



**Jurnal BADATI Ilmu Sosial & Humaniora**

**Vol 6 No 1 April 2022**

**P-ISSN : 1907 – 5340**

**E-ISSN : 2722 - 3248**

**Hal. : 29 - 39**

---

**ORGANIZATIONAL CLIMATE, CAREER  
DEVELOPMENT AND JOB SATISFACTION TO WORK  
LOYALTY OF HOUSING OFFICERS AND SETTLEMENT  
AREA MALUKU PROVINCE**

**M. Arsad Rahawarin**

***Universitas Pattimura Ambon***

Email : [arsadrahawarin5@gmail.com](mailto:arsadrahawarin5@gmail.com)

**Abstract**

This study aims to analyze the effect of organizational climate, career development and job satisfaction partially on job loyalty. The population in this study were all 62 civil servants of the Housing and Settlement Areas of Maluku Province. The sample determination is based on the sample table of Issac and Michael, where at the level of confidence 5%, if the population is 62 people, then the sample is 58 people who are determined by simple random. The analysis used multiple linear regression with the help of SPSS 23.00. The results showed that organizational climate, career development and job satisfaction had a significant effect partially and simultaneously on job loyalty of employees of the Housing and Settlement Service of Maluku Province, where the most dominant variable that had an effect on loyalty was job satisfaction.

Keywords : Organizational Climate, Career Development, Job Satisfaction, Job Loyalty

**BACKGROUND**

Employee loyalty is shown by a commitment to continue to work and contribute positively to the organization. This commitment occurs because there are factors from oneself as well as factors originating from the organization. Placing employees in inappropriate fields or positions will hamper productivity and reduce employee job satisfaction. This causes employees to choose various ways to survive, such as working without enthusiasm and the most fatal is moving, retiring early or even quitting work. This will certainly harm the organization, because the process of recruiting new employees cannot be carried

out immediately, but through a fairly long process, requiring a long time and large costs. Therefore, it is very important for organizations to pay attention to the issue of employee loyalty.

Loyalty or loyalty is one of the elements used in employee evaluation which includes loyalty to his job, position and organization. This loyalty is reflected by the willingness of employees to maintain and defend the organization inside and outside of work from the undermining of irresponsible people. (Sianipar & Salim, 2019). There are two kinds of loyalty, namely the extent to which employees identify their workplace which is indicated by the desire to work and try their best, then loyalty to the organization as behavior means the process where employees make definite decisions not to leave the organization if they do not make extreme mistakes. Employee loyalty to the organization will create a sense of responsibility and can create morale. (Maineldi, Hendriani, & Daulay, 2014). Loyalty is an employee's mental attitude that is shown to the existence of the organization so that employees will remain in the organization, even though the organization is advancing or retreating. (Andy Hermawan & Riana, 2014).

The study of employee loyalty is not a new thing in the object of human resource studies, but until now it is still being discussed. The researchers tried to examine it from various points of view. The relationship between loyalty and organizational climate has been studied by Dewi (2016) which states that organizational climate is seen as the personality of the organization as seen by its members, which concerns the traits or characteristics that are felt to be present in the work environment and arise mainly because of the organizational activities that are carried out. done consciously or not, and is considered to influence behavior. where managers who provide more feedback, autonomy, and task identity to their subordinates actually help create an achievement-oriented climate, and employees feel more responsible for achieving group and organizational goals. It is also stated by Fazrin & Yusuf (2021) that the organizational climate has a simultaneous and significant effect on the work loyalty of the employees of the Sultan Muhammad SalahudinBima Airport Management Unit.

The point of view of loyalty and career development has been studied by Willy Rizky Utami & Dwiatmadja (2020) who concludes that career development is proven to have an influence on the work loyalty of an employee at PT. Online News Tribune because employees think that loyalty to the organization needs to

be carried out in proportion to the work that is issued and is rewarded with career advancement for employees of PT. Online News Tribune. Reinforced by the results of interviews which prove that the career development applied to PT. The Online News Tribune is very appropriate and good for employees who meet the criteria set by the organization. Similarly, Hanin, Djaelani, & Abs (2018) dan Lestari (2015) also conclude that a well-executed career development will increase employee loyalty.

