

The Influence of Organizational Climate and Career Development on Job Satisfaction and Service Quality

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ABSTRACT

This study was motivated by the importance of organizational climate and career development on job satisfaction in improving the service quality. The purpose of this study was to describe and verify facts on organizational climate, career development, job satisfaction, and service quality. This study used a quantitative method by using a survey technique. The samples of this study were employees and communities using total sampling and random sampling. This study used primary and secondary data. Data were analyzed using path analysis with SPSS Version 20.0. Based on the results, a conducive organizational climate was important in fulfilling employee comfort which can be seen from the formation of structures, preparation of work standards, and responsibilities of each employee in Cigasong Sub-District Majalengka Regency. Transparent and fair career development was important for employee engagement in Cigasong Sub-District Majalengka Regency, which can be seen from the improvement in the justice system in a career, concern from leaders for employees, clarity of information received by employees, and a good promotion system. Job satisfaction was able to meet employee expectations with reality.

Keywords: Organizational Climate, Career Development, Job Satisfaction, Public Service Quality

I. INTRODUCTION

The development of science and technology has brought many changes to life, resulting in changes in mindset and behavior in the life of the nation and state. These changes have consequences on the needs and desires of the community for government services. Government is an institution to fulfill services. Initially, the goal of the government was to provide services to the community, so that "government is a multi-process system to meet and protect the needs and demands for goods, market services, public services, and civil services" (Ndraha Taliziduhu, 2005). Public service as the focus of state administration in Indonesia still needs comprehensive attention and resolution. Qualitatively, this hypothesis can be proven by various demands of public service as a sign of dissatisfaction. It must be admitted, that the services provided by the government to the community continue to reform, both in paradigm and format in accordance with the increasing demands of the community and changes in the government. However, these reforms have not been satisfactory because the community is still positioned as powerless and marginalized in the service framework (Sinambela, 2006). Public service is defined as all forms of service both in the form of public goods and public services as a responsibility carried out by the Central Government, Regional Government, State-Owned Enterprises, or Regional-Owned Enterprises to

meet community needs or to enforce laws and regulations. Based on Law Number 12 of 2008 on the Second Amendment to Law Number 32 of 2004 on Regional Government, the regional government must continuously improve public services. Therefore, the demand for quality service continues to increase over time. This demand is increasing along with the awareness that the community has the right to be served and the regional government is obliged to provide services. The challenge faced in public service is to create efficient services and do not differentiate the status of the community served, or in other words, fair and democratic services (Juliantara, 2005). Law on public service (officially Law Number 25 of 2009 on Public Service) regulates the principles of good governance to maximize government functions. Law is based on public interest, legal certainty, equality of rights, the balance of rights and obligations, professionalism, participation, non-discrimination, transparency, accountability, facilities and special treatment for vulnerable groups, timeliness and speed, convenience and affordability, and aims to ensure that there are limits. and a clear relationship on the rights, responsibilities, obligations and authorities of all parties related to the implementation of public services in accordance with the general principles of government and corporations. The implementation of public services must be in accordance with statutory regulations and provide

protection and legal certainty for the community in implementing public services.

Cigasong Sub-District Majalengka Regency Office is a government agency that provides services to the community, especially in the Cigasong Sub-District which includes 10 Villages, 71 Hamlets (RW), and 404 Neighborhoods (RT) with an area of 638.808 Ha and a population density of 181 people per hectare. Cigasong Sub-District is very strategic because it has a large terminal for vehicles from Rajagaluh, Talaga Jatiwangi, and Kadipaten. Based on observations, interviews, and

questionnaires on the Head of General Affairs & Population, there are problems in the office. One of them is data management of Identity Card (KTP) and Family Card (KK). Based on the results of internship activity in Cigasong Sub-District, data management for issuance and extension of KTP and KK has been performed electronically but has not been optimal. However, the manual system has difficulties in finding data so it takes a long time. This fact is reinforced by the answers of competent employees. The results of the preliminary survey can be seen in Table 1.

