

Career Satisfaction In The Public Sector Employees: A Study Of Indonesia The Public Sector Organization

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ABSTRACT

Purpose – Acareer satisfaction research on public sector employees is conducted to figure out the influence of leadership style and organizational climate, and the role of job involvement on career satisfaction.

Design / methodology / approach – The respondents of this research are the employees of the public sector at Bengkulu province with the number amounted to 385. The data analysis is using Descriptive Analysis, and Statistical Inferential Analysis with Structural Equation Modeling (CFA and Regression Weight).

Findings - Leadership style and organizational climate positive effect on career satisfaction, a significant difference between leadership style and job involvement, organizational climate positive effect on job involvement, job involvement had no effect significant to career satisfaction, the mediating role of work involvement as relations pemediasi organization climate on career satisfaction.

Strategic Impication–The strategy for the employees to obtain career satisfaction is to increase the role of a good leadership style by avoiding the influence of practical politicof the top public sector leader on the careergrowth opportunityprocess, combining traditional career and protean career systems, and creating a conducive organizational climate.

Originality / Value - This study is conducted to figure out the influence of leadership style and organizational climate on career satisfaction and the mediating role of job involvement on career satisfaction in the public sector organization of Bengkulu province. Career satisfaction in public sector organizations is difficult to achieve with traditional career systems which is carried out in the public sector due to the limited careergrowth opportunitiesthe employees earn in the lifetime of their employment career.

Keywords - Career satisfaction, leadership style, organizational climate, job involvement.

Paper type - Research Paper

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I. INTRODUCTION

It has long been emphasized that employees career satisfaction is an important factor not only it is as the individualsuccess but it is also the success of the organization. (Joo, & Park. 2010). Career satisfaction has become an important issue in the workplace because the individual success results in the success of the organization (Judge et al, 1999). According to various researches, career satisfaction points to those employees who are more committed and motivated (Igbaria et al. 1991). Therefore, researchers have taken various factors that influence employee career satisfaction into consideration.

In this context, the identification of career satisfaction predictors is considered as an important research problem in the field of career development because as it has been studied that career satisfaction is a significant subjective factor for career success (Ng et al. 2005). According to various studies on career satisfaction, various individual and organizational variables influence careersatisfaction (for example, Ng et al. 2005).The main responsibility for career development has shifted from the organization to the individual because the psychological contract between them has changed dramatically (Feldman, 2000). But the same case is not found in the public sector organizations in Indonesia. According to Hall (1996), protean careers, a new concept of careers in the 21st century, have emerged because an individual does not need to depend too much on one company for their lifelong career. Protean Career is being described as a process of a person, not an organization.A Proteant has his own career choices and is earning to fulfill his own needs; which is an integrated element in his life, and the success achieved is internal or psychological success, and not external (Hall, 1996). Protean career refers to the career that changes frequently; following the changing of interests, abilities, and values, and the changes in the work environment (Noe, 2002).

The relationship between the organization and the people in it is interdependent (Salem&Jarad, 2015), and both the organization and the people can have an impact on each other as the ability to achieve positive

results. Leadership style, organizational climate, and employees' career satisfaction have become important variables in the achieving of the organization goals (Dimitriades, 2007). This applies also in public sector organizations. According to Dunn (2000), these are the professions that are needed by every top leaders in various public administration institutions, at every level. For the public sectors, the main responsibility of a bureaucracy in providing services to the community must be supported by competent professionals and apparatus. Boyne & Williams (2003) state that the attitude of the apparatus plays an important role in achieving the work performance of public sector organizations.

The role of human resource management in the public sector has become very critical and has different conditions with the private sector (Boselie et al. 2003). Human resource management can function effectively in the private sector but it is not so in the public sector (Boselie et al. 2003). One of the determinants of the effectiveness of human resource management is related to the culture of the private sector organization; that is in stark contrast to the public sector. In addition, a non-conducive organizational climate and managerial values that are irrelevant to the changes become a bureaucratic problem in achieving organizational effectiveness as identified by Wallace et al. (1999) who examined the public organizations and the police in Australia.