In addition to the two variables mentioned above, job satisfaction has also been shown to be able to increase loyalty as stated by Husni, Musnadi, & Faisal (2018) that job satisfaction is basically an individual thing, while each individual has a different level of satisfaction. . Until now, job satisfaction is believed to have a direct effect on employee performance, which in turn will also affect the overall performance of the organization. Organizational leaders must pay serious attention to the job satisfaction of the employees they lead, because job satisfaction has a link with the organization's human resources, organizational performance, and the survival of the organization itself.

## RESEARCH METHODS

This research was conducted for 2 months. The research location is the Department of Housing and Settlements of Maluku Province. The population in this study were all ASN of the Department of Housing and Settlement of Maluku Province as many as 62 people. The sample is part of the population or part of the number and characteristics of the population. Determination of the sample is based on the sample table of Isaac and Michael, where at the 5% confidence level, if the population is 62 people, then the sample is 58 people who are determined by simple randomness. Quantitative data analysis technique obtained from the questionnaire results using multiple regression analysis (multiple regression analysis). Multiple linear analysis of the independent variable (X) was carried out to see the effect shown by Organizational Climate, Career Development and Job Satisfaction on the dependent variable (Y) which was indicated by the Job Loyalty of the Housing and Settlement Office Employees of Maluku Province. Before performing multiple regression testing, the regression test requirements must be met. The model equation used is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Work Loyalty

a = constant  
 X1 = Organizational climate  
 X2 = Career development  
 X3 = Job Satisfaction  
 b1, b2, b3, = Coefficient of influence  
 e = Prediction Error

## RESULTS AND DISCUSSION

### 1. Result

The influence of independent variables, namely organizational climate, career development and job satisfaction on the dependent variable, namely employee loyalty (Y) is known through multiple linear regression calculations. Based on the results of data processing using the SPSS 23.00 program, the following table is obtained:

Table 1. Multiple Linear Regression Analysis Results

Variabel	Koef.Reg	t.count	Probability	r <sup>2</sup> partial
Organizational climate (X <sub>1</sub> )	0,284	2,769	0,006	0,334
Career development (X <sub>2</sub> )	0,320	2,129	0,008	0,406
Job Satisfaction (X <sub>3</sub> )	0,381	2,847	0,005	0,473
Constant : 13,626	F. Ratio : 11,219			
R square : 0,780	Prob. : 0,000			
Multiple R : 0,608	n : 58			

Furthermore, testing is carried out to determine whether the proposed hypothesis is accepted or rejected, as explained below:

#### a. First Hypothesis Testing

The first hypothesis states that the variables of organizational climate (X1), career development (X2) and job satisfaction (X3) are partially related to employee loyalty (Y). The test is carried out by confirming the t-count value with the t-table value in degrees of freedom (df=43).

- 1) The calculated t value for the organizational climate variable is  $2.769 >$  the t table value ( $df = 43$ ) is 1.684, so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means that the organizational climate has a partial effect on employee loyalty.
- 2) The calculated t value for the career development variable is  $2.129 >$  the t table value ( $df = 43$ ) is 1.684, so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means that career development has a partial effect on employee loyalty.
- 3) The calculated t value for the job satisfaction variable is  $2.847 >$  the t table value ( $df = 43$ ) is 1.684, so it can be concluded that  $H_0$  is rejected,  $H_a$  is accepted, which means that job satisfaction has a partial effect on employee loyalty.

### **b. Second Hypothesis Testing**

The second hypothesis states that organizational climate variables (X1), career development (X2) and job satisfaction (X3) have a significant effect on the related variable, namely employee loyalty (Y) simultaneously. The test is carried out by confirming the calculated F value with the table F value in  $df (3)(54)$ . The table above shows the calculated F value of  $11.219 >$  F table on  $df (3)(54)$  of 2.84 ; so it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted which means that organizational climate variables (X1), career development (X2) and job satisfaction (X3) have a significant effect on the related variable, namely employee loyalty (Y) simultaneously. The big influence of these three variables is 0.780 or 78.0% loyalty variable is influenced by organizational climate variables (X1), career development (X2) and job satisfaction (X3) and the remaining 22.0% ( $100\% - 78.0\%$  ) is influenced by other variables not included in the research model.

### **c. Third Hypothesis Testing**

Table 1 shows the results of multiple linear regression analysis, which shows that the largest regression coefficient value is the job satisfaction variable, as well as the t arithmetic value and partial  $r^2$  value, which shows that the biggest influence comes from the job satisfaction variable with a large effect of 47.3 %, because it has the largest correlation coefficient between the other two variables. The regression coefficient shows the influence of each independent variable (X1,

X2, X3) on the dependent variable (Y) if the size of the other independent variables in the model remains.