Table 1. Job Satisfaction Level

No	Indicator	N	Minimum	Maximum	Mean	Std. Deviation
1	Salary	20	1.00	5.00	3.2000	1.10501
2	Promotion	20	1.00	4.00	2.5600	1.03110
3	Supervision	20	1.00	5.00	2.4600	1.09545
4	<i>Benefit</i>	20	1.00	5.00	3.1500	1.26803
5	<i>Contingent rewards</i>	20	1.00	5.00	3.1000	1.16529
6	<i>Operating procedures</i>	20	1.00	4.00	2.8500	.87509
7	<i>Coworkers</i>	20	1.00	5.00	3.0500	1.14593
8	<i>Nature of work</i>	20	1.00	5.00	2.5500	1.09904
9	<i>Communication</i>	20	1.00	4.00	3.0500	1.09904
	Valid N (listwise)	20				

Source: Preliminary Survey, 2017

Based on the analysis, 4 indicators had the lowest score namely, promotion, supervision, operating procedures, and nature of work which were in the low satisfaction category. To create job satisfaction, many factors influence, including the organizational climate. A conducive organizational climate can create comfort and pleasure so that employees will be more enthusiastic in carrying out their duties and responsibilities. Climate cannot be touched, but the climate can be felt psychologically in the form of employee perception on the work environment. Climate and satisfaction determine each other, this means job satisfaction will increase if it is supported by the conducive and controlled organizational climate. Climate greatly influences job satisfaction in every organization (D, 2019; Jyoti, 2016; Pradesh, 2020; Sunarsih, 2017). Another factor that influences job satisfaction is career development. Career development aims to

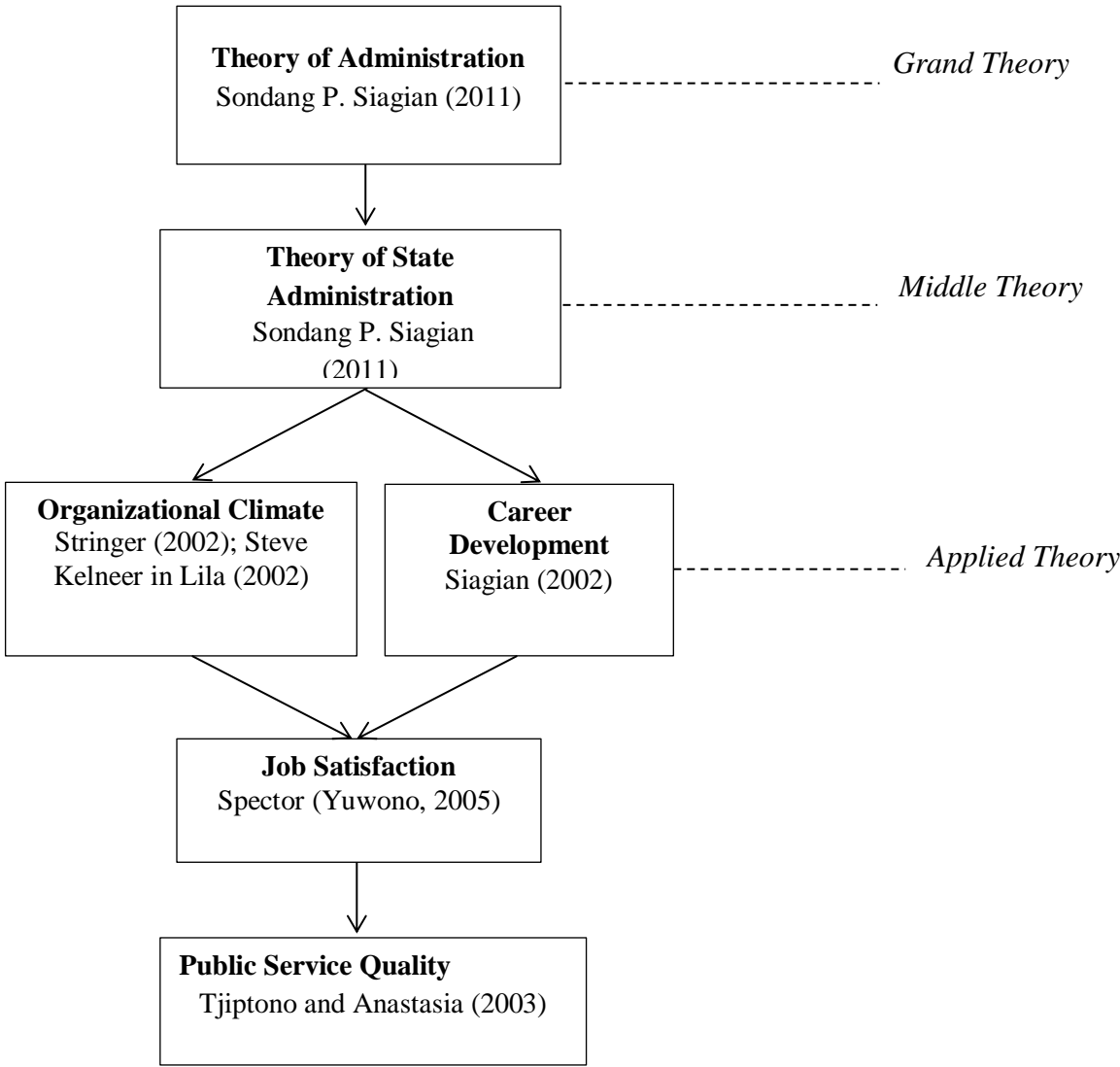
make employees have better abilities so that they can know the functions, roles, and responsibilities in the work environment. With career development, it is expected to achieve a higher level of satisfaction. Government organizations strive to improve job satisfaction where the rights and obligations of employees are arranged in line with their functions, roles, and responsibilities. The relationship between career development and job satisfaction had been studied by (Johan Yuda Prawira Putra, 2020; Parimita, Pambudi, & Aminah, 2017; Williamson & Lounsbury, 2015) which showed that empirically, career development had a significant influence on job satisfaction. Job satisfaction is important for everyone at work. High job satisfaction will affect someone in completing work, so that company goals can be achieved properly. Basically, job satisfaction depends on the individual, because each individual has a different level of satisfaction according to the prevailing values (Maseleno et