The phenomenon of public sector employees' career has recently become a discussion among the civil servants because the career system is unclear and unstable. There has been frequent termination of positions (non jobs) without a clear reason and regulations. (Newspaper News RB: 22/09/2016 ; RB:5/10/2016). While the career system and the position of the State Civil Apparatus are regulated in Law No. 5/2014 concerning ASN and other statutory provisions. This condition is possible to influence the employees' career satisfaction, and ultimately it affects the work and the organization. The public perception is that public sector employees are lazy bureaucrats, but is not the case according to Hartley and Benington (2011). On the contrary, several surveys have revealed that these employees have high work motivation. Wright and Pandey (2010) further state that public employees do not differ significantly from the employees of private companies. However, there are still many unanswered questions about how to motivate the public sector employees.

The difference in the previous research is a gap that challenges the researcher to re-examine the finding at different loci; by focusing on public sector organizations at Bengkulu province. Career dissatisfaction on a staff or employee will lead to disappointment even when the individual should feel satisfied in one's career with the work performance. In fact, the problems that are often faced by many public organizations are employee performance which tends to decrease over time which has an impact on the ineffectiveness of the organization (Tentama, 2015).

Career satisfaction is an important variable to measure the employees satisfaction and the organizational commitment (Judge et al. 1999). Although there are various studies on the relationship between career satisfaction and other variables such as organizational commitment and the intention to leave (Gupta et al. 1992; Igbaria et al. 1991). Career satisfaction problem in the context of important career development, does not happen only on employees but also on human resource practitioners in the public sector (Jo & Choi, 2009) because many public organizations need to find the right method to be promoted. Career development and increasing career satisfaction of their employees (Kim et al, 1997). Thus, there is a clear need to conduct empirical study on the construction which is related to career satisfaction in the Indonesian public sector. The career system in public sector organizations illustrate that career system is very much determined by the organizations, hence it is difficult for the employees to achieve career satisfaction. In general, the gap on the previous research is that leadership style, organizational climate and job satisfaction affect career satisfaction, but there is still debate and a clarification is needed so that empirical analysis is found necessary.

From some of the above studies, there is a research gap which is an empirical gap that requires further study as a result of the inconsistent findings on the previous studies. Therefore, this study offers a solution by adding job satisfaction mediating variables. So that these differences underlie this research to confirm and re-examine employees' career satisfaction in government agencies (public sector) at Bengkulu province.

II. THEORETICAL STUDY AND HYPOTHESIS

Career Satisfaction. Career satisfaction is defined as a pleasant or positive emotional state as a result of one's evaluation and work experience (Greenhaus et al., 1990). Lounsbury et al. (2009) defines career satisfaction as a person's overall satisfaction with one's work. Career is defined as the course of events that constitute life; sequence of work and other life roles which combine to express one's commitment to *work in his* or her total pattern of self-development; including work-related roles such as employees.

Lounsbury et al. (2009) in his research revealed that the personality traits related to career satisfaction and job satisfaction determined a core set of three personality traits which consistently related to career satisfaction— emotional resilience, optimism and work drive. In relation to career satisfaction, individual personality (Lounsbury et al. 2003), types of profession (Hanson & McCullagh, 1997; Sterm, 2001), race (Greenhaus et al. 1990), life-work balance problems (Aryee et al. 1994; Burke, 2001; Martins et al. 2002), organizational support for career development (Dreher & Ash, 1990), and the influence of career satisfaction on

organizational effectiveness (Gupta et al. 1992; Igbaria et al. 1991) have been studied. In the meta-analysis of Ng et al. (2005), various predictors of subjective career success are categorized into four groups: organizational sponsorships, human capital, sociodemographic status, and stable individual differences.

