

Literature Review: The Influence of Organizational Climate and Career Development on Organizational Commitment and Job Satisfaction

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Abstract

The strategy taken by the broadcasting media to improve the performance of its employees is to pay attention to job satisfaction and organizational commitment so that it can encourage the emergence of new creativity that can advance this institution. In order for this to be achieved, the broadcasting media must always pay attention to the work climate where employees carry out their duties, as well as monitor the career development of each employee. The purpose of this study is to find out and analyze the influence of organizational climate on organizational commitment with job satisfaction as an intervening variable in the broadcasting media on Jl. Putri Hijau. This type of research is literature review. The population in this study is all employees in the broadcasting media and the sampling technique is by stratified random sampling. In this study, the explanatory method was used and in data collection observation methods, questionnaires, interviews and literature studies were used. The results of the study show several previous studies on the variables Organizational Climate, Career Development, Organizational Commitment, and Job Satisfaction.

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1. Introduction

At this time, the mass media has a very important role for society. This role can be seen from the community's need for information. The media that is still an option for the public to obtain information is television. Through television, the public can easily and quickly find out information from within and outside the country. In addition, television media is a media that conveys information through images and sounds so that the delivery of information is clearer and easier to understand by people wherever and whenever they are. With many television stations, people can choose the show they want without having to leave their homes or residences.

To increase the role of television stations in order to realize an intellectual, intelligent and insightful society, it is necessary to have support from various television stations. This support can be in the form of providing actual and reliable information for a better life. In today's television competition, broadcasting media human resources (HR) must be able to become reliable partners, both by leaders at the center and in the regions and always strive to improve employee performance in the hope that what is the goal of broadcasting media will be achieved. Various ways are always taken by the broadcasting media in improving the performance of their employees, for example by paying attention to job satisfaction, growing and developing organizational commitment so that it can encourage the emergence of new creativity that can advance the institution. In order for this to be achieved, the broadcasting media must always pay attention to the work climate where employees carry out their duties, as well as monitor the career development of each employee.

Broadcasting media employees are Central Civil Servants under the Ministry of Information and Communication who strive to improve the quality of Human Resources working in this institution. As in the Civil Service Law as follows:

- 1) Article 12 and Article 20 of Law No. 43 of 1999, among others, mandate that coaching is carried out based on the work performance system and career system
- 2) Article 9 number 12 and article 10 number 10 No. 53 of 2010 concerning civil servant discipline is stated if the achievement of civil servant work targets (SKP) at the end of the year only reaches between 25% up to 50% will be subject to moderate punishment and those whose SKP is below 25% will be subject to severe punishment.

However, in its implementation, there are not a few government employees who have not and even do not want to show their achievements at work. To increase competitiveness nationally and internationally, broadcasting media need to pay attention to job satisfaction and organizational commitment as a whole by looking at what things can affect organizational satisfaction and commitment to broadcasting media.

According to reports, it is known that high school is the majority of Civil Servant Candidates in the broadcasting media. In fact, to fulfill certain positions, companies should obtain employees with education in accordance with their positions. Especially the structural positions of the Head of Finance, preferably experienced employees.

In 2011 the Government has made Ministerial Regulation (Permen) Number 22 of 2011 which regulates the migration of broadcasting from an analog system to a digital system, where with this regulation it is hoped that Indonesia, especially television stations, can keep up with the times. Therefore, to be able to achieve the era of digitalization, employees in the broadcasting media environment are required to have good self-quality and greater creativity in order to be able to convey the content that has been determined by the Government into interesting shows and are in demand by the wider community. To be able to achieve this quality, the Government, especially the leaders of the broadcasting media, must be able to increase the satisfaction and organizational commitment of all its employees by looking at what things can affect job satisfaction and organizational commitment of employees in the broadcasting media.

2. Method

2.1. Problem Formulation

The research formulation is as follows:

- 1) How does the organizational climate directly affect the organization's commitment to the

broadcasting media?

- 2) How does career development directly affect an organization's commitment to broadcast media?
- 3) What is the direct influence of organizational climate on job satisfaction in broadcasting media?
- 4) How does career development affect job satisfaction in broadcasting media?
- 5) How does job satisfaction affect organizational commitment to broadcast media?

2.2. Research Objectives

Based on the formulation of the problem above, this study is aimed at:

- 1) To analyze and determine the influence of the organizational climate on the organization's commitment to the broadcasting media;
- 2) To analyze and determine the influence of career development on organizational commitment;
- 3) To analyze and find out the influence of career development on organizational commitment to broadcasting media;
- 4) To find out and analyze the influence of the organizational climate on the organization's commitment to the broadcasting media;
- 5) To find out and analyze the effect of job satisfaction on organizational commitment to broadcasting media.

