

# The Effect of Work Discipline, Organizational Climate and Career Development on State Civil Apparatus Job Satisfaction in the Ministry of Religion Office of West Sumatera

Syadzali Azizi<sup>1\*</sup>, Syamsir<sup>2</sup>, and Dasman Lanin<sup>2</sup>

<sup>1</sup>*Students at Master, Program in Public Administration, Universitas Negeri Padang, Padang, Indonesia*

<sup>2</sup>*Universitas Negeri Padang, Padang, Indonesia*

\*Corresponding author. Email: [syadzali.azizi37@gmail.com](mailto:syadzali.azizi37@gmail.com)

## ABSTRACT

This research goals to ensured the effect of work discipline, organizational climate and career development on job satisfaction of state civil apparatus in the Ministry of Religion of West Sumatera. This type of research is correlational with quantitative methods. The study population was all State Civil Apparatus at the Ministry of Religion Office of West Sumatera. Sampling using the Slovin formula with proportate stratified random sampling technique with a total sample of 140 people. Collecting data using a questionnaire with a Likert scale measurement consisting of four alternative answer. The data obtained were analyzed using multiple regression techniques with the help of the SPSS program. The proceeds showed that work discipline both individually and collectively, Organizational climate and career development have a significant effect on state civil apparatus job satisfaction with a standard error of 5%. Each of these variables has a different effect on job satisfaction of state civil apparatus at the Ministry of Religion Office of West Sumatera. The implication of theoretical research is that the theory used in this research is still quite actual and relevant so that this research does not cancel existing theories, but can strengthen the theory.

**Keywords:** *Work Discipline, Organizational Climate, Career Development, Job Satisfaction*

## 1. INTRODUCTION

Human resources in an organization is one of the notable factors in an organization because it has a role in achieving corporate goals. This shows that human resources in a company play an important role in improving progress and achieving organizational goals. Employees are important human resources in an organization or company that acts as a planner, implementer, and controller who always plays an active role in realizing an organizational goal. Employees in this case as supporting the achievement of organizational goals that have thoughts, feelings, and desires certainly affect the attitude towards the work that is delegated or charged. Employee attitude towards the job is known as job satisfaction caused by work, equipment, environment, and needs [11].

The conditions that occur regarding the job satisfaction of the state civil apparatus of the Ministry Of Religion Office Of West Sumatera, it is suspected that there are several determining factors, namely work discipline, organizational climate and career development. Based on the initial observations of the author and through the data sources from the monthly

attendance recapitulation, interviews and direct observation found several problems, such as less varied work so that it can make the state civil apparatus who has many skills feel underdeveloped, there are appalling officials and finding fault with superiors and also convey things that are confidential (internal) to others, the existence of unfair competition among civil servants and a less conducive working atmosphere, the civil servants who do not want to accept and carry out decisions that have been agreed upon together, lack of initiative and creativity of the state civil apparatus for do the work and just wait if there is work to be given to him, there is an state civil apparatus who only goes to the office just to take absences, lack of guilt from the state civil apparatus when entering the office late or even not entering the office, lack of cooperation illustrated For example, the empowerment of work teams (team work), lack of communication and emotional relationships between civil servants, lack of attention from superiors to the state civil apparatus in completing problematic work, unfavorable workspace conditions due to the large number of people are not supported by the availability facilities, complaints some

of the state civil apparatus about lack of career development in the form of job promotions, complaints of some of the state civil apparatus about the lack of opportunity to attend education and training.

Work Discipline, Organizational Climate, Career Development, allegedly are factors that effect the job satisfaction of state civil apparatus in the Ministry Of Religion Office Of West Sumatera. Work discipline that is good from the state civil apparatus, a conducive organizational climate and career development opportunities will lead to the realization of civil servants job satisfaction. So based on the description stated above, the writer would like to do research with the "The Effect of Work Discipline, Organizational Climate, and Career Development on State Civil Apparatus Job Satisfaction in the Ministry Of Religion Office Of West Sumatera.