Based on some of the opinions above, it can be said that career satisfaction can be caused by the elements that are found in the organization so that the leadership style and organizational climate are the ones that affect career satisfaction of an employee in the organization. Some research proves that job satisfaction can improve performance (Thamrin, 2012; Springer, 2011; Payakachat et al., 2011). Therefore, career satisfaction is an important factor in increasing job satisfaction.

Leadership Style. Leadership styles in the public sector are not clearly defined as in the private sector. This depends on the type of political system and the level of empowerment at various levels of management in public sector organizations. According to Hill et al. (2012), leadership style is an activity that influences others to cooperate, which is based on the person's ability to guide others in achieving the desired goals of the organization. Leadership style is defined as behavior that is directed at the individual leaders and the entire team, which consists of delegation of authority to the employees, increasing independence and autonomy in decision making, coaching, sharing information (Chen et al. 2007; Kirkman, & Rosen, 1999; Konczak et al. 2000). In an organization that relies more on teamwork and the work complexity, there is an increasing trend of interest in empowering leadership, theologians and actors (Arnold et al. 2000; Seibert et al. 2004) and for high performance (maximum), it requires the leaders who are able to manage human resources. This is supported by a statement from Hill et al. (2012) who stated that a strong leadership style would produce a positive effect on work performance. A leader has his or her own ways to influence other people or subordinates in such a way that the person is willing to do the will of the leadership in order to achieve company goals. Robbins (2008) suggests that leadership is the ability to influence a group towards achieving goals, including groups of public sector organizations.

The importance of leadership in public sector has been widely recognized by public management scientists (Wright & Pandey, 2010; Van Slyke & Alexander, 2006; Van Wart, 2003), the application of modern leadership approaches and especially empirical research is now very seldom found. This has led to significant gaps in the expansion and development of general and public leadership theories (Kellis & Ran, 2013). Public organizations are considered to rely primarily on bureaucratic control mechanisms that reduce the importance of the relationship of public leaders with their subordinates (Bass & Riggio, 2006). However, public organizations are not always very bureaucratic (Wright & Pandey, 2010) and there is a growing consensus in public management that in the management issues, the public organizations and their leaders can overcome the structural obstacles (Wright & Pandey, 2010). In this research, which empirically investigates the influence of transformational leadership styles and transactional leadership styles in the public sector, is an attempt to refine our understanding of public sector leadership and to reduce the above research gaps.

Organizational Climate. According to Lussier (2005), organizational climate is the employee's perception on the quality of the internal environment of the organization which is relatively felt by the members of the organization and which then will influence their subsequent behavior. Cilliers & Kossuth (2002), organizational climate, defined as psychological atmosphere, measured by four managerial support dimensions. Salutogenic functions, referring to the origins of psychological health, are measured as a sense of construction of coherence, self-efficacy and locus of control. Climate correlates significantly with a sense of coherence and locus of control, and self-efficacy. Climate refers to the psychological atmosphere of an organization while the organizational dimensions at the formal level are structure, policy, objectives, management practices, task specialization, decision-making, standards and rewards. On the informal level, it refers to identity, employee needs, responsibility, interactive communication, information sharing, support, warmth and conflict handling. Further Raza et al. (2010) revealed that open climate is highly and positively correlated with performance, whereas closed climate is negatively correlated with performance. Furthermore, the six profiles found in the organization can be considered as six different organizational climates: open, autonomous, controlled, familiar, paternal and closed. According to Forte, (2010), organizational climate influences people's behavior in an organization, the characteristics of organizational climate can be felt by members of the organization. An organization that is seen as a social system is always influenced by both the internal and external environment. According to Omolayo & Ajila (2012) on results of research found that there is a significant correlation was found between organizational climate and job involvement.

Job involvement. According to Robbins & Judge (2008), that work involvement is a participatory process that uses the entire capacity of the employees and is designed to encourage increased commitment to the success of an organization. According to Khan et al. (2011) work involvement is defined as an individual psychological identification of the specific task. Furthermore, Robinson et al. (2004) defines the work involvement is the degree to which the individual is known from his work, actively participate in it and considered an important achievement for self-esteem. The term work involvement can be described as the extent to which a person carrying out awareness and engage in work (Paullay et al., 1994). Furthermore, Lask et al. (2001) defines

involvement as the identity of individual psychology work on specific tasks or employment. Khan et al. (2011) defines involvement as a dimension of social systems, interpersonal relations, group dynamics and inter-group, and interaction with the supervisor.