## **2. Discussion**

### **a. The Effect of Organizational Climate on Employee Loyalty**

The organizational climate variable (X1) is positive, this means that if the organizational climate increases, it will result in increased employee loyalty. Furthermore, the magnitude of the regression coefficient of 0.284 means that every increase of one unit of the organizational climate variable will result in an increase of 0.284 units of employee loyalty, if the other variables are constant.

The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). The results of data processing show that the partial coefficient (r) for the organizational climate variable is 0.334. This means that: organizational climate variable can explain each variation of changes in employee loyalty by 0.334 with the assumption that the other variables are constant, meaning that it shows that organizational climate has a correlation with employee loyalty by 33.4% with the assumption that other variables do not change.

Testing the regression coefficients of the variables, then the organizational climate variable (X1) is significant or not significant, testing the significance of the t price. The test was carried out with a two-way test, using a significance level of 5%. The test results obtained tcount for the organizational climate variable of 2,769; While the magnitude of the ttable at the 5% confidence level is  $\pm 1.684$ . The values mentioned above can be explained that partially (alone), the organizational climate variable has a significant effect on employee loyalty because the t value  $>$  t table value. The t-count value of the independent variable is in the rejection area of  $H_0$ , this means that the regression coefficient of the organizational climate variable is not equal to 0, in other words the coefficient of the variable is significant.

The results of this study are in line with previous research conducted by Hotma BR (2015) which concluded that organizational climate has a positive influence on employee loyalty. Also research by Kitriawaty, Setiawati, & Sumantri (2017) which found that organizational climate has a positive value indicating a unidirectional relationship between organizational climate and loyalty, so for every increase in organizational climate it causes an increase in

nurse loyalty. Organizational climate can be used as an aspect that is taken into account in hospital management to realize high human resource loyalty and support towards improving the quality of hospital services in order to meet community needs in accordance with the hospital's vision and mission.

### **b. The Effect of Career Development on Employee Loyalty**

The career development variable (X2) is positive, this means that if career development increases, it will support employee loyalty. Furthermore, the magnitude of the regression coefficient is 0.320, meaning that every increase in one unit of career development variable will result in an increase of 0.143 units of employee loyalty, if other variables are constant.

The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). The results of data processing show that the partial coefficient (r) for the career development variable is 0.406. This means that: the career development variable can explain each variation of changes in employee loyalty by 0.406 with the assumption that the other variables are constant, meaning that it shows that career development has a fairly large correlation with employee loyalty by 40.6% with the assumption that other variables do not change.

Testing the regression coefficients of the variables, then the career development variable (X2) is significant or not significant, testing the significance of the t price. The test was carried out with a two-way test, using a significance level of 5%. The test results obtained tcount for career development variables of 2,129; While the magnitude of the ttable at the 5% confidence level is  $\pm 1.684$ . The values mentioned above can be explained that partially (alone), career development variables have a significant effect on employee loyalty because the t value  $>$  t table value. The t-count value of the independent variable is in the rejection area of Ho, this means that the regression coefficient of the career development variable is not equal to 0, in other words the coefficient of the variable is significant.

The results of this study are in line with previous research conducted by Purnamasari & Sintaasih (2019) which concluded that career development has a positive and significant effect on employee loyalty. These results indicate that the better the organization's career development system, the stronger employee loyalty will be. However, it is different from the research of Lumiu, Pio, & Tatimu (2019) which concluded that the Career Development variable had no significant

and positive effect on Employee Loyalty. This means that the higher the Career Development will not result in high and low Employee Loyalty. The goals of career development in the organization have not been felt by employees.

### **c. The Effect of Job Satisfaction on Employee Loyalty**

The job satisfaction variable (X3) turned out to be positive, this means that if job satisfaction increases it will result in employee loyalty also increasing. Furthermore, the magnitude of the regression coefficient is 0.381 which means that every increase of one unit of the job satisfaction variable will result in an increase of 0.573 units of loyalty, if the other variables are constant.