2.3. Research Benefits

- 1) For Broadcasting Media: Provide information on the level of employee job satisfaction and recommend efforts to increase organizational commitment within the framework of organizational climate and career development
- 2) For readers Developing the science of human resource management. In addition, the results of this study can be used as a reference for other researchers with similar topics in the future.

3. Result and Discussion

3.1. Organizational Climate

Elsa (2013) states that the organizational climate is the basic building block of work and rules that exist in the organization. Kurt Lewin (2008) human resource management expert who invented the term organizational climate uses the term psychological climate. According to Litwin and Stringer (in Wirawan, 2008:12) organizational climate is a series of environments, cultures, atmospheres, situations, field patterns, behavior patterns and circumstances or conditions. According to Wirawan (2012), the term organizational climate was introduced as a psychological climate. Then the term organizational climate is used by Litwin and Tagiuri (2008) who put forward a number of terms for behavior in relation to the setting and place where behavior occurs: social environment, culture, situation, field pattern and behavior pattern.

Table 1. Previous Research of Organizational Climate

Name and Year	Heading	Research Results
Aysen Berberoglu (2018)	Impact of organizational climate On Organizational commitment and perceived organizational performance:highlighting positive relationships empirical evidence from public hospitals	The organizational climate significantly impacts the organization's commitment,
Naol Abera Belay (2022)	Effect of Organisational Climate on Employees' Organisational Commitment the Case of Ethiotelecom Western Region	Identifying conceptual gaps in the existing literature on the impact of organizational climate on employee affective commitment, suggests that previous research has not adequately examined this relationship, particularly in the services sector, demonstrating the need for further research in this area.
Abdulkareem, Z. J. (2019)	Organisational climate and Its Effect on Employees' Job Satisfaction and	This study highlights that the organizational climate significantly

Name and Year	Heading	Research Results
	Commitment	influencing employee commitment, emphasizing factors such as rewards, teamwork, training, and autonomy.
Nadia Khan (2019)	The Impact of Organizational Climate on Teachers Commitment	This paper identifies that a significantly positive organizational climate impacting teacher commitment, highlighting dimensions such as collegial leadership and institutional vulnerability.
Ryan Alfonso Marpaung, Rina Anindita (2017)	Does Impact Of Organizational Climate And Motivation On Organizational Commitment Moderate By Job Satisfaction? A Case in Broadcasting Industry	This paper highlights that the Organizational Climate positively impact Job Satisfaction and, consequently, Organizational Commitment
Sukran Oktem (2022)	<i>The Effects of Organizational Climate on Organizational Identification and Job Satisfaction: The Hotel Sample</i>	The paper refers to various studies which shows that the organizational climate has a significant impact on job satisfaction
Fabara G. Jaramillo C. Falcón R. (2020)	<i>Organizational climate and job satisfaction in the employees of the Municipal Company Ambato Fire Department - Public Company</i>	This paper discusses a strong positive correlation between organizational climate and job satisfaction
Silvia Platania (2022)	Organisational Climate, Diversity Climate and Job Dissatisfaction: Aof Multi-Group Analysis of High and Low Cynicism	This paper investigates the climate impact of organizations (OC) on job dissatisfaction, highlighting how positive OC and a supportive climate of diversity influence employee behavior, including performance and satisfaction, making it relevant with journals focused on OC and job satisfaction
Collins Reuben Gaunya (2016)	Organizational Climate as a Determinant of Job Satisfaction among Public Sector Employees in Kisumu County, Kenya	This paper highlights a range of studies that link iklim organization With Job satisfaction
In. Otrebski (2022)	The Correlation between Organizational (School) Climate and Teacher Job Satisfaction – The Type of Educational Institution Moderating Role	This paper does not provide a specific journal reference on organizational climate that affects job satisfaction. However, it addresses the correlation between organizational climate and job satisfaction, emphasizing the importance of this relationship in educational institutions, especially For Teachers

3.2. Career Development

Career development is an improvement in a person's career path or career pattern in the place where the employee works or in the organization concerned (Martoyo, 1998). The success of a person's career development is inseparable from the ability to communicate and adapt within the organization (Wirawan, 2012).

The results of Wijanarka (2000) explained that the development system or career plan in an organization is determined by the Work Performance Assessment (DP3). However, from various conclusions, it was obtained that career development at all levels of civil servants still did not provide an objective and measurable assessment. The implication of this is work, so the actual performance cannot be known. So, based on the results of the study, it can be seen that a civil servant cannot depend on the future of his career by relying on the results of the assessment applied by the agency.

