

**THE INFLUENCE OF ORGANIZATIONAL CLIMATE AND CAREER
DEVELOPMENT TO TEACHERS' AND EMPLOYEES' JOB
SATISFACTION ON PERMATA HATI EDUCATIONAL**

**FOUNDATION TANGERANG
(Undergraduate Thesis)**

**By
LARASATI AHLUWALIA**



**FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITY OF LAMPUNG
BANDARLAMPUNG
2016**

ABSTRACT

THE INFLUENCE OF ORGANIZATIONAL CLIMATE AND CAREER DEVELOPMENT TO TEACHERS' AND EMPLOYEES' JOB SATISFACTION ON PERMATA HATI EDUCATIONAL FOUNDATION TANGERANG

By

Larasati Ahluwalia

The case discussed in this study was the influence of organizational climate and career development to job satisfaction of teachers and employees at Permata Hati Educational Foundation Tangerang. The problems found that teachers and employees with easy resigned or was fired from the foundation and unprecedented change of the principal for 14 years.

The hypothesis of this research are (1) organizational climate has influence to job satisfaction of teachers and employees (2) career development has influence to job satisfaction of teachers and employees (3) organizational climate and career development influences on job satisfaction of teachers and employees.

The data collected from questionnaires with respondents 47 peoples. Method of data collection uses Likert scale. Data processing uses SPSS 16.0 for Windows. The Normality Test in this research figure out that organizational climate and job satisfaction variable were well distributed, in the other hand career development variable was not well distributed. The analysis technique uses is multiple linear regression method, the Validity Test used Pearson Product Moment Correlation.

The research finds (1) organizational climate doesn't influence on job satisfaction of teachers and employees (2) career development doesn't influence on job satisfaction of teachers and employees (3) organizational climate and career development do not influence on job satisfaction of teachers and employees with adjusted R-square value of 0.017 or 1.7% and the remaining 98.3% is explained by other factors outside of the study.

Suggestion for educational foundation are (1) should create better organizational climate. Things that can be done is provide a forum aspirations of teachers and employees on foundation, give authority to the teachers and employees to solve problems, provide job rotation for teachers and employees in order to reduce the saturation at work (2) should improve system of career planning. Things that can be done is help teachers and staff to develop their careers and help make decisions about personal goals and career development plans. Foundation can also help teachers and employees to determine their skills and interests (3) should improve teacher and employee job satisfaction. Since majority of teachers and employees in Indonesia measure their job satisfaction from the salary, things that can be done is adjust the teachers' and employees' work performance with salaries, benefits and incentives, and also provides an opportunity for teachers and employees to grow in their jobs.

Keywords: Organizational Climate, Career Development, Job Satisfaction

**THE INFLUENCE OF ORGANIZATIONAL CLIMATE AND CAREER
DEVELOPMENT TO TEACHERS AND EMPLOYEES' JOB
SATISFACTION AT YAYASAN PENDIDIKAN
PERMATA HATI TANGERANG**

(Undergraduate Thesis)

Researcher

LARASATI AHLUWALIA

**As one of requirements to achieve degree of:
BACHELOR OF ECONOMICS**

From

**Management Department
Faculty of Economics and Business University of Lampung**



**FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITY OF LAMPUNG
BANDARLAMPUNG
2016**

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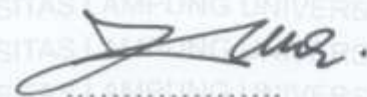
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Dengan ini menyatakan bahwa penelitian ini adalah hasil pekerjaan saya sendiri, dan dalam skripsi ini tidak terdapat keseluruhan atau sebagian tulisan dari orang lain yang saya ambil dengan cara menyalin atau meniru dalam bentuk rangkaian kalimat atau simbol yang menunjukkan gagasan atau pendapat pemikiran dari penelitian lain, yang saya akui seolah-olah sebagai tulisan saya sendiri, dan tidak terdapat bagian atau keseluruhan tulisan yang saya salin, tiru, atau yang saya ambil dari tulisan orang lain tanpa pengakuan peneliti aslinya. Demikianlah pernyataan ini saya buat dengan sesungguhnya, untuk dapat dipergunakan dengan sebagaimana mestinya.

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MOTTO

“Hai orang-orang yang beriman, mintalah pertolongan (kepada Allah) dengan sabar dan shalat, sesungguhnya Allah beserta dengan orang-orang yang sabar”

(Q.S. Al-Baqarah: 153)

“Do what you can, where you are, with what you have”

(Theodore Roosevelt)

“I never dreamed about success. I work for it”

(Estee Lauder)

“Money only impress lazy girls. When a woman works hard, a man with money is bonus, not a ladder to upgrade”

(Anonymous)

PROLOGUE

Bismillahirrohmanirrohim,

Alhamdulillahirobbilalamin, Praise be to Allah SWT who has been giving out mercy, guidance and His good pleasure, so that I can finish the undergraduate thesis entitled "The Influence of Organizational Climate and Career Development to Job Satisfaction of Teachers and Employees of Yayasan Pendidikan Permata Hati Tangerang". This undergraduate thesis is one of the requirements to complete the study on the management undergraduate program at the Faculty of Economics and Business, University of Lampung.

I realize there are many problems and mistakes that faced since beginning until the end of the research. With all of help, critics, support, and advice from many people, all the problems and mistakes that I faced can solved properly. In this chance, I would like deeply thank to:

1. Allah SWT, because of His blessing and permission I can finished this undergraduate thesis.
2. My greatest dad, Mr. Ridwan Hatta, S.P., M.M., My strongest mom, Mrs. Yaniar Afida, S.Pd., My dearest brother, Mr. M. Fahrizal Rahman, S.T., My lovely sister-in-law, Mrs. Ezy Liana, Amd., and My sweetest niece, Mr.

Kemas Darrel Adiwangsa Shafiq, because of their support, pray, motivation, care, love, so I can finished this undergraduate thesis.