al., 2019). Based on the above background, researchers had an interest to study “The Influence of Organizational Climate and Career Development on Job Satisfaction and Service Quality (Survey on Cigasong Sub-District Majalengka Regency)”.

II. THEORETICAL REVIEW

In the theoretical review, researchers identified Grand Theory, Middle Theory, and Applied Theory.

Figure 1. Hierarchical Structure of Theory



Organizational climate functions as a reinforcing factor in the teaching and learning process for work behavior, performance, and job satisfaction. Therefore, the more appropriate and the better the organizational climate, the higher job satisfaction and employee performance in an organization (Danish, Draz, & Ali, 2015; Sugiarto, 2019). In a book by (Andreas, 2004), according to Nicko Achmad Pradityo, Rodhiyah & Saryadi, Kuswadi, there was a differing opinion

on the factor influencing employee performance. Kuswadi stated that the influence factor of employee performance is organizational climate, management style, competence, and job requirements. However, the most influencing factor is the organizational climate. If the organizational climate is not supportive, then employee performance is not optimal.

George Litwin in (Agustina, 2002) defined organizational climate as a set of properties that can be measured from an organizational environment based on employee perception. The organizational climate supports and improves organizational performance as stated by Redding (1986: 201) that "organizational climate is more crucial than skill or technique to communicate in creating an effective organization." Positive reinforcement can increase positive response and influence organizational relationships to be pleasant. Job satisfaction in a government has a considerable influence on achieving goals. High job satisfaction is desired by managers because it is related to the expected positive results. High job satisfaction is a sign that an organization is well managed and is the result of effective behavior management. Thus, a government or organization must be able to pay attention to job satisfaction which includes expectations and needs. If the expectations and reality are without gaps or only small gaps, it means that there is still an employee satisfaction.

(Veithzal Rivai, 2004) stated that basically, job satisfaction depends on the individual, because each individual has a different level of satisfaction according to the prevailing values. The higher the suitability of activities with individual desires, the higher the satisfaction with activities. Career development will help employees achieve job satisfaction. With assessment, it can be seen that the positive and negative characteristics in a person are a strong incentive to improve workability, both with positive characteristics as capital and by systematic efforts to eliminate or reduce negative characteristics. The adjustment between career and internal employees can be made with employee transfer programs and education and training programs. With these programs, employees can gain insight, experience, abilities, and expertise so that job satisfaction increases. Career development will increase job satisfaction. The quality of employees in career development will have an impact on job satisfaction. Based on the above explanation, career development has an influence on job satisfaction, both positive and negative. Public service organized by the government is influenced by many factors, both factors from the government as service providers, as well as factors on the community as service recipients. Based on the supporting theory stated, Figure 3 is the conceptual framework as the basis for the formulation of hypotheses.