Table 2. Previous Research of Career Development

Name and Year	Heading	Research Results
Ichdan D. A. Maryani Yuliansyah Y. (2023)	M.Participation in Decision-Making, Career Development, and Organizational Commitment	This paper highlights that career development initiatives positively influence organizational commitment, as employees who engage in career support practices demonstrate higher loyalty, productivity, and job satisfaction
Hung-Jen Lo, Ph.D. (2014)	The mediator effect of career development between personality traits and organizational commitment: The example of sport communication technology talents	This paper identifies that career development significantly affects organizational commitment, highlighting the importance of career planning and counseling
Wicaksono M.H., Soeling P.D. (2022)	<i>Efforts to Reduce Intention To Leave through Organizational Commitment and Career Development</i>	This paper does not provide a specific journal on career development that impacts organizational commitment. However, it emphasizes the importance of career planning and development in increasing organizational commitment, suggesting that literature on this topic can yield Relevant journals
Ismail A., Madrah H., Abdin (2014)	F. <i>The Effect of Employee Career Programme and Career Development on Career Commitment</i>	This paper examines the positive correlation between career development and career commitment, showing that an effective career program significantly impacts organizational commitment.
Lapointe E., Vandenberghe (2019)	C. <i>Development and validation of a commitment to organizational career scale: At the crossroads of individuals' career aspirations and organizations' needs</i>	This paper does not provide a specific journal on career development that impacts organizational commitment. However, it introduces the construction of commitment to organizational careers (COC), which can contribute to understanding the relationship between career aspirations and organizational commitment
Agustina Hanafi (2018)	Incentive Effect and Career Development and its Impact on the Jobsatisfaction of Employees to Work Performance in Human Resources Development Pt. Fertilizer Sriwijaya Palembang	This paper discusses the significant effects of Career development to job satisfaction, emphasizing its role in increasing employee growth and satisfaction
Ahmad Prayudi, Imas Komariyah (2023)	The Impact of Work Motivation, Work Environment, and Career Development on Employee Job Satisfaction	This paper refers to several studies that result that development Career has a positive impact on job satisfaction
Widana Pathiranage Wickramaratne (2021)	Richard <i>Sustainability in Career Development: The Impact of Career Development Culture and Career Support of Senior Management on Career Satisfaction</i>	This paper shows that the culture of Career development and senior management support positively affect career satisfaction, which may be related to job satisfaction
Shujaat S(2014)	Impact of Career Development on	This paper highlights the positive

Name and Year	Heading	Research Results
	Employee Satisfaction in Privaterelationship between the Banking Sector	development of Career and Satisfaction work employees in the banking sector
Carlos One-to-one Caixote (2023)	<i>The Relationship between Staff Training, Career Development, and Job Satisfaction for Public Universities in Mozambique</i>	This paper discusses the impact of policy Career development towards job satisfaction, highlighting that effective training programs and career development strategies significantly increase staff motivation and job satisfaction in public universities, especially in the education sector Mozambique High

3.3. Organizational Commitment

Organizational commitment is the level of attachment and loyalty of an employee to the organization for which the employee works. Meyer and Allen's main theories of organizational commitment consist of three components: affective commitment where there is an emotional attachment and sense of belonging to the organization, ongoing commitment where employees stay in the organization because they feel economically bound (the cost of leaving the organization becomes higher), normative commitment where employees feel they have a moral obligation to stay in the organization, often because of the anorma that the company teaches. Where is the theory Job satisfaction states that job satisfaction contributes to organizational commitment where employees who are satisfied will show higher commitment.

The importance of the organization's commitment to improve employee productivity, employee retention to commit to the organization and a positive work culture to create a healthy and collaborative work environment. Thus, organizational commitment is a key factor in achieving the organization's long-term goals and creating a positive work climate.

Table 3. Previous Research of Organizational Commitment

Name and Year	Heading	Research Results
Hellman, T. (2020)	A Mixed-Method Study of Providing andIdentify model supporter for Implementing a Support Model Focusing onsystematic management of the work Systematic Work Environment Management environment.	
Avila M. Martã•nez (2021)	A multiple full mediating effect in a PLSFull mediation model in hierarchical component model: Application tocollaborative public management the collaborative public management through the PLS approach.	
Suarez-Paba, M.C. (2022)	A paradigm shift in Natech risk management: Development of a ratingframework in industrial system framework for evaluating themanagement. performance of industry	Develop a risk evaluation system
Dempsey, M. (2022)	A Review of the Success and Failure Factors for Change Management	Review success and failure factors in change management.
Chordiya, R. (2022)	A Study of Interracial Differences in Turnover Intentions: The Mitigating Role ofemployees across races with the role Pro- Diversity and Justice- Orientedof justice-based management Management mitigation.	Analyze the exit intentions of
Bakri, A. (2021)	Addressing the issues of maintenanceImproving sustainability through a management in SMEs: Towards sustainablelean care management approach. and lean maintenance approach	
Rundall, T.G. (2021)	Adoption of Lean management and hospitalThe adoption of lean management performance: Results from a national survey improves hospital performance.	
MaletiĂ, D. (2020)	An analysis of physical asset managementCore physical asset management core practices and their influence onpractices affect operational	

