



The influence of organizational climate and career development on performance with satisfaction work as intervening variables regional inspectorate Labuhan Batu district

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Abstract

Human Resources (HR) plays an important role in the future development of the organization. The success or failure of achieving organizational goals all depends on the ability of Human Resources (HR) or employees in the organization. These human resources are required to continue to be able to develop capabilities proactively within the company. This study aims to determine whether organizational climate and career development affect employee performance through job satisfaction as an intervening variable at the Regional Inspectorate of Labuhanbatu Regency. The study was conducted on 62 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis. The results obtained in this study show 1) there is a significant influence between organizational climate on job satisfaction, 2) there is a significant influence between career development variables on job satisfaction, 3) there is a significant influence between organizational climate variables on performance, 4) there is a significant influence between career development variables on performance, 5) there is a significant influence between job satisfaction variables on performance, 6) job satisfaction variables cannot affect organizational climate variables on performance, 7) job satisfaction variables cannot influence career development variables on performance.

Keywords: organizational climate, career development, job satisfaction, performance

Introduction

In order to improve performance, productivity and prevent the occurrence of deviations from procedural errors, the organization seeks to make and always improve the staffing standard operating procedures so that it is expected utilization of the capacity of Human Resources in the Regional Inspectorate of Labuhanbatu Regency can be increased optimally. In carrying out its activities, the organization seeks to achieve which purpose has been established. One thing that is important is that the success of various activities within the organization in achieving goals not only depend on excellence technology, operating funds available, facilities or infrastructure owned, but also depending on the aspect of Human Resources (HR).

Human Resources (HR) plays an important role in the future development of the organization. Success or failure of achieving all of these organizational goals depending on the ability of Human Resources (HR) or employees in the organization. Human resources are required to continue to get develop capabilities proactively within the company. Human Resources what companies need at this time are human resources who can continuously developing, able and willing to help the organization in its condition like anything so that the trust given by the organization to the employee will be reciprocated by increasing the ability of the employee himself. The Regional Inspectorate of Labuhanbatu Regency as a Regional Apparatus Organization is an Internal Supervisory Institution for the Regional Government in an effort to support the smooth implementation of general Government, Development and Community Service tasks, continue to make self-improvement in accordance with the demands of change and the demands of the community so that the implementation

of supervision runs more effectively and efficiently as a one of the pillars to realize *good governance*. Duties, Functions and Organizational Structure of the Inapectorate Based on Labuhanbatu Regent Regulation Number 41 of 2021 concerning the Organization and Work Procedure of the Regional Inspectorate of Labuhanbatu Regency Regional Inspectorate is a supervisory element for the implementation of regional government.

The phenomenon that occurs regarding the performance of employees at the Regional Inspectorate of Labuhanbatu Regency is the decrease in the work output of several employees. In addition, there is a working relationship between employees that has not been effective at work, and also performance has decreased due to loose work supervision so that employees do not feel that their work is effective or not. Furthermore, the decline in employee performance is marked by the lack of transparency in determining the career path expected by employees. In addition, the phenomenon of job satisfaction that often occurs is due to the performance appraisal of an employee who still evaluates the employee as a whole and does not assess the employee individually with productive performance results, causing employee job satisfaction to decrease.

Sopiah, (2008) "Job satisfaction is a person's emotional response to work situations and conditions". Whereas Hasibuan, (2009)^[2] "Job satisfaction is a pleasant emotional attitude and loves work". This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside of work and a combination of the two. Employees will be able and willing to work well and have high job satisfaction if employees are placed in

positions that match their interests and abilities and can fulfill various needs by doing work. Job Satisfaction “*Job satisfaction is the favorableness or unfavorableness with employees view their work*”. (Job satisfaction is a feeling of support or not support what employees experience at work) (Mangkunegara, 2017) ^[9], Satisfaction work in work is the positive attitude of the workforce towards their work, which arises based on an assessment of the work situation (Hamali, 2016) ^[7]. Employee careers are very important for individual employees and the success of the organization in achieving its goals. In career theory and labor law, every employee must get equal opportunities in career development. Career development is one of the functions of career management. Career development is the process of identifying employee career potential and materials and applying appropriate methods to develop this potential (Sunyoto, 2015).

Literature review. performance

One way that can be used to see the company's development is by looking at performance appraisal. The targets that become the object of performance appraisal are skills, the ability of employees to carry out a job or task that is evaluated using certain benchmarks objectively and carried out periodically. From the research results, it can be seen that the company's performance is reflected by employee performance or in other words, performance is a concrete work result that can be observed and can be measured.

Performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization which are poured through the strategic planning of an organization. (Moeriono, 2014:95) ^[11]

Job satisfaction

Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is faced by the work environment. The personnel department or management must always monitor job satisfaction because this affects absenteeism, labor turnover, job satisfaction, and other issues. Job satisfaction is a pleasant or unpleasant emotional state in which employees perceive their work. (Suyonto, 2018:26).

Career Development

Employee careers are very important for individual employees and the success of the organization in achieving its goals. In career theory and employment law, every employee must get equal opportunities in career development. Career development is one of the functions of career management. Career development is the process of identifying employee career potential and materials and applying appropriate methods to develop this potential. (Sunyoto, 2018:58).

According to Andrew in Mangkunegara (2009: 77) ^[8] career development is a staffing activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the fullest.

Organizational Climate

Organization is a form of human cooperation for the achievement of common tasks. Organizations are nothing more than a group of people gathered together around a technology that is used to convert *inputs* from the environment into marketable goods and services. Organizational climate is a set of feelings and perceptions on the part of various workers that can change from time to time and from one worker to another. (Sunyoto, 2018:52) In this study Satria (2005), organizational climate is a situation within the organization where each member interacts with each other, limits and recognizes one another and determines the quality of cooperation, development of organizational members and efficiency that will turn goals into results.

Aims. The aims of this research are

1. To know and analyze the effect of organizational climate on job satisfaction.
2. To find out and analyze the effect of career development on job satisfaction.
3. To know and analyze the effect of organizational climate on performance.
4. To find out and analyze the development of performance.
5. To know and analyze the effect of job satisfaction on performance.
6. To find out and analyze the effect of organizational climate on performance through job satisfaction as an intervening variable.
7. To find out and analyze the effect of career development on performance through intervening variable job satisfaction.

Methods

The research was conducted at the Regional Inspectorate of Labuhanbatu Regency. Meanwhile, the research was conducted from October 2022 to January 2023. The population in this study were all permanent employees (PNS) at the Labuhan Batu District Education Office, which were recorded in December 2022, totaling 62 people. Due to the small number of population, the sampling technique in this study is a saturated sample, which means that the total sample uses the entire population.

This research is included in the associative research approach quantitative. This study examines the relationship between Organizational Climate (X_1) and Career Development (X_2) variables on Performance (Y) and Job Satisfaction (Z) as intervening variables. In this study the approach used is approach quantitative because the data used to analyze the influence between variables expressed by numbers or a numerical scale (Kuncoro, 2011, in Wulandari, 2015).

Results

The Regional Inspectorate of Labuhanbatu Regency as a Regional Apparatus Organization is an Internal Supervisory Institution for the Regional Government in an effort to support the smooth implementation of general Government, Development and Community Service tasks, continue to make self-improvement in accordance with the demands of change and demands of the community so that the implementation of supervision runs more effectively and efficiently as a one of the pillars to realize good governance.

Duties, Functions and Organizational Structure of the Inapektorate Based on Labuhanbatu Regent Regulation Number 41 of 2021 concerning the Organization and Work Procedure of the Regional Inspectorate of Labuhanbatu Regency Regional Inspectorate is a supervisory element for the implementation of regional government.

Testing the mediation hypothesis can also be carried out with a procedure developed by Sobel and known as the Sobel test (Sobel test). The Sobel test is carried out by testing the strength of the indirect influence X to Y through Z, as follows:

$$Z = \frac{ab}{\sqrt{(b^2SE_a^2 + a^2SE_b^2)}}$$

Where

a = regression coefficient of the independent variable on the mediating variable

b = regression coefficient of the mediating variable on the dependent variable

SEa = standard error of estimation from the influence of the independent variable on the mediating variable

SEb = standard error of estimation of the effect of the mediating variable on the dependent variable

Following are the results of the Sobel test with organizational climate variables on performance through job satisfaction.

$$t = \frac{0.112 \times 0.207}{\sqrt{(0.207^2 \times 0.148^2) + (0.112^2 \times 0.130^2)}}$$

$$t = \frac{0.112 \times 0.207}{\sqrt{0.00093856449 + 0.0002119936}}$$

$$t = \frac{0.023184}{0.00115055809}$$

$$t = 20.150$$

From the results of the calculation of the sobel test above, a t value of 20,150 is obtained, so that the t value is 20,150 > t table 4,197. It can be concluded that the variable job satisfaction is able to mediate the relationship between the influence of organizational climate on performance.