3. Mr. Prof. Dr. H. Satria Bangsawan, S.E., M.Si. as Dean of Faculty of Economics and Business, University of Lampung.
4. Mrs. Dr. Rr. Erlina, S.E., M.Si. as Head Program of Management Department Faculty of Economics and Business University of Lampung.
5. Mrs. Yuningsih, S.E., M.M. as Secretary Program of Management Department Faculty of Economics and Business University of Lampung.
6. Mrs. Dr. Nova Mardiana, S.E., M.M., as academic counselor.
7. Mr. Dr. Ayi Ahadiat, S.E., M.B.A. as Advisor Lecture.
8. Mrs. Dina Safitri, S.E., MIntnlBus as Co-Advisor Lecture.
9. Mrs. Zainur M Rusdi, S.E., M.Sc. as Examiner.
10. Mrs. Ir. Tuti Minahasa, as The Head of Yayasan Pendidikan Permata Hati Tangerang, that let me to do my research in her institution.
11. My pretty Wanita Muslimah, Ms. Winy Fasadinisari, S.E., Ms. Nerissa Arviana (Soon to be S.E.), Ms. Firstiana Putri, S.E., Ms. Rama Dewi F, S.E., Ms. Hesta Rina H.T. (soon to to be S.E.), Ms. Mahardita Dinda (soon to be S.E).
12. My long distance supporter, Wildan Ahmadi, S.E., and Clara Yolandika, S.P.
13. Evnflo team, Mr. Okat, Mr. Reza, Mr. Cris, Mr. Ketut, Ms. Anis.
14. My senior high sweet heart, Yose Trimiarti S.H., and Empratikta Zulpicha, S.Sos.
15. Management Bilingual Class Batch 2012, Siska, Marlia, Ayu, Reza, Citra, Lele, Saput, Fadil, Keke, Elisa, Dirga, Brenda, Donna, Ucang, Abe, Kemas, Baok.
16. Presidium Economics English Club 2014-2015 Period, Iin, Kiky, Yunita, Sindi, Elia, Hanum, Pandu, Ageng, Asri, Sony, Kahfi, Nizar.
17. Human Resource Management Class batch 2012, Adri, Alam, Ari, Jasmine, Akil, Muli, Tasya, Vinie, Kenny, Chyntia, Alnia, Cisca, Husa, Arman, Dharma, Rakha, Rian, Ilal, Any, Uthe, Maryani, Feby, Monce, Niken, Ucy.

18. Manajemen Class batch 2012, Heylin, Sella, Ayu, Fida, Diba, Mita, Vicky, Wahid, Atsil, Ardi, Novi, Albet, Takur, Naldo, Edo, dan the others.
19. KKN's housemates, Pepti, Rika, Ayu, Bagus, Raha, Rahman, Puput, Palupi.
20. And other parties that help me during finishing this undergraduate thesis.

Bandar Lampung, February 2016

Larasati Ahluwalia

ACKNOWLEDGEMENTS

Bismillahirrohmanirrohim,

Alhamdulillahirobbilalamin, Praise be to Allah SWT who has been giving out mercy, guidance and His good pleasure, so that I can finish the undergraduate thesis entitled "The Influence of Organizational Climate and Career Development to Teachers' and Employees' Job Satisfaction on Permata Hati Eduactional Foundation Tangerang". This undergraduate thesis is one of the requirements to accomplish study on the management undergraduate program at Faculty of Economics and Business, University of Lampung. There are limitations during this research faced since beginning until the end of the research. I would like thank to:

1. Allah SWT, because of His unlimited blessing.
2. My greatest dad, Mr. Ridwan Hatta, S.P., M.M., my strongest mom, Mr. Yaniar Afida, S.Pd., my brother, Mr. M. Fahrizal Rahman, S.T., my sister-in-law, Mrs. Ezy Liana, Amd., and my sweetest niece, Mr. Kemas Darrel Adiwangsa Shafiq, thank you for all support, pray, motivation, care, love, so I can finished this undergraduate thesis.
3. Mr. Prof. Dr. H. Satria Bangsawan, S.E., M.Si., the Dean of Faculty of Economics and Business, University of Lampung.
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5. Mrs. Yuningsih, S.E., M.M., the Secretary of Management Department Faculty of Economics and Business University of Lampung .
6. Mrs. Dr. Nova Mardiana, S.E., M.M., the researcher's academic counselor.

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9. Mrs. Zainur M Rusdi, S.E., M.Sc. the Assessor.
10. Mrs. Ir. Tuti Minahasa, as The Head of Yayasan Pendidikan Permata Hati Tangerang, to give me her permission to do my research in her foundation.
11. My pretty wanita muslimah, Winy Fasadinisari, Nerissa Arviana, Firstiana Putri, Rama Dewi F, Hesta Rina H.T., Mahardita Dinda.
12. My long distance supporter, Wildan Ahmadi, S.E. and Clara Yolandika, S.P.
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17. Human Resource Management Class batch 2012, Adri, Alam, Ari, Jasmine, Akil, Muli, Tasya, Vinie, Kenny, Chyntia, Alnia, Cisca, Husa, Arman, Dharma, Rakha, Rian, Ilal, Any, Uthe, Maryani, Feby, Monce, Niken, Ucy.
18. Manajemen Class batch 2012, Heylin, Sella, Ayu, Fida, Diba, Mita, Vicky, Wahid, Atsil, Ardi, Novi, Diba, Farhan, Fernico, Giovanni, Dwi Feronica, Albet, Takur, Naldo, Edo, dan the others.
19. KKN team Southern Lampung July-September 2015 period, Pepti, Rika, Ayu, Bagus, Raha, Rahman, Puput, Palupi.
20. And other parties that help me during finishing this undergraduate thesis.

Bandar Lampung, February 2016

Larasati Ahluwalia

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I. INTRODUCTION

1.1 Background

Education is very important for all people both of the top and down the middle as well as for children to adult. Education is a human right for every human being who has a lifelong process, starting from the beginning of humans are born until the man has been unable to gain knowledge. Human formal education starts from the stage of kindergarten and elementary school, because at this stage the children get learning of basic knowledge, how to socialize, ethics, and religion.

Parents' attention to provide the best education for their children becomes one of the fast-growing business in Indonesia. It can be seen from the many emerging public and private educational foundations, with national standards, plus national, Islamic and international standards. The rapid development of this education makes many choices of educational foundation that resulted in increased competition among educational foundations to gain market share. Therefore, all the educational foundations make changes to become the best.

Permata Hati Educational Foundation Tangerang is one kindergarten and private elementary schools in Tangerang, Banten, established since March, 25th 1997. Permata Hati Educational Foundation Tangerang adopt Islamic environment concept for kindergarten and elementary school. Permata Hati Educational Foundation

Tangerang is located in Dasana Indah resident, Bojong Nangka, Kelapa Dua, Tangerang City. The location inside the residential area was a plus point for prospective parents because it is easily accessible and close to home.

Permata Hati Educational Foundation Tangerang became leader of the development of environmental education in Dasana Indah and surroundings area because the competent competitors apply high tuition fees. Permata Hati Educational Foundation Tangerang has teachers and employees by 47 people. Table 1. Figure out the data of teachers and employees on Permata Hati Educational Foundation Tangerang:

Table 1. Data of Teachers and Employees of Permata Hati Educational Foundation Tangerang, 2015

No	Position	Total
1.	Elementary School Principal	1
2.	Vice Principal of Elementary School	1
3.	Administrator of Elementary School	1
4.	Class Teacher of Elementary School	17
5.	Support Teacher of Elementary School	4
6.	Special Subject Teacher of Elementary School	8
7.	Kindergarten Principal	1
8.	Vice Principal of Kindergarten	1
9.	Kindergarten Teacher	7
10.	<i>Office Boy</i>	6
Total		47

Source: Permata Hati Educational Foundation Tangerang, 2015

Changes and developments of education environment both internal and external encourage the foundation to respond and adapt quickly. Bianca and Susihono (2012) stated that organizational flexibility is determined by the resources that have ability and competence which make a competitive advantage for organization in order to win

high competition requires qualified, dedicated, and professional human resource to make a significant contribution to organization. Internal changes is the main focus when organization will trigger changes. The definition of internal change related to the improvement of human resources, policies, or situational circumstances in the foundation. Factors that influence internal change are organizational climate, career development and job satisfaction.