H1: Leadership Style influences Career Satisfaction.

The career satisfaction perceived by the employees reflects their feelings about the roles, achievements, and career success they receive. Cunningham et al. (2008), that career satisfaction has been proven to have a significant influence on the form of organizational commitment. Organizational commitment is formed by leadership styles (Meyer et al., 2002). Career satisfaction is the satisfaction someone gets from the intrinsic and extrinsic aspects of his career, including wages, progress, and the opportunities of promotions (Greenhaus et al., 1990).

H2: Organizational Climate influences Career Satisfaction.

According to Forte (2010), organizational climate influences the behavior of people in an organization since the characteristics of the organizational climate can be felt by members of the organization. Organizations that are seen as a social system are always influenced by both internal and external of their environment. Every organization has goals; it requires satisfied and happy employees to achieve the desires of the organization (Oshagbemi, 2000). Career satisfaction is an important predictor of career success and it has extrinsic and intrinsic results in its conceptualization, and thus can be measured by using subjective and objective indicators (Nabi, 1999). Research Adenike (2011) found that there is a relationship that reveals a positive and significant relationship between organizational climate and career satisfaction.

H3: Effect of Leadership Style of Job Involvement.

The leadership style is a model of leadership performance in order to move others (Zelege & Tamrat., 2013). According to Hersey et al. (1996), that phrase can be understood as a leadership style of leadership behavior with two independent dimensions: the interaction of task and interpersonal relationships. Hill et al. (2012) that the manager or leader is an important task in the organization hence as the fulcrum with all interactions within the organization.

The concept of work involvement is an important variable that helps to improve the effectiveness of the organization. Increasing employee involvement in the organization has increased effectiveness (Rasool, 2008). In order to improve the level of work engagement, as a determinant placed under a comprehensive view based on facts and high job involvement is a desirable feature. In fact, people with high job involvement were more satisfied with their jobs, as well as demonstrate a positive work attitude, and express a commitment to the organization and colleagues, employees (Nazem, & Mozaiini, 2014). According to Omolayo & Ajila (2012) that from results of research found that there is significant influence leadership style and job involvement. Fang (2011) in his research found that transformational leadership style and pragmatic impact on job involvement.

H4: Influence of Organizational Climate on Work Involvement.

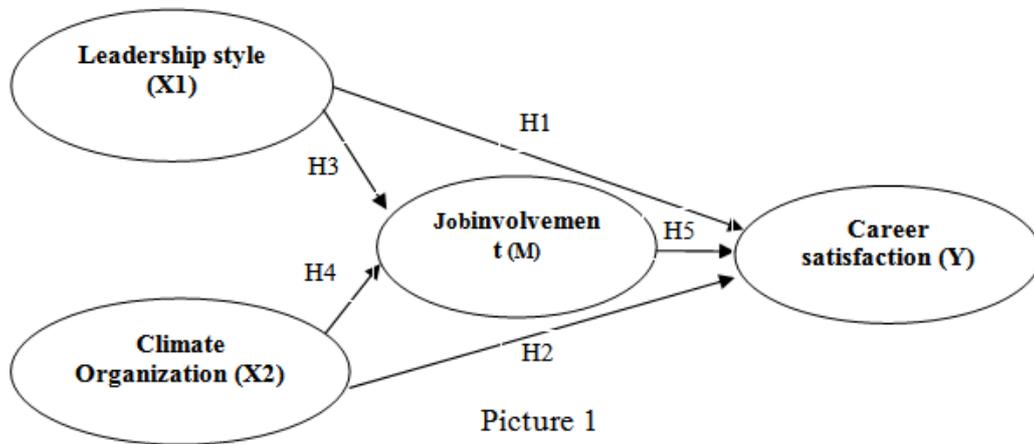
According to Lussier (2005) says that the organizational climate is employee perceptions about the quality of the organization's internal environment relatively perceived by members of the organization would then be the next affected their behavior. Cilliers and Kossuth (2002) that the organizational climate, defined as psychological atmosphere, measured by the four dimensions of managerial support. Robbins & Judge (2008), argues work engagement is a participatory process that uses the entire capacity of the employees and is designed to encourage increased commitment to the success of an organization. Further work involvement had a definition that is the degree to which people are known from his work, active participation in it, and consider the accomplishments important to self-esteem. Pourkaini et al. (2014) Research results show that there is a significant relationship between organizational climate and job involvement. Research Omolayo, and Ajila, (2012) The results showed that organizational climate significantly influence work engagement.

