmonious work relationships between employees and superiors can strengthen the organizational climate by increasing team cohesion and interpersonal trust. These results align with the hypothesis. However, research by Nugroho (2021) shows that even when work relationships are good, organizational climate does not always improve significantly because leadership and organizational culture are more dominant factors.

The Effect of Career Development on Organizational Climate
Data testing using the SmartPLS program to assess whether this hypothesis is accepted or rejected yields a comparison between the t-statistic (calculated t-value) and the t-table value of 1.96 at a 5% alpha level. The t-statistic value is greater than the t-table value of 1.96 at a 5% alpha level, or 6.294 > 1.96 with a p-value of 0.000 < 0.05. Therefore, H0 is rejected and H3 is accepted. In other words, there is a significant positive effect of career development on organizational climate.

Research by Manullang (2020) found that effective career development programs positively influence the formation of a healthy organizational climate, as employees feel valued and have a clear future. These results align with the hypothesis. However, research by Rahmadani (2021) found that career development has a more direct impact on job satisfaction than organizational climate, so this relationship remains variable.

The Influence of Self-Efficacy on Job Satisfaction
Research by Wulandari (2025) and Fitriani (2023) supports this hypothesis by stating that employees with high self-efficacy tend to have better job satisfaction because they feel capable of overcoming work challenges. These results align with the hypothesis. No significant conflicting research was found, although some studies emphasized the role of external factors such as organizational support as a greater influence than self-efficacy in job satisfaction.

The Influence of Work Relationships on Job Satisfaction

Based on the results of data processing using the SmartPLS program, the t-statistic or calculated t-value is useful for assessing whether the hypothesis is accepted or rejected. This is done by comparing the calculated t-statistic or calculated t-value with the t-table value of 1.96 (with a 5% error in rejecting the data). The t-statistic value is greater than the t-table value of 1.96, or

5.567 > 1.96 with a p-value of 0.000 < 0.05. Therefore, the hypothesis is accepted, H0 is rejected, and H5 is accepted. In other words, there is a significant positive influence of Work Relationships on Job Satisfaction.

Research by Hidayat & Pratiwi (2022) shows that good working relationships with colleagues and superiors increase employee job satisfaction, a finding consistent with the hypothesis. However, research by Lestari (2021) found that working relationships do not always significantly impact job satisfaction if compensation and organizational rewards are deemed inadequate.

The Effect of Career Development on Job Satisfaction

Research in the Maneggio Journal (2020) states that career development has a positive and significant effect on job satisfaction. This aligns with research by Amalia (2022), which confirms that career development opportunities boost employee motivation and job satisfaction. However, research by Ridwan (2021) found conflicting results, indicating that career development had no significant effect due to limited implementation of career programs in organizations.

The Influence of Organizational Climate on Job Satisfaction

Research by Maneggio (2020) showed that organizational climate had a positive but insignificant effect on job satisfaction, thus aligning with the hypothesis. However, research by Suryani (2022) found that organizational climate significantly impacts job satisfaction when supported by good leadership and open communication.

The Influence of Self-Efficacy on Job Satisfaction Through Organizational Climate

Research specifically examining the mediating role of organizational climate is still limited. Some studies, such as the study by Fitriani (2023), show that self-efficacy has a direct effect on job satisfaction without requiring the role of organizational climate. This is in line with the hypothesis. However, research by Aditya (2021) found that organizational climate can strengthen the influence of self-efficacy, thus contradicting these results.

The Influence of Work Relationships on Job Satisfaction Through Organizational Climate

Research by Hidayat & Pratiwi (2022) confirmed that work relationships have a direct effect on job satisfaction, without the mediation of organizational climate, thus aligning with the hypothesis. However, another study by Dewi (2021) showed that a positive organizational climate can strengthen the influence of work relationships on job satisfaction, contradicting these results.

The Influence of Career Development on Job Satisfaction Through Organizational Climate

Research by Maneggio (2020) actually showed different results, namely that organizational climate and career development can indirectly influence performance through job satisfaction, thus contradicting the hypothesis. However, research by Ridwan (2021) supports the hypothesis by finding that career development has a direct effect on job satisfaction without being influenced by organizational climate.

5. Conclusions

From the discussion in the previous chapters, the following conclusions can be drawn:

(1) Self-efficacy has a significant influence on organizational climate in the Civil Service Police Unit and the Pesisir Selatan Regency Fire Department. (2) Work relationships have a significant influence on organizational climate in the Civil Service Police Unit and the Pesisir Selatan Regency Fire Department. (3) Career development has a significant influence on organizational climate in the Civil Service Police Unit and the Pesisir Selatan Regency Fire Department. (4) Self-efficacy has a significant influence on job satisfaction in the Civil Service Police Unit and the Pesisir Selatan Regency Fire

Department. (5) Work relationships have a significant influence on job satisfaction in the Civil Service Police Unit and the Pesisir Selatan Regency Fire Department. (6) Career Development has a significant effect on Job Satisfaction in the Civil Service Police Unit and the Pesisir Selatan District Fire Department. (7) Organizational Climate has a positive but insignificant effect on Job Satisfaction in the Civil Service Police Unit and the Pesisir Selatan District Fire Department. (8) Organizational Climate does not mediate the effect of Self-Efficacy on Job Satisfaction in the Civil Service Police Unit and the Pesisir Selatan District Fire Department. (9) Organizational Climate does not mediate the effect of Work Relationships on Job Satisfaction in the Civil Service Police Unit and the Pesisir Selatan District Fire Department. (10) Organizational Climate does not mediate the effect of Career Development on Job Satisfaction in the Civil Service Police Unit and the Pesisir Selatan District Fire Department.

Further research should be conducted in other government agencies, both at the regional and central levels, or in different public sectors. This is important to compare results between agencies and strengthen the generalizability of research findings.

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