According to Tagiuri and Litwin in Wirawan (2008) organizational climate is the quality of the organization's internal environment relatively ongoing, experienced by constituents of the organization, influencing their behavior and can be described in terms of a set of characteristics or nature of the organization. Wirawan (2008) stated organizational climate is the perception of the organization's constituent (individual or group) and those who interacts with the organization of what exists or occurs in the internal environment of the organization on a regular basis, influence the attitudes and behavior of organization and performance of constituent and determining organizational performance.

According to Litwin and Stringer (Kanten and Ulker, 2013) organizational climate has several indicators among other awards. Permata Hati Educational Foundation Tangerang provides awards for teachers and employees who can achieve marvelous enforcement such as allowances, benefits achievement, and transportation fees, Permata Hati Educational Foundation Tangerang also provides fringe benefits to

teachers and employees. Table 2. figure out the fringe benefits of Permata Hati Educational Foundation Tangerang:

Table 2. Fringe Benefit of Permata Hati Educational Foundation Tangerang

No.	Fringe Benefit of Permata Hati Educational Foundation Tangerang	Intended to
1.	3 rd class BPJS Insurance	Principal, teacher
2.	Pension funds managed by private banks	Principal, teacher, administrator
3.	Official residence	Single women teacher
4.	House down payment; Rp 15.000.000	Principal, teacher, administrator
5.	Positional allowance	Principal, teacher, administrator
6.	Achievement allowance	Principal, teacher, administrator
7.	Transportation allowance	Principal, teacher, administrator, OB

Source: Permata Hati Educational Foundation Tangerang, 2015

The existences of fringe benefit occur personal motivation and satisfaction for the work done to promote the foundation is well recognized. Permata Hati Educational Foundation Tangerang provides fringe benefits that cannot found in other educational foundation such as the provision of a house down payment, foundation also gave some advice and assistance for teachers and employees during the process of purchasing a home.

According to Litwin and Stringer (Kanten and Ulker, 2013) support and commitment are other indicators that affected the organizational climate. Permata Hati Educational Foundation Tangerang explicate clearly about rights, obligations, position placement in The Employee Regulation in **Appendix 3**. During 2014-2015 academic period there were nine resignation and dismissal from teachers and employees of Permata Hati Educational Foundation Tangerang. The reasons of

resignation mostly consider to getting married and will moving to another city. Numerous dismissals that undertaken by Permata Hati Educational Foundation Tangerang consider to indiscipline action of individual teacher. The foundation has provided a reprimand both orally and in written before dismissal.

One of contrivance to increase job satisfaction on teachers and employees is create career development system to get a better position in the foundation. Career development not only provide the opportunity for teachers and employees to obtain what they want, but also be able to obtain a higher level and create change for better work.

Traditionally career is known as a sequence of positions held on the job, but is now known to the ever-changing career direction themselves targeted by the psychological success in individual work. The employees take major responsibility for managing their career. Changes in psychological contract with employees has influenced the development of ever-changing career (Noe, et al., 2011).

Career changing impact on career development. The goal of the new career is a success, psychologically that is a sense of pride and accomplishment that comes from achieving the goals of life is not limited to the various achievements in the workplace. Psychologically, successes were under the control of the employee rather than traditional career goals that not only influenced by the efforts of employees, but also driven by the availability of positions at company. The success of psychologically

determined by a variety of cues received by employees of the company (Noe, et al., 2011).

Career development is also expected to increase level of satisfaction, because the company will pursue job satisfaction and regulates the rights and obligations of employees such a manner, consistent with the functions, roles, and responsibilities of employees so that employees can participate in the company (Septyawati, 2010).

Employee career development is necessary considering the person who works in an organization does not want to get what they have today, but also wants a change in accordance with the needs of the employee. Level of achievement against these changes determine employee satisfaction. Permata Hati Eduactional Foundation Tangerang has a career path that can be supervene by all teachers who wish to have a better position in the foundation. Table 3. figure out career path and the requirement that can be supervene by all the teachers of Permata Hati Eduactional Foundation Tangerang:

Table 3. Career Path and Requirement in Permata Hati Eduactional Foundation Tangerang

No.	Career Path	Requirement
1	Elementary School Principal	<ul style="list-style-type: none"> • Has strong leadership • Has honest personality • Get “A” from last year evaluation • Has similar vision and mission with foundation • Passed study case test • Minimal 5 years of service
2	Vice Principal of Elementary School	<ul style="list-style-type: none"> • Has strong leadership • Has honest personality • Get “A” from last year evaluation • Has similar vision and mission with foundation

No.	Career Path	Requirement
3	Administrator of Elementary School	<ul style="list-style-type: none"> • Has honest personality • Has careful work attitude
4	Class Teacher of Elementary School	<ul style="list-style-type: none"> • Get “A” from last year evaluation test • Capable teach in many subjects • Has a patient personality • Minimal educational level is bachelor
5	Support Teacher of Elementary School	<ul style="list-style-type: none"> • Capable teach in many subjects • Has a patient personality • Minimal educational level is diploma
6	Special Subject Teacher of Elementary School	<ul style="list-style-type: none"> • Capable teach in special subjects (Angklung or painting or sports) • Has a patient personality • Minimal educational level is diploma
7	Kindergarten Principal	<ul style="list-style-type: none"> • Has strong leadership • Get “A” from last year evaluation • Has similar vision and mission with foundation • Passed study case test • Minimal 5 years of service
8	Vice Principal of Kindergarten	<ul style="list-style-type: none"> • Has strong leadership • Get “A” from last year evaluation • Has similar vision and mission with foundation
9	Kindergarten Teacher	<ul style="list-style-type: none"> • Capable teach in many subjects • Has a patient personality • Minimal educational level is diploma

Source: Permata Hati Educational Foundation Tangerang, 2015

Fact that occur in Permata Hati Educational Foundation Tangerang is elementary school's teacher do not want to supervene career path that provided by the foundation and principal of elementary school never changed more than a decade. The reasons are received by the foundation are teachers reluctant to adapt to new tasks as principal and was quite satisfied with his job as a teacher.