The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). From the results of data processing shows that the partial coefficient (r) for the job satisfaction variable is 0.473. This means that: the job satisfaction variable can explain each variation of changes in employee loyalty by 0.473 with the assumption that the other variables are constant, meaning that it shows that job satisfaction has a fairly large correlation with loyalty of 49.3% with the assumption that other variables do not change.

Testing the regression coefficients of the variables, then the job satisfaction variable (X3) is significant or not significant, testing the significance of the t price. The test was carried out with a two-way test, using a significance level of 5%. The test results obtained tcount for the variable job satisfaction of 2.847; While the magnitude of the ttable at the 5% confidence level is  $\pm 1.684$ . The values mentioned above can be explained that partially (alone), the job satisfaction variable has a significant effect on employee loyalty because the t value  $>$  t table value. The t-count value of the independent variable is in the rejection area of  $H_0$ , this means that the regression coefficient of the job satisfaction variable is not equal to 0, in other words the coefficient of the variable is significant.

Based on the largest regression coefficient value, job satisfaction variable shows that the dominant influence on employee loyalty is 47.3%. This shows that the variable job satisfaction is the main driver of increasing loyalty for most employees of the Department of Housing and Settlement in Maluku Province. Job satisfaction and high loyalty have various dimensions that must be carried out with a comprehensive approach. A leader can not only use one or two concepts to increase satisfaction and loyalty but also use all concepts that are interrelated and complementary. Aspects of loyalty that relate to the attitude that will be carried

out by employees, and are a psychological process of creating job loyalty, include: First, a strong urge to remain a member, the strength of this aspect is strongly influenced by individual circumstances, both needs, goals and individual compatibility . Second, the desire to try as much as possible. The common perception between employees and the Department of Housing and Settlement Areas of Maluku Province and supported by common goals within the organization manifests a strong desire to try their best. Third, definite trust and full acceptance of the values of the Department of Housing and Settlement in Maluku Province. The certainty of trust given by employees is created from the operations of the Maluku Provincial Housing and Settlement Areas Service which cannot be separated from the trust of the Maluku Provincial Housing and Settlement Areas Service towards the employees themselves to carry out their work. Job loyalty is created when employees feel fulfilled in meeting the needs of life from their work, so that they feel at home working. This study confirms that the factors that influence loyalty are satisfaction with work facilities, welfare review, work atmosphere and salary received.

Humans, in this case employees, are social beings who are the main wealth for every organization. They become planners, implementers, and controllers who always play an active role in realizing organizational goals. Employees who become actors who support the achievement of goals, have thoughts, feelings and desires that can affect negative attitudes should be avoided as early as possible. To develop these positive attitudes towards employees, leaders should continue to motivate their employees so that their employees' job satisfaction is high, considering that job satisfaction is part of life satisfaction which depends on which actions individuals find adequate channels to realize their abilities, interests, personal characteristics. the values.

*This is in line with Akbar (2018) which found that the simple regression coefficient value of the job satisfaction variable (X) was 1.068, meaning that if the value of job satisfaction at PT. Duta Pertiwi Nusantara (X) increased by one unit, so employee loyalty at PT. Duta Pertiwi Nusantara will increase by 1,068. the value of the correlation coefficient (R) obtained from the results of data processing is 0.897, which means that the relationship between job satisfaction and employee loyalty at PT. Duta Pertiwi Nusantara is very strong. The value of the coefficient of determination (R<sup>2</sup>) obtained in this study as shown in is 0.805, which means that the contribution of job satisfaction variables in influencing the ups and downs of employee loyalty at PT. Duta Pertiwi Nusantara is 80.5% and the remaining 19.5% is influenced by other variables not examined in this study.*

## CONCLUSION

Based on the results of the analysis of the problem and hypothesis testing using multiple linear regression, it can be concluded several things as follows:

1. There is a positive and significant influence of organizational climate, career development and job satisfaction partially on the work loyalty of the employees of the Department of Housing and Settlement Areas of Maluku Province.
2. There is a positive and significant influence on organizational climate, career development and job satisfaction simultaneously on the work loyalty of the employees of the Department of Housing and Settlement Areas of Maluku Province.
3. The dominant variable of job satisfaction has an effect on the work loyalty of the employees of the Department of Housing and Settlement in Maluku Province.