## **2. MATERIAL AND HYPOTHESIS FORMULATION**

### **2.1. Job satisfaction**

According to [4] job satisfaction is a comfortable or uncomfortable emotional state for employee in seeing their work. Job satisfaction reflects a people feelings about his job. This can be seen from the positive attitude of employee towards work and everything they face in their work environment. Furthermore Robbins [7] defines job satisfaction as the difference between the number of reward accepted by worker and the amount they must and must receive. Factors included in job satisfaction are the nature of the job, conditions, wage levels, promotion opportunities and relationships with colleagues.

According to [10] defines that job satisfaction is the attitude of employee on their work related to work situations, cooperation between employee, reward received in work. And things that involve physical and psychological factor. This attitude on work is the proceed of a number of specific individual attitudes towards work factors, individual adjustment, and individual social relation outside of job, giving rise to individual general attitudes towards the work they face.

#### **2.1.1. Job Satisfaction Indicator**

Indicators of job satisfaction are salaries, co-workers, leadership, job promotions, awards and work environment.

### **2.2. Work Discipline**

According to [3] discipline is the awareness and readiness of a people to comply with all company regulations and applicable social norms. Consciousness is the attitude of a person who

voluntarily obeys all regulations and responsibilities. Willingness is the attitude, behavior and actions of a people in accordance with corporation regulations, whether written or not. Furthermore [5] states that discipline is the awareness and willingness of a people to obey all agency regulations and applicable social norms. Awareness here is the attitude of a person who voluntarily obeys all the regulations and is aware of his duties and responsibilities. So, he will obey or do all his duties properly, not because of coercion. Meanwhile, readiness is the attitude, behavior and action that are in fit with agency regulation.

#### **2.2.1. Indicators of Work Discipline**

Work discipline indicators are frequency of attendance, level of vigilance, adherence to work standards, compliance with work regulations and work ethics

### **2.3. Organizational Climate**

According to Keith Davis [1] mentions the organizational climate as a human environment where employees or members of the organization do their work. This understanding can refer to the environment of a department, an important company unit such as a subsidiary or an organization as a whole. Meanwhile, according to Gibson, Ivancevics and Donnelly [1] also states that the organizational climate is a series of things from the work environment that is lived by people who work in an environment and the climate of the organization has a very large role in influencing employee behavior.

#### **2.3.1. Organizational Climate Indicator**

Organizational climate indicators are structures, standards, support, commitment, individual initiatives, and integration.

### **2.4. Career development**

According to [6] career development is an employment activity that helps employees plan their future careers in offices so that offices and employees can develop optimally. Furthermore [9] career development is a personal change that is done by someone to achieve a career plan followed by the opinion of Werther and Davis stated: "Career development is self-improvement that is done by a person to achieve a personal plan" meaning career

development is personal improvement. that someone strives to achieve a personal career plan.

#### 2.4.1. Career Development Indicators

Career development indicators are work performance, recognition by other parties, mentors and sponsors, opportunities for growth and management support.

#### 2.5. Hypothesis

Based on the problems studied, the authors make the following hypothesis:

H1: There is the effect of work discipline on state civil apparatus job satisfaction in the ministry of religion office of West Sumatera.

H2: There is the effect of organizational climate on state civil apparatus job satisfaction in the ministry of religion office of West Sumatera.

H3: There is the effect of career development on state civil apparatus job satisfaction in the ministry of religion office of West Sumatera.

H4: There is the effect of work discipline, organizational climate, and career development together on state civil apparatus job satisfaction in the ministry of religion office of West Sumatera.

### 3. RESEARCH METHODS

The method apply in this research is a quantitative method with a type of correlational, which goals to ensured the effect of work discipline variables, organizational climate and career development on state civil apparatus job satisfaction with partial and together. The population in this study was the state civil apparatus who worked in the ministry of religion office of West Sumatera as many as 213 people. Because of the large population, the author uses the Slovin formula to determine the number of research sample. From the results of the formula, the number of research samples was 140 state civil apparatus working in the ministry of religion's office of West Sumatera. Collecting data using a questionnaire with a Likert scale measurement consisting of four alternative answers that had been tested for validity and reliability. In conducting this research two types of data used are primary and secondary. Before the regression analysis is carried out, the requirements that must be met are tested using the classical assumption test. In this study the concepts studied variables there are four variables; work discipline, organizational climate and career development as independent variables. While job satisfaction as the dependent variable.