Straw and Sayles in Adio and Popoola (2011) stated job satisfaction is the meeting point between the characteristics of the field of work that engaged with the needs of an employee, while Handoko (2008) noticed that job satisfaction arising from organizational climate pleasant in an organization and supported by policies and management practices are made. According to Herzberg in Munandar (2008) there are several factors that can affect employee satisfaction among salaries and job security. Table 4. figure out the range of salaries of teachers and employees on Permata Hati Educational Foundation Tangerang:

Table 4. Teachers and Employees Salary Range of Permata Hati Educational Foundation Tangerang, 2015

No	Position	Salary Range
1.	Elementary School Principal	Rp 3.500.000 - Rp 4.500.000
2.	Vice Principal of Elementary School	Rp 2.200.000 - Rp 3.500.000
3.	Administrator of Elementary School	Rp 1.500.000 - Rp 2.100.000
4.	Class Teacher of Elementary School	Rp 2.500.000 - Rp 3.500.000
5.	Support Teacher of Elementary School	Rp 1.500.000 - Rp 2.500.000
6.	Special Subject Teacher of Elementary School	Rp 1.500.000 - Rp 2.500.000
7.	Kindergarten Principal	Rp 2.500.000 - Rp 3.500.000
8.	Vice Principal of Kindergarten	Rp 1.500.000 - Rp 2.500.000
9.	Kindergarten Teacher	Rp 1.000.000 - Rp 1.500.000
10.	<i>Office Boy</i>	Rp 580.000 - Rp 1.100.000

Source: Permata Hati Educational Foundation Tangerang, 2015

Robbins and Judge (2009) found a consistent negative relationship between satisfaction and absenteeism, but these correlations ranged from moderate to weak. Job satisfaction provided by an organization can also be seen from the level of employee absenteeism. According to Hasibuan (2003) the level of attendance can be calculated by the formula:

$$\text{level of attendance: } \frac{\text{Attendance}}{\text{Work Days} \times \text{Total of Employees}} \times 100\%$$

Table 5. Level of Attendance Teachers and Employee of Permata Hati Educational Foundation Tangerang, 2015

No.	Month	Year	Total of Teachers and Employee	Total of Work Days	Total of Absenteeism (day)	Level of Absenteeism
1.	August	2014	43	24	10	0,96%
2.	September	2014	47	26	3	0,24%
3.	October	2014	46	27	6	0,48%
4.	November	2014	46	25	6	0,52%
5.	December	2014	46	19	4	0,45%
6.	January	2015	46	22	4	0,39%
7.	February	2015	46	26	5	0,41%
8.	March	2015	47	26	5	0,40%
9.	April	2015	47	25	3	0,25%
10.	May	2015	47	25	7	0,59%
11.	June	2015	47	13	6	0,98%
12.	July	2015	47	7	4	0,12%
Average						0,48%

Source: Permata Hati Educational Foundation Tangerang, 2015

Based on Table 5. the lowest percentage of attendance of teachers and employees on Permata Hati Educational Foundation Tangerang in June 2015. This is because there are many teachers and employees who take leave off to home to their hometown. Unlike the other organization, teachers and employees of Permata Hati Educational Foundation Tangerang get days off along with the students according to school calendars set by the Department of Education and Culture. Exceptions reason to get permission from the foundation due to sick, maternity, marriage, and other emergency reasons stated in the regulation of teachers and employees of Permata Hati Educational Foundation Tangerang.

Organizational climate and career development are important to the employees' job satisfaction, especially in an educational foundation that is required to provide good quality education for students. Therefore, the researcher interested to take title "**The Influence of Organizational Climate and Career Development To Teachers' and Employees' on Permata Hati Educational Foundation Tangerang**".

1.2 Problem Statement

Organizational climate owned by Permata Hati Educational Foundation Tangerang is good enough if notice of award in the form of fringe benefits provided to teachers and employees, but it is still not good when seen from the figure the resignation submitted by teachers and employees. Career development provided by the foundation is well established, but the reluctance of elementary school teachers to become principals of elementary schools indicates that there is still a problem in developing a career in this foundation that impact on job satisfaction of teachers and employees.

Based on this background, the authors identified the problem as follows:

1. Is the organizational climate positive influence to teachers' and employees' job satisfaction on Permata Hati Educational Foundation Tangerang?
2. Is the career development of a positive influence to teachers' and employees' job satisfaction on Permata Hati Educational Foundation Tangerang?
3. How does the influence of organizational climate and career development to teachers' and employees' job satisfaction on Permata Hati Educational Foundation Tangerang?

1.3 Research Objective

The research objective of this research are:

2. To determine the influence of organizational climate to teachers' and employees' job satisfaction on Permata Hati Educational Foundation Tangerang.
3. To determine the influence of career development to teachers' and employees' job satisfaction on Permata Hati Educational Foundation Tangerang.
4. To determine the influence of organizational climate and career development together to teachers' and employees' job satisfaction Permata Hati Educational Foundation Tangerang.

1.4 Benefits of Research

The benefits are expected to arise in the presence of this study are:

1. Permata Hati Educational Foundation Tangerang gets benefit as an evaluation and to provide an overview of how much influence of organizational climate and career development to teachers' and employees' job satisfaction.
2. For the purpose of this research is the researcher apply the knowledge about human resources management, especially with regard to the organizational climate, career development and job satisfaction in an education foundational.

II. LITERATURE REVIEW, CONCEPTUAL FRAMEWORK AND HYPOTHESIS

2.1 Organizational Climate

According to Tagiuri and Litwin in Wirawan (2008) organizational climate is the quality of the organization's internal environment relatively ongoing, experienced by constituents of the organization, influencing their behavior and can be described in terms of a set of characteristics or nature of the organization.

Stringer (2002) also argues that the characteristics or component of organizational climate affects the motivation of constituents of the organization to behave in certain ways. He said there are six components to measure it is the structure, standard, responsibility, respect, support, and commitment.

According to Soedjono (Khaeron, 2009) organizational climate is a condition in which a person works. Good workplace include physical and non-physical that can provides the impression of a pleasant, safe, peaceful, feeling at home or at home, and so forth, the indicator are:

1. Work equipment, includes facilities and infrastructure work such as computers, typewriters, machine multipliers, and so on.

2. Working conditions, includes temperature, lighting, and ventilation.
3. Personal relationship, includes collaboration between managers and superiors.

Stringer (Khaeron, 2009) stated indicators of organizational climate can influence the constituents' behavior. There are six indicators of organizational climate:

1. Structure, these factors are the views of constituents of the degree of regulation, policy procedure applied in the organization, and limits provide by organization against its constituents.
2. Responsibilities, these factors measure the perceptions of constituents of the magnitude of the responsibility entrusted to constituents of the organization arising from labor availability challenges, demands for work, as well as the opportunity to feel the accomplishment. Factors challenges will emerge strongly and positively associated with the development of employee performance.
3. Support, reflecting feelings of trust and mutual support continues among workgroups. If support for the employees high, they feel that they are part of a team that functions well and feel they receive help from superiors.
4. Award, a measure of appreciation faced with criticism and characterized by a balance between character and criticism.
5. Commitment, reflecting the feelings of constituents of the organization and the degree of loyalty towards the achievement of organizational goals. Low

level of commitment means employees feel apathetic towards the organization and its objectives.