Following are the results of the Sobel test with career development variables on performance through job satisfaction.

$$t = \frac{0.171 \times 0.207}{\sqrt{(0.207^2 \times 0.147^2) + (0.171^2 \times 0.130^2)}}$$

$$t = \frac{0.171 \times 0.207}{\sqrt{0.00092592404 + 0.0004941729}}$$

$$t = \frac{0.035397}{0.00142009694}$$

$$t = 24.925$$

From the results of the calculation of the sobel test above, a t value of 24,925 is obtained, so that the t value is 24,925 > t table 4,197. It can be concluded that the variable job satisfaction is able to mediate the relationship between the influence of career development on performance.

Path Analysis Sub Model II

Referring to the output of the Model II regression in the table section, it can be seen that the significance values of the three variables are: Organizational Climate (X1) = 0.026, Career Development (X2) = 0.002, Job Satisfaction (Z) = 0.019. These results conclude that the regression of Sub Model II, namely Organizational Climate (X1) and Job Satisfaction (Z) variables have no significant effect on performance (Y). But the Career Development variable (X2) has a significant effect on performance (Y). The value of R2 or R Square contained in the Model Summary table is 0.292, this shows that the contribution or influence of Organizational Climate (X1), Career Development (X2) and Job Satisfaction (Z) on Performance (Y) is 58 %, while the remaining 42 % is contributed by other variables not included in the study. Meanwhile, the value of e2 can be found using the formula $e2 = \bar{a} (1 - 0.292) = 0.841$.

The results of the analysis show that the direct influence of Organizational Climate (X1) on Performance (Y) is 0.183. While the indirect effect of Organizational Climate (X1) on Performance (Y) through Job Satisfaction (Z), namely $0.112 \times 0.193 = 0.021$. Then the total effect given by the Organizational Climate variable (X1) on Performance (Y) is the direct effect plus the indirect effect, namely $0.183 + 0.021 = 0.20$. Based on the calculation results above, it can be seen that the direct effect value is 0.183 and the indirect effect is 0.021, which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the Organizational Climate variable (X1) through Job Satisfaction (Z) has no significant effect on performance (Y).

The results of the analysis show that the direct influence exerted by Career Development (X2) on Performance (Y) is 0.193. While the indirect effect of Career Development (X2) on Performance (Y) through Job Satisfaction (Z), namely $0.171 \times 0.207 = 0.035$. Then the total effect given by the Career Development variable (X2) on Performance (Y) is the direct effect plus the indirect effect, namely $0.193 + 0.035 = 0.28$. Based on the calculation results above, it can be seen that the direct effect value is 0.193 and the indirect effect is 0.035, which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the variable Career

Development (X2) through job satisfaction (Z) has no significant effect on performance (Y).

Discussion

The effect of organizational climate on job satisfaction

Organizational climate variables positive and significant effect on job satisfaction at the Regional Inspectorate of Labuhanbatu Regency. Organizational climate variables has a regression coefficient value of 0.112 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational climate variable will add to the value of job satisfaction of employees of the Regional Inspectorate of Labuhanbatu Regency by 0.112 per one unit score.

Based on the results of testing the first hypothesis, it is known that organizational climate has a significant influence on job satisfaction of the Regional Inspectorate of Labuhanbatu Regency. This is supported by research conducted by Anjar Wibisono (2018), which reveals that organizational climate has an influence on job satisfaction.

The effect of career development on job satisfaction

Career development variable has a positive and significant effect on job satisfaction at the Regional Inspectorate of Labuhanbatu Regency. The career development variable has a regression coefficient value of 0.171 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the career development variable will increase the job satisfaction value of the Regional Inspectorate of Labuhanbatu Regency employees by 0.171 per one unit score.

Based on the results of testing the second hypothesis, it is known that career development has a significant influence on job satisfaction of the employees of the Regional Inspectorate of Labuhanbatu Regency. This is supported by research conducted by Dedi Rianto Rahadi and Claudia Ocktaliani (2017), revealing that work career development has a significant influence on job satisfaction.

The effect of organizational climate on performance

Organizational climate variables has a positive and significant effect on performance at the Regional Inspectorate of Labuhanbatu Regency. Organizational climate variables has a regression coefficient value of 0.183 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational climate variable will add to the performance value of the Labuhanbatu Regency Regional Inspectorate employees by 0.183 per one unit score.

Based on the results of testing the third hypothesis, it is known that organizational climate has a significant influence on the performance of the employees of the Regional Inspectorate of Labuhanbatu Regency. The findings of this study are supported by research conducted by Christine Chely Karundeng (2020), which states that organizational climate has a positive and significant effect on employee performance.