H: 5 Effects of Career Satisfaction on Job Involvement.

Work involvement is a measure of the extent to which a person psychologically to their work impartially and consider its performance as a measure of self-esteem (Robbins & Judge, 2008). Spurk et al. (2011) Also gives the concept if not observed level of work involvement will lead to turnover and absenteeism (absent); work involvement can also be antecedents of job stress, job satisfaction, organizational commitment, life satisfaction, turnover intentions, and work and family conflict, so as not finding career satisfaction. According to Spurk et al. (2011) that career satisfaction as an important aspect of subjective career success. Career satisfaction is defined as an unpleasant emotional state or positive results from a person's judgment and work experience (Greenhaus et al., 1990). Career satisfaction as a privileged individual evaluation

of their own careers often seen as one of the main indicators of subjective career success (Abele et al., 2011; Spurk et al., 2011).

Based on the hypothesis proposed, the framework of the study can be described as follows:



Picture 1
Research Framework of Thinking

III. METHODOLOGY

Sample–The types of research used are quantitative research by using questionnaires as survey method to obtain data directly. This research was conducted on the employees who have both structural and functional positions in government organizations of Bengkulu provincial level.

The respondents or samples in this study were the employees of Bengkulu provincial government organizations who had a of a minimum of 5 years working period which amounted to 385 respondents which was a sample size that could be used for the Structural Equation Modeling (SEM) method. According to Hair et al. (2006), the number of samples recommended for Structural Equation Modeling (SEM) analysis ranges from 200 to 400 respondents.

The sampling method in this study was conducted using Purposive Sampling method, where the researcher determines the sampling by specifying specific characteristics that are in accordance with the objectives of the study so that they are expected to answer the research problems (Hair et al. 2006). The analysis technique used is descriptive analysis and inferential analysis using Structural Equation Modeling (SEM).

Measurement–The size of the research instrument of career satisfaction variable was by using two components from Greenhaus et al. (1990); Igarria & Baroudi, (1993); Abele et al. (2011): Intrinsic and Extrinsic were used as the size of the research instrument of career satisfaction variable, 10 items of questions were used as the career satisfaction indicators, such as: "I am satisfied that I can develop new skills". The leadership style variable uses two components Bass, and Abolio (1995); Bass and Riggio (2006); Antonakis et al. (2003): transformational and transactional. Leadership style indicators use 4 items of questions, such as: "My leader has an exemplary charisma". The organizational climate 6 components of Litwin and Stringer, (1968): structure, standards, responsibilities, awards, support and commitment were used as the organizational climate variables. 12 items of questions, such as: "In the organization where I work the task is very clear and structured" were used as the organizational climate indicators. The variable Job involvement variables used to measure involvement scale work called job involvement questionnaire (JIQ) developed by Chughtai(2008), using the five aspects of work engagement work participation, participation, and collaboration. Work involvement items using seven items of questions, such as: "I always participate in the activities of the office".