6. Standard, this factor is the perception of constituents of the degree of importance of the work that must be achieved and work performance with the organization and clarity of the performance expectations of the organization of work of its constituents.

According to Kanten and Ulker (2013) organizational climate affected by six indicators, there are:

1. Reward, it indicates employees' feelings of being rewarded for a job well done, emphasizing the perceived fairness of the pay and promotion policies.
2. Warmth, the feeling of general good solidarity that prevails in the organization. Warmth working conditions emphasis on being well-liked, the prevalence of warm and informal social groups.
3. Support and Commitment, support reflects the feeling of trust and mutual support that prevails in organization. Commitment reflects employees' sense of pride in belonging to the organization and their degree of commitment to the organization.
4. Structure, the feeling that employees have about the constraints in the organization. Structure refers to how many rules, regulations, procedures have been implemented in the organization and is there an emphasis on "red tape" or is there is a loose and informal atmosphere.

5. Risk and Conflict, conflicts refers to feeling of managers and other employees want to hear different opinions, the emphasis placed on getting problems out in the open, rather than smoothing them over or ignoring them. Risk refers to people avoid risks to protect themselves in organizations and employees' risk taking encouraged by organization.
6. Standards, measures the feeling of pressure to improve performance and the degree of pride employees have in doing a good job. However standards refer to clearly defined high standards for performance.

2.2 Career Development

Adekola (2011) revealed that an organization has a career management will improve morale and job satisfaction of employees. The same authors have thought that career development is very supportive for employee satisfaction. If a positive influence on the career development of an employee job satisfaction, it will continue to achieve job satisfaction an employee if the employee's career continues to rise.

Career development that carried out by the company with the following objectives (Kurnia, 2002):

1. To fulfills the needs of the company's human resources quickly and on time.
2. Provide information on the organization and employees about potential career paths within the organization.
3. Maximize programs existing human resources by integrating

Monis and Sreedhara (2010) stated a key factor in the creation of employee satisfaction to satisfaction is the career path. Beside the beneficial career development to satisfy the needs of employees. Adekola (2011) stated the ability of existing career development programs that address the needs of the career of an individual in their career levels and therefore contributes to their job satisfaction.

According Rivai (2009) aspects contained in the career development of individuals that work performance, recognition by the other party, network, resignation, loyalty to the organization, supervising and sponsor, subordinates who have a key role, a chance to grow.

According Adekola (2011) there are two factors that influence individual career development, there are:

1. Career planning, career planning is seen that the individual has personal control over career options, information about the work, the organization of their choosing, as well as assignments in their work. Organizations can help by providing a means for career planning as counseling services either through the literature or in cooperation with a career resource center to assist employees in conducting the analysis and evaluation of employees' career options, determining the employee's career goals and prepare for career development planning.
2. Career management, after employees have career development planning, they need skills, competencies, and values to carry out their career planning with

proper career management. Career management is a continuous process starting from prepare, develop, implement and monitor plans and career strategies, either individually or in connection with the career system within the organization.

According to Kurnia (Khearon, 2009) the success of the implementation of career development that involves four basic steps:

1. Assessment of the ability of individuals, interests and career goals.
2. The ability of the organization to potential employees.
3. Communication regarding career opportunities are available to employees and their career choice.
4. Consultation career to achieve a realistic career plan.

Career development is relevant to the changing environment of today's organizations is the development of a career that allows employees to:

1. Become more aware and know the value, strengths, weaknesses and interests.
2. Obtain information about job opportunities within the company.
3. Being able to identify career goals.
4. Develop a plan to achieve career goals.

2.3 Job Satisfaction

An organization is a gathering place for the people who work together to achieve the desired goal. The purpose of an organization could mean for the individual

organization's goals or objectives foundational organization. The desire of achieving that goal of course motivated by several things like the attitude and behavior of individual, group and organization. Such behavior will impact on the performance employees, attendance, or job satisfaction.

According to Robbins (2003) job satisfaction is identified with the attitude of an employee to work. Job satisfaction is influenced by many factors, such as.

1. Challenging work. In general, people prefer jobs that provide opportunities to use their skills and abilities as well as provide a variety of tasks, freedom and feedback about how well his job. Less challenging job that will create boredom, but that is too challenging can also create frustration and feelings of failure.
2. Award. Employees want a payment system that is fair, unambiguous, and consistent with the expectations of employees. When payment considered fair, in the sense in accordance with the demands of the job, the skill level of the individual, society and the standard fee, is likely to create satisfaction.
3. Supportive working condition. Employees associated with the work environment for personal comfort and ease of doing a good job, includes layout, cleanliness of working space, facilities and tools, temperature and noise level.
4. Supportive colleagues. Employees get something more than money or real accomplishment of the job but also meet the needs of the employee social

interaction. The behavior of managers is also a major determining factor of satisfaction. It is necessary to apply mutual respect, loyal and tolerant with each other, openness and familiarity among employees.

Luthans (2002) states that job satisfaction is an employee perception of how a work can provide something that is considered important. Job satisfaction in a job means that enjoyed a form of satisfaction in a job such as obtaining work, treatment, and the atmosphere of a good working environment. Employees who enjoy job satisfaction in this work will prioritize job of remuneration, although on the other hand the remuneration becomes important. The existence of job satisfaction will affect the surrounding aspects of job satisfaction itself.

Munandar (2008) describe the Two Factor Theory (Motivator-Hygiene Theory) by Herzberg who argued that workers in carrying out his work is influenced by two main factors that are needed, namely:

1. Motivation factors related to psychological needs related to respect for individuals who are directly related to the job (elements of the work itself) and a source of job satisfaction. These factors include:
 - a. The work itself, it concerns the characteristics of the work, namely whether the work is challenging, interesting or just boring.
 - b. Work performance, the opportunity to show a better performance than before, which was obtained through the efforts and abilities.

- c. Promotion, the availability of opportunities for growth in employment and occupation.
 - d. Recognition, the awards and recognition for work performance through the feedback received.
 - e. Responsibilities, obligations carry out the functions and duties of office according to his ability and directives received.
2. Factors maintenance or also known as hygiene factors, are all factors related job dissatisfaction and an extrinsic factors, relating to the state of the job. These factors include:
- a. Co-workers, question is whether the work colleagues can be invited to cooperate, competent, friendly, and mutual mutual help.
 - b. Style of supervision, supervision style is meant here is the quality and form of supervision, direction and guidance received from superiors.
 - c. Employee relations, the cooperation between subordinates and superiors in terms of mutual help and mutual encouragement.
 - d. Physical environmental conditions of work, including good environmental conditions of employment, such as lighting, temperature, air quality, as well as working equipment.

e. The company's policy, including the administration, and procedures applied by the company, corporate policy rules, and actions taken by the company for the benefit of employees.

f. Salary, fee in question is a form of money brought in by the employees in accordance with the type and amount of work performed.

g. Job security, such as the clarity of the jobs held, job security, pension, allowances, rank level, and position in the organization.