	operational performance	performance.
Shao, B. (2023)	An examination of anti-violence human resource management practices in the context of health care and aged care	Practice HRM anti-violence organizations.
Menon, R.R. (2021)	Analysis of barriers of sustainable supply chain management in electronics industry: An interpretive structural modelling approach	Identify chain implementation sustainable supply in the electronics industry.

3.4. Job Satisfaction

Employees are the main asset for every company, they become implementers, managers and controllers who always play an active role in realizing the company's goals. Employees become actors who support the achievement of goals, have thoughts, feelings and desires that can affect their attitudes towards their work. This attitude determines the work performance, dedication and love for the work charged to him. Positive attitudes must be fostered, while negative attitudes should be avoided. Employee attitudes are known for job satisfaction, work stress and frustration caused by work, equipment, environment needs and so on. Employee job satisfaction must be created as well as possible.

As a personal evaluation of the current condition of the job or the results that arise as a result of owning a job. Sampan, Rieger and Roodt (2002) seem to agree with this definition, stating that job satisfaction refers to the perception and evaluation of a job. Sempene, Rieger and Roodt (2002) seem to agree with this definition, stating that job satisfaction refers to the individual's perception and evaluation of work. According to these authors, the perception of individuals is influenced by people on the basis of factors that are important to them. Although the definition of job satisfaction varies, it is generally considered to be the attitude or feeling that a person has about someone's employment that is positive or negative.

Table 4. Previous Research of Job Satisfaction

Name and Year	Heading	Research Results
Ali, M. (2023)	Green management practices and trust for green behavioral intentions and mediation of ethical leadership. An attribution theory perspective in tourism.	Green management practices increase trust and job satisfaction.
Bahuguna, P.C. (2023)	Talent Management and Its Impact on Organizational Commitment: Empirical Investigation of Indians Hospitality Industry.	Talent management affects organizational commitment and job satisfaction in the hospitality industry
Dalal, R. (2023)	Examining the relationship between talent management and employee job-related outcomes: The case of the Indian manufacturing industry.	Management talent Affect result Work related Satisfaction of Indi manufacturing industry
Gomes, J.F.S. (2023)	The Effect of Green Human Resources Management Practices on Employees Affective Commitment and Work Engagement: The Moderating Role of Employees Biospheric Value.	Green HRM practices affect commitment affective and Work
Kilroy, J. (2023)	Embedding reciprocity in human resource management: A social exchange theory of the role of frontline managers.	Reciprocity in the HRM strengthen managerial relationships and job satisfaction.
Laskurain- Iturbe, I. (2023)	Assessing the uptake of Industry 4.0 technologies: barriers to their adoption and impact on quality management aspects.	The adoption of Industry 4.0 technology affects aspects of quality management and job satisfaction.
Nguyen, P.V. (2021)	Enhancing emotional engagement	Emotional engagement through

Name and Year	Heading	Research Results
	through relational contracts, management receptiveness, and employee commitment as a stimulus for job satisfaction and job performance in the public sector.	
Pham, N.T. (2023)	Common good human resource management, ethical employee behaviors, and organizational citizenship behaviors toward the individual.	Interest-based HR management generally improve ethical behavior and job satisfaction.
Widodo, United States In. (2021)	Effect of grit on the teaching creativity of Indonesian teachers: The mediating role of organizational commitment and knowledge management.	Grit and organizational commitment mediate teacher teaching creativity in Indonesia.
Ye, X. (2023)	How and when top management commitment facilitates employees' green behavior: A multilevel moderated mediation model.	Commitment green top Management encourage green behavior and job satisfaction.

4. Conclusion

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

- 1) Career development directly has a non-significant effect on the job satisfaction of broadcast media employees;
- 2) Organizational climate directly has a significant negative effect on the job satisfaction of broadcast media employees;
- 3) Organizational commitment includes aspects of emotional attachment, job satisfaction, motivation to contribute, desire to stay or commit and employee identification of the organization in achieving the organization's long-term goals.
- 4) Job satisfaction directly has a significant positive effect on the organizational commitment of broadcasting media employees;
- 5) Career development directly has a non-significant effect on the organizational commitment of broadcasting media employees;
- 6) The organizational climate directly does not have a significant effect on the organizational commitment of broadcasting media employees.

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