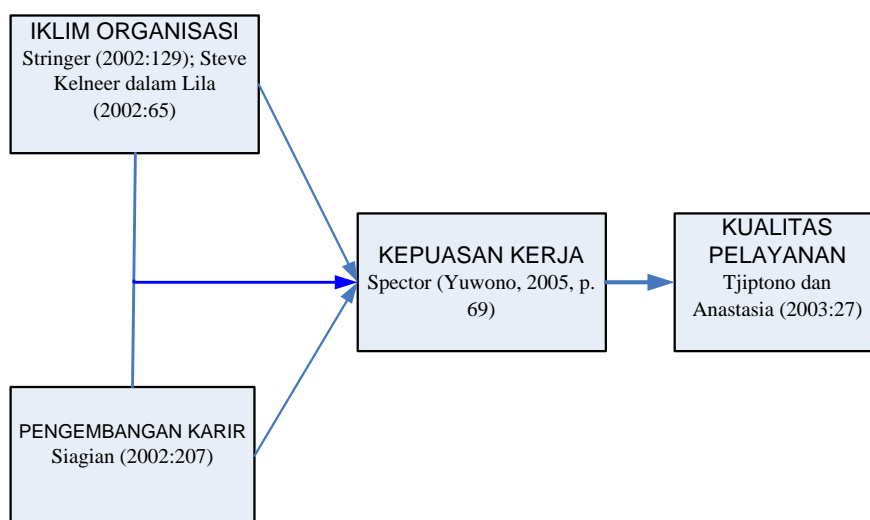


Figure 2. Developed Model

III. METHOD

A method is a technique or a way to find, obtain, collect, or record data, whether it is primary data or secondary data to compile a study and then analyze the factors related to the problem so that the truth of the data is obtained. According to (Umi Narimawati, 2008), “method is a technique to obtain data and achieve certain purposes.” (Sugiyono, 2004) defined “basically, a method is a scientific way to obtain data with specific purposes and uses.” This study used descriptive and verificative methods. According to (Sugiyono, 2007), “The descriptive analysis is used to analyze the data by describing it.” According to Mashuri (2008:45), the verificative method examines the truth to test the technique with or without improvement by overcoming problems similar to life. This study used a

descriptive method with a qualitative approach and a verification method with a quantitative approach based on documentation. This study used the Slovin formula and proportional random sampling based on the study area. In this study, the total population was 100 people while the samples were 50 people based on the Slovin formula. Therefore, path analysis tested X1 and X2 on Y and their impact on Z on 50 people.

IV. RESULTS AND DISCUSSION

The analysis showed the influence of the independent variable on the intervening variable and the intervening variable on the dependent variable, as well as hypothesis testing. The results of path analysis using SPSS version 20.0 can be seen as follows:

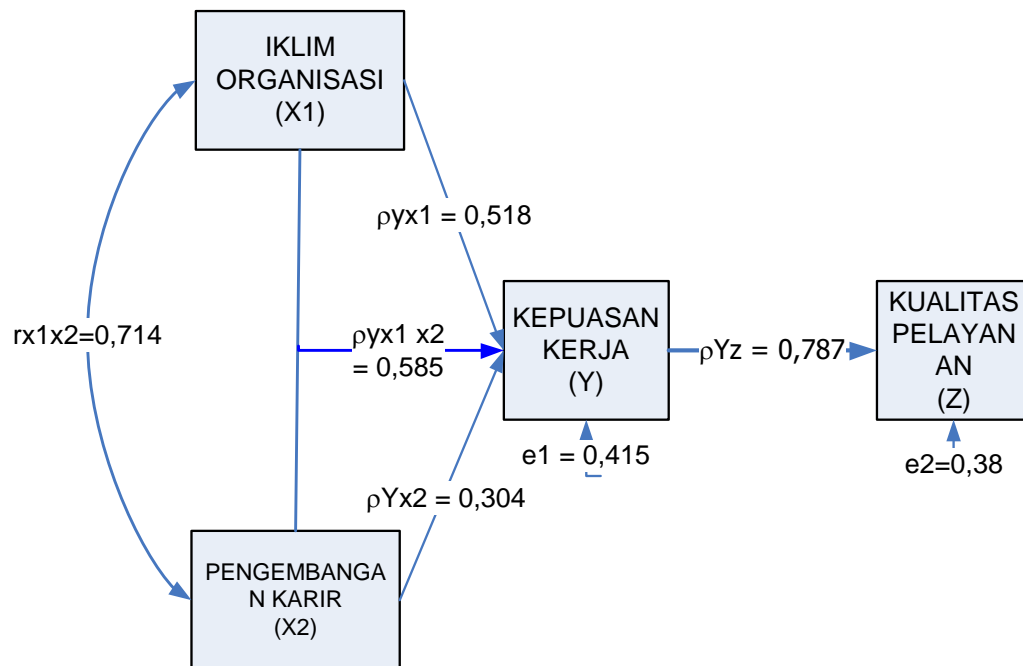


Figure 3. Results of Path Analysis
Source: SPSS Version 20.0

Based on the above figure, then the path analysis equations are as follows:

$$Y = 0.518 pyx1 + 0.304 pyx2 + 0.415 e1$$

$$Z = 0.787 pyz + 0.380 e2$$

- The relationship between organizational climate and career development
The correlation value between organizational climate and career development was 0.714. The value was in a fairly strong relationship

category, so that organizational climate is a satisfaction factor in improving career development transparency.

- The partial effect of organizational climate on job satisfaction
The direct effect of organizational climate on job satisfaction had a path coefficient of 0.518; so the direct effect value was 26.83%. The indirect effect value of organizational climate on job satisfaction through career development ($0.518 \times 0.714 \times 0.304$) was 11.24%. The total

partial effect of organizational climate on job satisfaction was 38.07%.

The hypothesis testing on the partial effect of organizational climate on job satisfaction had t-calculation of 3.857 (see appendix) and t-table of dk (n-k) or 2.00. Thus, it can be concluded that t-calculation (3.857) > t-table (2.00) which means the hypothesis is accepted.

- The partial effect of career development on job satisfaction

The direct effect of career development on job satisfaction had a path coefficient of 0.304; so the direct effect value was 9.24%. The indirect effect value of career development on job satisfaction through organizational climate ($0.304 \times 0.714 \times 0.518$) was 11.24%. The total partial effect of career development on job satisfaction was 20.48%.

The hypothesis testing on the partial effect of career development on job satisfaction had t-calculation of 2.264 and t-table of dk (n-k) or 2.00. Thus, it can be concluded that t-calculation (2.264) > t-table (2.00) which means the hypothesis is accepted.

- The partial effect of organizational climate and career development on job satisfaction.

The coefficient of determination between the organizational climate and career development was 0.585; so the total effect of organizational climate and career development on job satisfaction was 58.50% and the remaining 41.50% was influenced by other factors outside the model. The simultaneous hypothesis testing of organizational climate and career development on job satisfaction had F-calculation of 33,171 (see appendix) and F-table of dk1 (k-1) and df2 (n-k-1) or 8.57. Thus, it can be concluded that F-calculation (33.171) > F-table (8.57) which means the hypothesis is accepted.

- The influence of job satisfaction on service quality

The coefficient of determination between the job satisfaction and service quality was 0.620; so the total effect of job satisfaction on service quality was 62.0% and the remaining 48.0% was influenced by other factors outside the model.

The partial hypothesis testing of job satisfaction on service quality had t-calculation

of 8.852 and t-table of dk (n-k) or 2.00. Thus, it can be concluded that t-calculation (8.852) > t-table (2.00) which means the hypothesis is accepted.

The result analysis is divided into two analyzes, namely descriptive analysis and verification analysis as follows

1. Descriptive Analysis

- a. Conducive organizational climate was important in fulfilling employee comfort which can be seen from the formation of structures, preparation of work standards, and responsibilities of each employee in Cigasong Sub-District Majalengka Regency. However, to improve organizational climate, it is necessary to strive for employee commitment to institutional and job satisfaction. Based on the descriptive analysis, this commitment was considered not optimal.
- b. Transparent and fair career development was important for employee engagement in Cigasong Sub-District Majalengka Regency, which can be seen from the improvement in the justice system in a career, concern from leaders for employees, clarity of information received by employees, and a good promotion system. However, to further increase the level of satisfaction in a career, the institution must consider the clarity of the processes and procedures as well as the stages and systems of careers applied. Based on the answers to the questionnaire, 24 respondents showed negative responses from a total of 50 respondents.
- c. Job satisfaction was able to meet employee expectations with reality. Quite good job satisfaction is supported by several indicators such as clarity in employee promotion, supervision, clarity of work procedures, comfort at work, and supportive colleagues. However, low job satisfaction occurs because the incentives are not in accordance with expectations, especially with regard to excess working hours, aspects of benefits received such as completeness of supporting facilities at work, the desire for field trips, and recognition of work performance.