2.4 Previous Research

Table 6 identifies previous research will be used as reference for researcher in the writing of this research.

Table 6. Previous Research

No.	Researchers Name	Title	Results
1.	Kumar (2014).	Impact of organizational climate on job satisfaction: a study of Bharti Airtel India in Shimala Zonal Area.	The company has weak organizational climate which is clearly evident from the dissatisfaction of the junior management. There is a negative effect found of the organizational policies. Senior employees are more satisfied with the work environment provided to the employees. The organization is less capable of providing balance work-life.

No.	Researchers Name	Title	Result
2.	Ayudiarini (2010).	Influence of Organizational Climate and Job Satisfaction Career Development	In a multiple regression test known to the organizational climate and career development together it will have a significant influence. As for the climate of the organization itself have a significant influence on employee job satisfaction. As for the career development of the satisfaction also have a significant effect on job satisfaction.
3.	Bianca and Wahyu (2012).	Influence of Organizational Climate and Career Development Employee Satisfaction	The results showed that significantly influence the organizational climate job satisfaction, as well as the development of careers significant effect on job satisfaction. The regression model showed that the organizational climate influence negatively to job satisfaction, career development while giving a positive influence.
4.	Kanten and Ulker (2013)	The Effect of Organizational Climate on Counterproductive Behaviors: An Empirical Study on the Employees of Manufacturing Enterprises	Significant findings have been collected as a result of a research conducted on 204 employees of two enterprises in the field of metal and solar energy. Based on the findings, significant and negative relationships have been observed between counterproductive behaviors and dimensions of organizational climate found out to have effect on counterproductive behaviors.

No.	Researchers Name	Title	Result
5.	Adekola (2011)	Career Planning and Career Management as Correlates For Career Development and Job Satisfaction: A Case Study of Nigerian Bank Employees	Regression analysis shows a stronger relationship between career planning and career development as compared to the relationship between career management and career development. The second finding supports the hypothesis that career development has an influence on job satisfaction and career commitment. The results show that career development had a stronger linkage with job satisfaction than career commitment.
6	Tan and Waheed (2011)	Herzberg's motivation – Hygiene Theory and Job Satisfaction in The Malaysian Retail Sector: The Mediating Effect of Love of Money.	The results have showed that hygiene factors dominated motivators in terms of job satisfaction of sales personnel in Malaysia. The working condition was the most significant factor in motivating sales personnel. Recognition was second, followed by company policy, and salary. There is a need to dwell deeper into the reasons behind why salespeople placed such high importance on salary.
7	Kaya and Ceylan (2014)	An Empirical Study on the Role of Career Development Programs in Organizations and Organizational Commitment on Job satisfaction of Employees.	Career development programs and organizational commitment have a partial effect on job satisfaction, organizational commitment affects job satisfaction directly and positively, career development programs do not affect the level of employees' job satisfaction.

2.6 Conceptual Framework

According to Kanten and Ulker (2013) used six factors proposed by Litwin and Stringer organizational climate theory in a measuring instrument called Litwin and Stringer Organizational Climate Questionnaire, there are:

1. **Structure**, these factors are the views of constituents of the degree of regulation, policy procedure applied in the organization, and limits provided by the employer or the organization against its constituents.
2. **Warmth**, these factors emphasize the good relations in work situations. The presence of warmth and support will reduce anxiety in the work.
3. **Award**, indicating that employees feeling valued when doing a good job. This award priority to fairness in terms of salary and promotion rules.
4. **Conflict and risk**, conflict refers to when the boss or the employee wants different opinions and trying to solve them openly than ignore these differences. Risk refers to employees who avoid risk to protect themselves in the company.
5. **Standards**, measuring feelings of distress in order to improve performance and pride in the employees when doing a good job. This standard describes the expected performance of the company's employees.
6. **Support and commitment**, support reflects a sense of trust and mutual support prevailing in the organization. Employees feel supported by the

company when getting help in time of trouble in the work of their superiors. Commitment is the sense of belonging to the organization and the organization's employees treat their employees as valuable assets for the organization.

According Adekola (2011) there are two factors that influence individual career development, there are:

1. **Career planning**, career planning is seen that the individual has personal control over career options, information about the work, the organization of their choosing, as well as assignments in their work. Organizations can help by providing a means for career planning as counseling services either through the literature or in cooperation with a career resource center to assist employees in conducting the analysis and evaluation of employees' career options, determining the employee's career goals and prepare for career development planning.
2. **Career management**, after employees have career development planning, they need skills, competencies, and values to carry out their career planning with proper career management. Career management is a continuous process starting from prepare, develop, implement and monitor plans and career strategies, either individually or in connection with the career system within the organization.

Job satisfaction is a variable that is interesting to study because, as the achievement of job satisfaction will create conditions that are favorable for the company, because employees will be motivated to work better and behave according to the demands of work, while the employee's own physical and psychological needs are met.

Tan and Waheed (2011) describe the Two Factor Theory (Motivator-Hygiene Theory) by Herzberg, there are:

1. Motivation factors related to psychological needs related to respect for individuals who are directly related to the job (elements of the work itself) and a source of job satisfaction. These factors include:
 - a. **The work itself**, it concerns the characteristics of the work, namely whether the work is challenging, interesting or just boring.
 - b. **Advancement**, the opportunity to show a better performance than before, which was obtained through the efforts and abilities.
 - c. **Growth**, the availability of opportunities for growth in employment and occupation.
 - d. **Recognition**, the awards and recognition for work performance through the feedback received.
 - e. **Achievement**, feeling valued for the work that has been completed, the feeling of pride in the company because it recognizes the achievement of employee.

2. Hygiene factors or maintenance factors include all factors related to job dissatisfaction and extrinsic factors, relating to the state of the job. These factors include:
 - a. **Company's policy**, including the administration and procedures applied by the company, corporate policy rules, and actions taken by the company for the benefit of employees.
 - b. **Relationship with peers**, the cooperation between subordinates and superiors in terms of mutual help and mutual encouragement.
 - c. **Work security**, such as the clarity of the jobs held, job security, pension, allowances, rank level, and position in the organization.
 - d. **Relationship with supervisor**, mean is the quality and form of supervision, direction and guidance received from superiors.
 - e. **Money**, the fairness of payment.
 - f. **Working Condition**, including good environmental conditions of employment, such as lighting, temperature, air quality, as well as working equipment.
 - g. **Pay satisfaction**, fee in question is a form of money brought in by the employees in accordance with the type and amount of work performed.