### 4. RESULT

This research is done by using multiple linear regression analysis. Previous data is first performed classical assumption. Classical assumption test include: 1) Normality; 2) Linearity; 3) Heteroscedasticity; 4) Multicollinearity and 5) Autocorrelation. The classical assumption analysis is proven to meet the requirements and has passed the prerequisite test so that the data is declared fit for analysis at the next regression stage. The proceeds of the regression test can be seen in the explanation below:

4.1. The Effect of work discipline on state civil apparatus job satisfaction in the ministry of religion office of West Sumatera.

There is a effect of work discipline on job satisfaction of state civil apparatus in the ministry of religion office of West Sumatera. The results of testing this hypothesis are as follows:

Table 1. Work Discipline Linear Regression (X1) on State Civil Apparatus Job Satisfaction

	Variable	Coefficient Regresi	T	Sig.
1	(Constant)		3.532	.001
	Work Discipline	.740	7.408	.000
AdjR Square = 0.279 Significance F = 0.000				

From the table above found the proceeds of the significance of work discipline of 0,000 smaller than 0.05 and Tcount of 7.408 greater than Ttable of 1.977 (Tcount = 7.408 > T table = 1.977), Showing that work discipline has a significant effect on state civil apparatus job satisfaction in the ministry of religion's office of West Sumatera. Then it can be seen in the Adjusted RS value of 0.279, which means that the effect of work discipline variables on state civil apparatus job satisfaction is 27.9%. The remaining 72.1% is influenced by variables other than work discipline variables. This shows that the contribution of the variable work discipline in influencing state civil apparatus job satisfaction is 27.9%. Thus the first hypothesis is passed that there is a significant effect of work discipline on state civil apparatus job satisfaction at the ministry of religion office of West Sumatera.

4.2. The effect of organizational climate on state civil apparatus job satisfaction in the ministry of religion office of West Sumatera

There is a effect of organizational climate on job satisfaction of state civil apparatus in the ministry of

religion office of West Sumatera. The results of testing this hypothesis are as follows:

Table 2. Proceeds of Organizational Climate Linear Regression (X2) on State Civil Apparatus Job Satisfaction

Variable		Coefficient Regresi	T	Sig.
1	(Constant)		5.534	.000
	Organizational Climate	.938	11.796	.000
AdjR Square = 0.498 Significance F = 0.000				

From the table above found the proceeds of organizational climate significance of 0.000 smaller than 0.05 and Tcount of 11.7796 greater than Ttable of 1.977 (Tcount = 11.779 > Ttable = 1.977), Showing that the organizational climate has a significant effect on state civil apparatus job satisfaction at the ministry of religion office of West Sumatera. Then it is seen in the Adjusted RS value of 0.498, which means that the effect of the organizational climate variable on state civil apparatus job satisfaction is 49.8%. The remaining 50.2% is influenced by variables other than organizational climate variables. This shows that the contribution of organizational climate variables in influencing state civil apparatus job satisfaction is 49.8%. Thus the second hypothesis is passed that there is a significant effect on the organizational climate state civil apparatus job satisfaction at the ministry of religion office of West Sumatera.