The effect of career development on performance

career development variable has a positive and significant effect on performance at the Regional Inspectorate of Labuhanbatu Regency. The career development variable has a regression coefficient value of 0.193 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the career development variable will increase the performance value of the Regional Inspectorate of Labuhanbatu Regency by 0.193 per one unit score.

Based on the results of testing the fourth hypothesis, it is known that career development has a significant influence on the performance of the employees of the Regional Inspectorate of Labuhanbatu Regency. The results of this study are in accordance with research conducted by Dicky Surya Handoko and Muis Fauzi Rambe (2018) ^[19] as well states that career development has a positive and significant effect on performance.

The effect of job satisfaction on performance

Job satisfaction variable has a positive and significant effect on employee performance at the Regional Inspectorate of Labuhanbatu Regency. The job satisfaction variable has a regression coefficient value of 0.207 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the job satisfaction variable will increase the performance value of

the Labuhanbatu Regency Regional Inspectorate employee by 0.207 per one unit score.

Based on the results of testing the fifth hypothesis, it is known that job satisfaction has a significant influence on the performance of the employees of the Regional Inspectorate of Labuhanbatu Regency. This is in accordance with research conducted by Prayugo Pratama and Sjahril Effendy Pasaribu (2020) ^[21], who found that job satisfaction can improve employee performance.

The effect of organizational climate on performance through job satisfaction

Based on the results of the calculation of the sobel test, it is known that the t value is 20,150, so that the calculated t value is 20,150 > t table 4,197, it can be concluded that the job satisfaction variable is able to mediate the relationship between the influence of organizational climate on performance. And based on path analysis, it is known that organizational climate has a large influence (X1) on the performance (Y) of the Labuhanbatu Regency Regional Inspectorate employees is

20 %, which consists of a direct influence of 18.3 % and an indirect effect of organizational climate (X1) on performance (Y) through job satisfaction (Z) of 2.1 %. The results of this calculation indicate that the direct influence of organizational climate (X1) on performance (Y) is greater than the indirect effect. Thus it can be said that organizational climate effective in improving performance, in other words it can be emphasized that organizational climate (X1) has an influence if there is an increase in employee performance in carrying out tasks.

Based on the results of testing the sixth hypothesis, it is known that organizational climate through job satisfaction has an influence on the performance of employees of the Regional Inspectorate of Labuhanbatu Regency. The results showed that job satisfaction has no role in mediating the effect of organizational climate on performance.

The effect of career development on performance through job satisfaction

Based on the results of the calculation of the sobel test, it is known that the t value is 24,925, so that the calculated t value is 24,925 > t table 4,197, it can be concluded that the variable job satisfaction is able to mediate the relationship between the influence of career development on performance. And based on path analysis, it is known that the influence of career development (X2) on the performance (Y) of the Regional Inspectorate of Labuhanbatu Regency employees is 28 %, which consists of a direct influence of 19.3 % and an indirect effect of career development (X2) on performance (Y) through job satisfaction (Z) of 3.5 %. The results of this calculation indicate that the direct effect of career development (X2) on performance (Y) is greater than the indirect effect. Thus it can be said that the influence of career development (X2) will be smaller in increasing performance (Y) if it is done through job satisfaction (Z).

Based on the results of testing the seventh hypothesis, it is known that career development through job satisfaction has an influence on the performance of employees of the Regional Inspectorate of Labuhanbatu Regency. The results showed that job satisfaction has no role in mediating the influence of career development on performance.

Results

Organizational climate has a positive and significant effect on job satisfaction at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that organizational climate can affect employee job satisfaction.

Career development has a positive and significant effect on job satisfaction at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that the existence of career development for employees can affect employee job satisfaction.

Organizational climate has a positive and significant effect on performance at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that organizational climate can improve performance.

Career development has a positive and significant effect on performance at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that employee career development can improve employee performance.

Job satisfaction has a positive and significant effect on performance at the Regional Inspectorate of Labuhanbatu Regency. This means that this condition proves that employee job satisfaction can improve performance.

The influence of organizational climate on the performance of Regional Inspectorate employees in Labuhanbatu Regency will be smaller if done through job satisfaction. The direct effect of organizational climate on employee performance is greater than the indirect effect of organizational climate on performance. It can be concluded that job satisfaction is not able to mediate the effect of organizational climate on performance.

The influence of career development on the performance of Regional Inspectorate employees in Labuhanbatu Regency will be smaller if done through job satisfaction. The direct effect of career development on performance is greater than the indirect effect of career development on performance. It can be concluded that job satisfaction is not able to mediate the effect of career development on performance.

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