To measure the scale of career satisfaction, leadership style, organizational climate and job involvement, the respondents were asked to answer each item's questions using a 5-point Likert scale: 1. (strongly disagree / satisfied), 2. (disagree / satisfied), 3. (neutral) , 4. (agree / satisfied) and 5. (very agree / satisfied).

IV. RESULTS

The composition of the 385 respondents was arranged according to their age; from the oldest age, which was 59 years, to the youngest, which was 23 years. On average, the respondents were 44.1 years old and the employees with that age range were considered productive and high-performing because they already had a career path and considerable career experience. The majority of respondents who work at the age of 56-59 are respondents who are in productive condition, because in general, the employees are retired at the age between 58 years and 65 years.

For the working period, the majority of respondents who had a working period of 5-15 were respondents who were in productive condition. The primary data collected according to the length of working period, as the employees in this public sector, is that out of a total of 385 respondents, all of them have worked over 5 years with a percentage of 100%. The respondents with the lowest working period of minimum 6 years to maximum of 38 years, the average respondent has a work period of 17.9 years. The work period greatly influences the biographical characteristics of employees. Employees who have carried out a job for a certain period have their productivity and satisfaction in working and experience in the journey of a career.

From the education aspect of the respondents, those with undergraduate degrees were the majority in this study, this is due to the current staff recruitment requirement; that the positions are only open for those with undergraduate degree standard, moreover, the current employees who were holding high school certificates when they were recruited had increased their education to the undergraduate degree levels in order to upgrade themselves and besides, it is one of the requirements for a career expansion. Occupational aspects, the majority of respondents have structural positions which are structural career path in the organization they work for. The positions of public sector employees in this study are grouped into two types: structural positions and functional positions. The position held by employees will have an impact on the career satisfaction of an employee.

The result of Average Variance Extracted (AVE) and Research Construction Reliability can be seen in Table 1.

Table 1
Value of Average Variance Extracted (AVE)
And Reliability of the Research Structure

Research Construction	AVE	Reliability
Career Satisfaction	0,64	0.922
Leadership Style	0,59	0.808
Organizational Climate	0,62	0.963
Job involvement	0,73	0.973

The convergent validity test is done by looking at the value of Average Variance Extracted (AVE) which is calculated from the number of *squared standardized loading factor* divided by the number of measurement items. The calculation is performed for all latent constructs in the measurement model. AVE value greater than 0.5 indicates that there is sufficient convergence (Hair et al., 2010). The results of convergent validity calculations can be seen in Table 1 which shows the value of Average Variance Extracted (AVE) of each construct in this study.

Table 1 shows that AVE value of each construct tested in this study is above 0.5. AVE value above 0.5 indicates that there is sufficient convergence. The indicator items tested in this study explain the concept in Job involvement construct of 0.73 (73 percent), Organizational climate of 0.62 (62 percent), Career Satisfaction of 0.64 (64 percent), and Leadership Style of 0.59 (59 percent). Thus the convergent validity test of the indicators in this study can be declared as valid enough.

Construct reliability in this study was conducted by looking at the value of the calculation of the *squared standardized loading factor* divided by the sum of the *squared standardized loading factor* and the number of error variance (Hair et al., 2010). The calculation results of construct reliability that are greater than 0.7 indicate good reliability (Hair et al., 2010).

Table 2
The Estimated Value and the Significance of Inter-Variable Structural Relations

Construct	Influence Direction	Variable (Construct)	Estimated Value	S.E.	C.R.	Significance (P)
Leadership Style	----->	Career Satisfaction	.556	.184	3.014	0.003
Organizational climate	----->	Career Satisfaction	2.008	765	2.624	0.009
Leadership Style	----->	Job involvement	.276	.058	4.742	0,000
Organizational climate	----->	Job involvement	.958	.097	9.895	0,000

Job involvement	----->	Career Satisfaction	-.906	.605	-1.497	0.134
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The most commonly used critical values are generally ± 2.58 (significance level 0.01) and ± 1.96 with a significance level that is responded to at 0.05 (Hair et al., 2010). The estimated value and critical ratio between the constructs in the structural model tested can be seen in *Table 2*. In this study, the critical ratio value used was ± 2.58 at a 0.01 significance level. If the ratio of critical value is greater than ± 2.58 , the causal relationship between the two constructs is significant. The positive or negative sign on the critical ratio value shows a relationship that is directly proportional or inverse between the constructs tested in the study.