4.3. The effect of career development on state civil apparatus job satisfaction in the ministry of religion office of West Sumatera

There is a effect of career development on job satisfaction of state civil apparatus in the ministry of religion office of West Sumatera. The proceeds of testing this hypothesis are as follows:

Table 3. Proceeds of Career Development Linear Regression (X3) on State Civil Apparatus Job Satisfaction

Variable		Coefficient Regresi	T	Sig.
1	(Constant)		3.945	.000
	Career Development	.942	13.138	.000
AdjR Square = 0.552 Significance F = 0.000				

From the table above found the proceeds of career development significance of 0,000 smaller than 0.05 and Tcount of 13.138 is greater than Ttable of 1.977 (Tcount

= 13.138 > Ttable = 1.977), Showing that work discipline has a significant effect on state civil apparatus job satisfaction at the ministry of religion office of West Sumatera. Then it can be seen in the Adjusted RS value of 0.552, which means that the effect of work discipline variables on state civil apparatus job satisfaction is 55.2%. The remaining 44.8% is effect by other variables besides career development variables. This shows that the contribution of career development variables in influencing state civil apparatus job satisfaction is 55.2%. Thus the third hypothesis is passed that there is a significant effect on career development on state civil apparatus job satisfaction at the ministry of religion office of West Sumatera

4.4. The effect of work discipline. Organizational climate and career development on state civil apparatus job satisfaction in the ministry of religion office of West Sumatera

There is a effect of work discipline. Organizational climate and career development on job satisfaction of state civil apparatus in the ministry of religion office of West Sumatera. The hypothesis testing are as follows:

Table 4. Work Discipline. Organizational Climate and Career Development Linear Regression (X1.X2.X3) on State Civil Apparatus Job Satisfaction

Variable		Coefficient Regresi	T	Sig.
1	(Constant)			.000
	Work Discipline	.364	5.181	.000
	Organizational Climate	.421	5.120	.000
	Career Development	.578	7.538	.000
F Statistik = 108.869 AdjR Square = 0.700 Significance F = 0.000				

From the table above found a significance proceeds of 0.000 smaller than 0.05 and Fcount of 108.869 greater than Ftable of 2.67 (Fcount = 108.869 > Ftable = 2.67), Showing that the variables of work discipline, organizational climate and career development together -same significant effect on state civil apparatus job satisfaction at the ministry of religion office of West Sumatera. Then it is seen in the value of Adjusted RS of 0.700, which means that the effect of the variables of work discipline, organizational climate and career development on state civil apparatus job satisfaction is 70.0%. The remaining 30.0% is effect by other variables besides the independent variables in this research. This shows that the contribution of the variables of work

discipline, organizational climate and career development in influencing state civil apparatus job satisfaction is 70.0%. Thus the fourth hypothesis is passed that there is a significant effect on work discipline, organizational climate and career development on state civil apparatus job satisfaction at the ministry of religion office of West Sumatera.

## 5. DISCUSSIONS

Be based on the proceeds of the first hypothesis test, it was found that work discipline has a significant effect on state civil apparatus job satisfaction which means that it can be trusted and believed. Be based on the proceeds of the research, [2] argued that work discipline is defined as an attitude, behavior, and actions that are in accordance with the regulations of the organization in written or not. Therefore, in practice if an organization has sought most of the regulations adhered to by most employees, discipline can be enforced. Basically every employee is required to have a high disciplinary attitude, with examples of being present on time at the office, leaving the work desk after hours of work, working on the tasks assigned to achieve the targets set. From high employee discipline, there will be a level of employee satisfaction at work. Employees and superiors will feel satisfied if the employee does the work according to the target set.

Furthermore, be based on the proceeds of the second hypothesis test, it was found that the organizational climate has a significant effect on state civil apparatus job satisfaction which means that it can be trusted and believed. Based on the above research, according to [10], climate is an organizational atmosphere that exists in an organization, which has special characteristics and differentiates between one another and influences those who are in the organization. Organizational climate provides a pleasant or unpleasant work environment for people in the organization. A pleasant work environment tends to make workers more defensive in their work and also effect job satisfaction.

Furthermore, be based on the proceeds of the third hypothesis test, it was found that career development has a significant effect on state civil apparatus job satisfaction, meaning that it can be trusted and believed. Be based on the proceeds of the research above, [5] argues that one way to develop an employee career is through promotion, namely the transfer that increases the authority and responsibility of employee to higher positions in an organization so that obligations, rights, status and income are greater, and cause high job satisfaction. Furthermore, based on the proceeds of the fourth hypothesis test, it was found that work discipline, organizational climate and career development together

have a significant effect on state civil apparatus job satisfaction.