## BIBLIOGRAPHY

- Akbar, T. (2018). Pengaruh Kepuasan Kerja Terhadap Loyalitas Karyawan Pada PT. Duta Pertiwi Nusantara. *Jurnal Produktivitas JPRO Prodi Manajemen FEB UM Pontianak*, 2(3), 48.
- Andy Hermawan, I., & Riana, I. (2014). Analisis Faktor-Faktor Yang Menentukan Loyalitas Karyawan Pada Pt. Inti Buana Permai Denpasar Bali. *E-Jurnal Manajemen Universitas Udayana*, 3(3), 255113.
- Dewi, I. M. (2016). Pengaruh Iklim Organisasi Terhadap Loyalitas Kerja Karyawan Hotel Benteng Pekanbaru. *Jom Fisip*, 3(1), 1–14.
- Fazrin, S. D., & Yusuf, M. (2021). Pengaruh Kompensasi dan Iklim Organisasi terhadap Loyalitas Kerja Pegawai. *Husnayain Business Review*, 13(2), 204–211. <https://doi.org/10.54099/hbr.v1i1.13>
- Hanin, A., Djaelani, A. K., & Abs, M. K. (2018). Pengaruh Pengembangan Karir Dan Pemberian Insentif Terhadap Loyalitas Karyawan Radar Bromo Probolinggo. *E-Journal Riset Manajemen*, 114–128.
- Hotma BR, S. (2015). Pengaruh Iklim Organisasi Terhadap Loyalitas Kerja Karyawan Bagian Marketing Pada Pt.Agung Automall Cabang Pekanbaru. *Jom FISIP*, 2(1 Februari 2015), 1–10.
- Husni, Musnadi, S., & Faisal. (2018). Pengaruh Lingkungan Kerja, Kompensasi

Dan Motivasi Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Loyalitas Kerja Pegawai Rutan Di Provinsi Aceh (Studi Kasus Pada Rutan Klas Ii B Banda Aceh Dan Rutan Klas Ii B Jantho. *Jurnal Magister Manajemen*, 2(1), 88–98.

Kitriawaty, D., Setiawati, E. P., & Sumantri, S. (2017). Pengaruh Iklim Organisasi Dan Motivasi Terhadap Loyalitas Perawat Rumah Sakit Swasta Tipe B Di Kota Bandung. *Jurnal Sistem Kesehatan*, 3(1), 1–7. <https://doi.org/10.24198/jsk.v3i1.13964>

Lestari, P. (2015). Hubungan Antara Pengembangan Karir Dan Pemberian Insentif Terhadap Loyalitas Kerja Karyawan Pada Pt. Komatsu Remanufacturing Asia Di Balikpapan. *EJournal Psikologi*, 4(2), 131–143.

Lumiu, C., Pio, R., & Tatimu, V. (2019). Pengaruh Karakteristik Pekerjaan, Pengembangan Karir Dan Kompensasi Terhadap Loyalitas karyawan. *Jurnal Administrasi Bisnis (JAB)*, 9((p-ISSN 2338-9605; e-2655-206X), 93–100.

Maineldi, A., Hendriani, S., & Daulay, I. N. (2014). Pengaruh Kompensasi dan Lingkungan Kerja terhadap Loyalitas Karyawan pada PT. Jatim Jaya Perkasa Kebun Banjar Balam Indragiri Hulu. *Jurnal Online Mahasiswa Fakultas Ekonomi Universitas Riau*, 1(2), 1–15.

Purnamasari, N. P. D., & Sintaasih, D. K. (2019). Pengaruh Pengembangan Karir, Kompensasi, Dan Iklim Organisasi Terhadap Loyalitas Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 8(9), 5762. <https://doi.org/10.24843/ejmunud.2019.v08.i09.p20>

Sianipar, R., & Salim, V. (2019). Faktor Etos Kerja Dan Lingkungan Kerja Dalam Membentuk “Loyalitas Kerja” Pegawai Pada Pt Timur Raya Alam Damai. *Jurnal Ilmiah Akuntansi Dan Manajemen*, Vol.15(No.1), 15–27.

Willy Rizky Utami, V. A. V., & Dwiatmadja, C. (2020). Pengaruh Pengembangan Karir, Motivasi Kerja Dan Pemberian Kompensasi Terhadap Loyalitas Kerja Karyawan (Studi Kasus Pada Karyawan PT. Tribun Berita Online). *International Journal of Social Science and Business*, 4(2), 267–275. <https://doi.org/10.23887/ijssb.v4i2.24221>