Based on the theory mentioned above, the diagram framework of this study is shown in Figure 1 as follows:

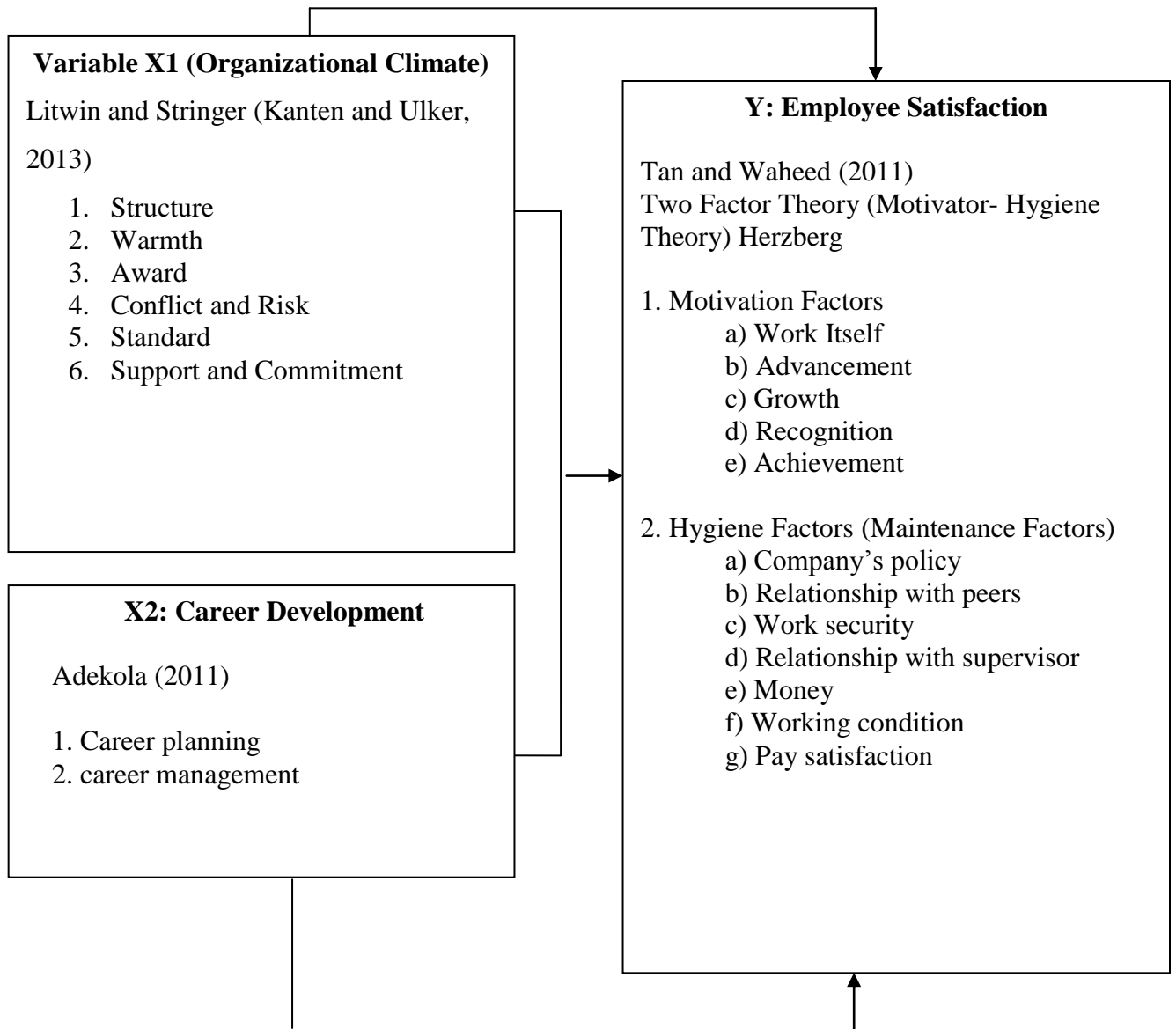


Figure 1. Framework

2.7 Hypothesis

1. Organizational climate has positive influence on job satisfaction of teachers and employees of Permata Hati Educational Foundation Tangerang.
2. Career development has positive influence on job satisfaction of teachers and employees of Permata Hati Educational Foundation Tangerang.
3. Organizational climate and career development organizations have positive effect on job satisfaction of teachers and employees of Permata Hati Educational Foundation Tangerang.

III. RESEARCH DESIGN

3.1 Research Object

This study sampled at Permata Hati Educational Foundation Tangerang, located at Jalan Wijaya Kusuma Raya No. 1 Dasana Indah Residence, Bojong Nangka, Kelapa Dua, Tangerang City, Banten.

3.2 Sources of Data

a. Primary data

According Sugiyono (2010) is the primary data source data that directly provide the data to the data collector. Primary data can be the subject of opinion individually or in groups, on the observation of an object, event or activity, and test results. In this study, the data used are primary data is the data that comes directly from the Yayasan Permata Hati Tangerang.

b. Secondary Data

According Sugiyono (2010) secondary data is the data source does not provide information directly to the data collector. This secondary data sources can be the result of further processing of primary data presented in another form or from others. This data is uses to support the information from primary data obtained either from the interviews, as well as from direct observation to the field.

3.3 Population and Sample

According to Sugiyono (2010) population is a generalization region consisting of objects or subjects that have certain qualities and characteristics defined by the researchers to be studied and then drawn conclusions. According to Sugiyono (2010) sample is part of the number and characteristics possessed by this population. In this study using population, as the number of teachers and employees of Permata Hati Educational Foundation Tangerang amounted to 47 people.

3.4 Data Collection Methods

Data collection method for this research used questionnaire. According to Sugiyono (2010) questionnaire is a technique of data collection is done by giving a set of questions or a written statement to the respondent to response. In this study, researchers used questionnaires to teachers and employees population that numbered 47 people at Permata Hati Educational Foundation Tangerang.

3.5 Variable Operational Definition and Measurement

According to Sugiyono (2010) study variables is basically everything that shaped what researchers set out to learn in order to obtain information about it then drawn conclusions. Based on the formulation of the problem and the hypothesis proposed in this study, the variables in this study consisted of the independent variable (X) is the organizational climate (X1) and career development (X2), and the dependent variable (Y) that is job satisfaction.