## 6. CONCLUSIONS

Be Based on the proceeds of hypothesis testing to determine the effect of work discipline, organizational climate and career development on state civil apparatus job satisfaction at the Office of the Ministry of Religion of West Sumatera, so conclusions can be drawn, namely: 1) There is a significant effect of work discipline on state civil apparatus job satisfaction at the West Sumatra Office of the Ministry of Religion with a significance result of 0.000, which means that it can be believed 95% with a standard error of 5%. Work discipline has contributed or benefited by 27.9%; 2) There is a significant effect of organizational climate on state civil apparatus job satisfaction at the West Sumatra Office of the Ministry of Religion with a significance result of 0.000, which means that it can be believed 95% with a standard error of 5%. Organizational climate has contributed or benefited by 49.8%; 3) There is a significant effect of career development on state civil apparatus job satisfaction at the West Sumatra Office of the Ministry of Religion with a significance result of 0.000, which means that it can be believed 95% with a standard error of 5%. Career development has contributed or benefited by 55.2%; 4) Then from the joint test proceeds that have been carried out, there is a significant effect of work discipline, organizational climate and career development on state civil apparatus job satisfaction at the West Sumatra Office of the Ministry of Religion with a significance result of 0.000, which means that it can be believed 95% with a standard error of 5%. Work discipline, organizational climate and career development have contributed or benefited by 70.0%.

In this study, it can be seen that the contribution made by each of the independent variables, namely work discipline, organizational climate and development, is proven to significantly affect the dependent variable, namely state civil apparatus job satisfaction at the office of the Ministry of Religion, West Sumatera. So the implication of this research is that it is time for the office of the Ministry of Religion of West Sumatera to try to increase the job satisfaction variable of state civil apparatus through increasing work discipline, creating a conducive organizational climate and creating programs and opportunities for state civil apparatus in career development.

## ACKNOWLEDGMENTS

This paper is the result of a Thesis research conducted by the author in 2018. Therefore, the authors would like to thank the two Thesis's supervisors,

namely Syamsir and Dasman Lanin who had been willing to spend their time, mind and knowledge until this research was completed. The author also expressed his gratitude to the State University of Padang, Faculty of Social Science and especially the Program of Master Public Administration which is the place for authors to study. And also do not forget to thank all parties who could not be mentioned one by one in completing this research.

## REFERENCES

- [1] Ariyani, Emma Dwi, "Dampak Iklim Organisasi terhadap Kepuasan Kerja," *Jurnal Manajerial Politeknik Manufaktur Negeri Bandung*, Volume 11 No.21, 2012, p70-71.
- [2] Darmawan, Didit, "Prinsip-pinsip Perilaku Organisasi," Surabaya, JP Books, 2013, p41.
- [3] Fathoni, Abdurrahmat, "Manajemen Sumber Daya Manusia," Jakarta, PT Rineka Cipta, 2006, p172.
- [4] Handoko, Hani, "Manajemen Personalial dan Sumber Daya Manusia," Yogyakarta, BFE-Yogyakarta, 2012, p193.
- [5] Hasibuan, Melayu SP, "Manajemen Dasar Pengertian dan Masalah," Jakarta, PT Bumi Aksara, 2005, p68,193.
- [6] Mangkunegara, Anwar Prabu, "Manajemen Sumber Daya Manusia," Bandung, Remaja Rosda Karya, 2013.
- [7] Mulyono, Djoko Santoso, "Budaya Korporat dan Keunggulan Korporasi," Jakarta, PT Elex Media, 2003, p67.
- [9] Siagian, Sondang, "Manajemen Sumber Daya Manusia," Jakarta, Bumi Aksara, 2007, p215.
- [10] Sutrisno, Edy, "*Manajemen Sumber Daya Manusia*," Jakarta, Kencana, 2015, p74-60.
- [11] Veitzhal, Rivai, "*Manajemen Sumber Daya Manusia untuk Perusahaan*," Jakarta, PT Raja Grafindo Persada, 2006, p1.