The results of the structural model test show the relationship between constructs of leadership style and career satisfaction has a value of CR = 3.014; Estimated Value = .556; with a significance level of 0.003 ($p < 0.01$). This statistical test result shows that there is a positive and significant relationship between leadership style and career satisfaction. The results of this test indicate that leadership styles can influence each individual in career satisfaction.

The career system in public sector organizations have the following characteristics: bureaucratic organization forms, generalist organization role, input based work assessment, paternalistic career management, vertical mobility relations of bureaucracy (Nicholson, 1996). Studying the characteristics, then the career path model implemented in public sector organizations is still be "*Traditional*". It will be difficult to achieve the highest level of career satisfaction with this career system because in the traditional career system, each employee strives to reach the highest peak of the career even though the number of positions is very limited and many individuals in an organization will not be happy. This traditional career system is fully determined by the organization, while the components that influence each organization are leadership style and organizational climate. Based on the results of this study, it shows that leadership style and organizational climate affect career satisfaction. So career satisfaction for each individual in a public sector organization is influenced by the organization. Based on the motivation theory proposed by Abraham Maslow that the hierarchy of needs occur in individuals who adhere to traditional career systems can only be traversed by three hierarchy needs: physiological needs (physiological needs), security needs and security (safety and security needs), and social needs (social needs).

Furthermore, the results of the structural research model test show the relationship between constructs of organizational climate and career satisfaction with a value of CR = 2.624; Estimated Value = 2008; with a significance level of 0.009 ($p < 0.01$). The results of this test statistically show that there is a positive and significant relationship between organizational climate and career satisfaction. The results of this test indicate that the organizational climate can have a direct effect on career satisfaction, meaning that the better the organizational climate is, the higher the employees' career satisfaction. The characteristics of civil servants in developing their careers are still influenced by structure, class levels, and positions in the organization. In this context, predictors of career satisfaction have been considered as important research problems in the field of career development because career satisfaction has been studied as a significant subjective factor for career success (Ng et al. 2005). The results of the study are supported by several studies on career satisfaction, various individual and organizational variables affect career satisfaction (eg, Ng et al. 2005). One critical predictor of career satisfaction is organizational support that provides valuable career opportunities for employees' personal goals (Ng et al. 2005). In particular, organizational support for career development can be seen as a valuable career opportunity that contributes to individual goals (Dreher & Ash, 1990). Organizational sponsors are the most important predictors of career satisfaction (Ng et al. 2005).

The results of the path analysis test in this study indicate that a good organizational climate creates high career satisfaction. The results of this study agree with the research conducted by Oshagbemi (2000) which revealed that every organization has its goals and satisfied and happy employees are required in order to meet these organization desires. Career satisfaction is an important predictor of career success which has extrinsic and intrinsic results in its conceptualization, and therefore can be measured using subjective and objective indicators (Nabi, 1999). In this study, organizational climate can directly influence career satisfaction.

In Karavardar (2014), the results of the study donated a valuable contribution to both career commitment and career success by mediating career satisfaction on the relationship between career commitment and career success. In research Barnett and Lisa (2007), it was a positive relation when they examined the relationship between organizational climate support for career development and employee career satisfaction. The leadership style in the public sector in Bengkulu province revealed in this study can influence employee career satisfaction because there is a significant relationship. However, from in-depth interviews on the cause of low career satisfaction, it was revealed that the several career satisfaction indicators felt by public sector employees were the inconsistency of the public sector leaders in carrying out career paths, the indicator that the employee are not satisfied with the promotion process and promotion in the organization workplace due to

the improper career divisions, job analysis is not carried out by the leaders, position placement is still heavily influenced by the practical political system of top management.