Table 7. Operational Definition and Measurement of Variables

Variable	Indicator	Data Likert Scale
Organizational Climate	<ol style="list-style-type: none"> 1. Structure 2. Warmth 3. Award 4. Conflict and Risk 5. Standard 6. Support and Commitment 	Strongly Agree (SA) Agree (A) Neutral (N) Disagree (D) Strongly Disagree (SD)
Career development	<ol style="list-style-type: none"> 1. Career planning 2. Career management 	Strongly Agree (SA) Agree (A) Neutral (N) Disagree (D) Strongly Disagree (SD)
Job satisfaction	<ol style="list-style-type: none"> 1. Factors of motivation <ol style="list-style-type: none"> a) Work Itself b) Advancement c) Growth d) Recognition e) Achievement 2. Maintenance Factor <ol style="list-style-type: none"> a) Company's policy b) Relationship with peers c) Work security d) Relationship with supervisor e) Money f) Working condition g) Pay satisfaction 	Strongly Agree (SA) Agree (A) Neutral (N) Disagree (D) Strongly Disagree (SD)

3.6 Research Method

3.6.1 Test Validity

According to Ghozali (2011) validity is a measure that indicates the level of validity of a test. The validity test of this research used Pearson Product Moment. Analysis correlating each item score with a total score. The total score is the sum of the whole item. Items questions that correlate significantly with a total score indicates the items able to provide support in exposing what was to convey valid if the count $r \geq r$ table (test 2 sides with sig. 0:05), then the instruments or items question stated valid. Here is formula of validity test:

$$r = \frac{N(\sum XY) - (\sum X \cdot \sum Y)}{\sqrt{[N\sum X^2 - (\sum X)^2][N\sum Y^2 - (\sum Y)^2]}}$$

Description :

r = correlation coefficient

X = a score of grains

Y = the total score grains

N = total population (respondents)

3.6.2 Test Reliability

According to Ghozali (2011) reliability is a tool for measuring a questionnaire which is an indicator of the variables or constructs. A questionnaire said to be reliable or reliable if someone responses to questions are consistent or stable over time. SPSS

provides the facility to measure the reliability of the statistical test Cronbach's Alpha (α). The formula used is :

$$R_{ii} = \frac{K}{k-1} \left(1 - \frac{\sum \sigma^2}{\sigma t^2} \right)$$

Description:

R_{ii} = reliability of the instrument

K = the number of the questions

$\sum \sigma^2$ = number of variants grains

σt^2 = variant total

3.6.3 Normality Test

According to Ghozali (2011) normality test is used to determine whether the regression model, or residual confounding variables have a normal distribution. There are two ways to detect whether residual normal distribution or not is by analysis of graphs and statistical tests. A simple statistical tests can be done by looking at the value of kurtosis and skewness of the residual

3.7 Analysis Method

3.7.1 Description Survey Results

According to Sugiyono (2010) description of the statistical results of the survey are used to analyze the data by describing or depicting data that has been collected as without intending to make conclusions or generalizations apply to the public.

3.7.2 Quantitative Analysis

Quantitative analysis is performed to determine and measure the independent variables affect performance. The method used is multiple linear regression. General equation of linear regression are as follows:

$$Y = \alpha + b_1 X_1 + e$$

$$Y = \alpha + b_2 X_2 + e$$

$$Y = \alpha + b_1 X_1 + b_2 X_2 + e$$

Description:

Y = Job Satisfaction

α = constant

b1 = coefficient X1

b2 = coefficient X2

X1 = Organizational Climate

X2 = Career Development

e = error

3.7.2.1 *t* Test (Partial)

t Test was used to test the partial each variable. *t* statistic or significance probability <0.05, it can be said that there is the influence of independent variables on the dependent variable partially, if the probability value or significance $t > 0.05$. It is said that there is no significant influence of each independent variable on the dependent variable. *t* test can also be done with the help of SPSS software. *t* statistic can be calculated by the following formula:

$$T \text{ statistic} = \frac{b}{\sigma b}$$

Description:

b = regression coefficient dependent variable

σb = standard deviation of the regression coefficients of the independent variables.

3.7.2.2 F Test (Simultaneous)

F test is used to determine the influence of independent variables jointly (simultaneously) on the dependent variable. Significant means that the relationship can apply to the population. Use of significance levels vary, depending on the desire of researchers, 0.01 (1%), 0.05 (5%) and 0.10 (10%). For example, we use a significance level of 5% (0.05), if the probability value <0.05 , it can be said there is significant influence jointly between the independent variables on the dependent variable. If significant values > 0.05 , no significant difference jointly between the independent variables on the dependent variable. F test can be done with the help of SPSS software. The F can be searched by the formula:

$$F = \frac{R^2 k}{(1-R^2) / (n-k-1)}$$

Description :

R^2 = coefficient of determination

n = number of data

k = number of independent variables.

V. CONCLUSION, SUGGESTION, AND LIMITATION OF RESEARCH

5.1 Conclusion

Results of research and discussion on organizational climate and career development to teachers' and employees' job satisfaction on Permata Hati Educational Foundation Tangerang conducted by researcher, the conclusion is explained as follows:

1. Partially organizational climate variables (X1) does not influence to teachers' and employees' job satisfaction (Y) on Permata Hati Educational Foundation Tangerang.
2. Partially career development variables (X2) does not influence to teachers' and employees' job satisfaction (Y) on Permata Hati Educational Foundation Tangerang.
3. Simultaneously organizational climate (X1) and career development (X2) do not influence to teachers' and employees' job satisfaction (Y) on Permata Hati Educational Foundation Tangerang

5.2 Suggestions

The conclusion that has been described previously, there are some suggestions are as follows:

1. Permata Hati Educational Foundation Tangerang should create better organizational climate. Things that can be done is to provide an aspirations forum of

teachers and employees in foundation, seeks to provide authority to the teachers and employees to solve problems, provide job rotation for teachers and employees in order to reduce the saturation at work. Foundation should focus on imparting training to develop leadership skills among employees and foundation should benchmark the pay and benefits with the competitive industries.

2. Permata Hati Educational Foundation Tangerang should improve the system of career planning. Things to do are help teachers and staff to develop their careers and help make decisions about personal goals and career development plans. Foundation can also help teachers and employees to determine their skills and interests. Foundation should prepare their organization's career development programs in the line with the employees' future plans and desires. Foundation should also receive help from a professional consultant to implement the program effectively when they decide to apply a career development.

3. Permata Hati Educational Foundation Tangerang should improve teacher and employee job satisfaction. Since majority of teachers and employees measure their job satisfaction from the salary, things that can be done is adjust the work performance of teachers and staff with salaries, benefits and incentives, and also provides an opportunity for teachers and employees to grow in their jobs.

5.3 Limitations of Research

There are several limitations to this study that needs to be submitted for consideration by the next study:

1. Factors that influence job satisfaction in this research consist of only two variables, namely the organizational climate and job satisfaction, while there are many other factors that influence job satisfaction.
2. The limited number of respondents in this study. Respondents who numbered less than 100 respondents difficult when counting statistics.
3. Measurement of variables in this study only used a questionnaire, so that the possible answers of the respondents did not reflect the real situation due to the specific conditions of the respondents.

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