- d. Most of the public service quality was perceived to be quite good by the community. A quite good service by employees can be seen from the completeness of physical facilities to support the service process, employee reliability in providing services, and responsiveness to services. As for assurance, it can be seen from the ability and attitude of employees to the community. In addition, communication improvement is needed considering that many respondents perceive it as bad and even very bad on the aspects of assurance and empathy. The assurance aspect consists of abilities and attitudes, where 34 respondents perceived it as bad to very bad. In the empathy aspect, 20 respondents perceived it as bad to very bad.

2. Verification Analysis

- a. Organizational climate had a positive and significant influence on job satisfaction. The positive influence of organizational climate on job satisfaction can be seen from the total effect of 38.07%, while the significance can be seen from the results of hypothesis testing that $t\text{-calculation} (3.857) > t\text{-table} (2.00)$, thus the first hypothesis accepted. This means job satisfaction greatly depends on organizational climate. This is in line with a study by (Zhang, 2010) that empirically, organizational climate has a significant influence on all organizational activities including work climate.
- b. Career development had a positive and significant influence on job satisfaction. This is in line with a study by (Tsai, 2014) that career development can improve the employee satisfaction. The total effect of career development on job satisfaction was 20.48%, while the significance can be seen from the results of hypothesis testing that $t\text{-calculation} (2.264) > t\text{-table} (2.00)$, thus the hypothesis accepted. This means job satisfaction greatly depends on transparency and fairness in career development.
- c. Organizational climate and career development had a positive and significant

influence on job satisfaction. The positive influence of organizational climate and career development on job satisfaction can be seen from the total effect of 58.50%, while the significance can be seen from the results of hypothesis testing that $F\text{-calculation} (33.171) > F\text{-table} (2.00)$, thus the hypothesis accepted. This means the combination of organizational climate and career development is able to accelerate job satisfaction improvement.

- d. High job satisfaction can increase community satisfaction from services received and felt. Based on the results, job satisfaction had a great influence on service quality of 62.00% while the remaining 48.00% was influenced by other factors outside the model. This is supported by a quite significant influence of job satisfaction on service quality with $t\text{-calculation} (8.852) > t\text{-table} (2.00)$. This is in line with a study by (Ariani, 2017; Ghayas, 2018; Milana, 2018).

V. CONCLUSION

Conducive organizational climate is important in fulfilling employee comfort which can be seen from the formation of structures, preparation of work standards, and responsibilities of each employee in Cigasong Sub-District Majalengka Regency. Transparent and fair career development was important for employee engagement in Cigasong Sub-District Majalengka Regency, which can be seen from the improvement in the justice system in a career, concern from leaders for employees, clarity of information received by employees, and a good promotion system. Job satisfaction was able to meet employee expectations with reality. However, low job satisfaction occurs because the incentives are not in accordance with expectations, especially with regard to excess working hours, aspects of benefits received such as completeness of supporting facilities at work, the desire for field trips, and recognition of work performance. Most of the public service quality was perceived to be quite good by the community. However, an indicator was bad namely assurance which can be seen from the ability and attitude of employees to community and ease of communication.

Organizational climate had a positive and significant influence on job satisfaction. Career development had a positive and significant influence on job satisfaction. Organizational climate and career development had a positive and significant influence on job satisfaction. High job satisfaction can increase community satisfaction from services received and felt.

To improve organizational climate, the organization is advised to provide flexibility for employees to act creatively and innovatively, so that the organizational climate remains in the high category, if necessary, it should be improved so that employee performance will increasingly lead to perfection. To improve career development, the organization is advised to increase transparency and accountability, so that employees are motivated to have a serious career. To improve job satisfaction, the organization is advised to improve comfort and welfare so that employees have a high level of satisfaction and responsibility for work. To improve community satisfaction, it is suggested to improve weak indicators by increasing employee skills through empowerment programs and improving employee attitudes by implementing a friendly service culture. Based on the results, career development had an influence on job satisfaction. This means career development needs to be considered in improving employee welfare so that employees provide quality work to the organization.

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