The organizational climate in the public sector in Bengkulu province can directly influence employee career satisfaction, in the sense that a good organizational climate will increase career satisfaction of public sector employees. However, from the results of in-depth interviews with the respondents in this study, it was revealed that some career satisfaction indicators have a direct influence on career satisfaction. The influence of low career satisfaction is due to the influence of an unfavorable organizational climate, such as not fulfilling career satisfaction indicators due to the lack of consistency in implementing career standards such as employees are not satisfied with career development systems in an organizational workplace because they are not objective in career path assessment, job analysis occupying position.

The career management process in public sector organizations of Bengkulu province is seen as the responsibility of the organizations rather than the individuals, this shows that the career system is still in the form of traditional career management. In traditional career management with hierarchical organizational structure characteristics, a person's career path will follow the organizational structure hierarchy. Individual career development prioritizes the achievement of career stability in the organizational structure and the existence of a clear definition of work (Defillipi and Arthur, 1994). In this view, one's career success and career satisfaction are based on high levels one held in the organization, as an indication of one's price and social status. society. Furthermore, leadership style and organizational climate in public sector organizations also influence the employees' career satisfaction.

According to the researcher, the career system in public sector organizations can be a combination of traditional career management and protean career systems, for achieving the employees' career satisfaction, where the role of organizations is to create specialist employees with various skills, performance assessment is based on job output, compensation is based on expertise, assessment job promotion based on expertise.

The result of a structural model showing the relationship style of leadership and involvement antar konstruk work have value CR =4,742; Estimated value =.276; with a significance level = 0,000(P <0.01). Test results showed that statistically significant correlation between leadership style and job involvement, The results of this study indicate that leadership style can affect job involvement,

The result of the research model is structurally shows the relationship between the constructs of organizational climate and job involvement has value CR =9,895; Estimated value =.958; with a significance level of 0.000 (p <0.01). The results of this test showed that there is a statistically significant relationship between organizational climate and job involvement, The better the organizational climate in the organization, it can increase the involvement of each individual in the work. The results are consistent with previous research. Research Pourkaini et al. (2014) research result shows that there is a significant relationship between organizational climate and organizational commitment, organizational commitment and engagement between workers and between organizational climate and job involvement. Research Omolayo, and Ajila, (2012) the results showed that organizational climate significantly influence job involvement. In the same vein, a significant relationship was found between organizational climate and job involvement. According to Lussier (2005) says that the organizational climate is employee perceptions about the quality of the organization's internal environment relatively perceived by members of the organization would then be the next affected their behavior. Cilliers and Kossuth (2002) that the organizational climate, defined as psychological atmosphere, measured by the four dimensions of managerial support. Robbins & Judge (2008), argues work engagement is a participatory process that uses the entire capacity of the employees and is designed to encourage increased commitment to the success of an organization. Further job involvement had a definition that is the degree to which people are known from his work, active participation in it, and consider the accomplishments important to self-esteem.

The test results indicate a structural model of the relationship between job involvement and constructs career satisfaction has value CR = -1.497; Estimated value = -.906; with a significance level 0.134(P > 0.01). Test results showed that statistically there was no correlation between the significant job involvement and career satisfaction, The results showed that job involvement can not affect career satisfaction. The results of this study differ from the results Grojean, (2004) who found employment increased involvement can enhance organizational effectiveness and productivity by involving more workers are sincerely in the work and make the experience work becomes more meaningful and satisfying. job involvement is a measure of the extent to which a person psychologically to their work impartially and consider performance as a measure of self-esteem (Robbins & Judge, 2008). Spurr et al. (2011) revealed that career satisfaction as an important aspect of subjective career success. Career satisfaction is defined as an unpleasant emotional state or positive results from a person's judgment and work experience (Greenhaus et al., 1990). In the field of HR, career satisfaction is an important variable to measure employee satisfaction and organizational commitment (Judge et al. 1999).

Test results were statistically this study showed that the variables of leadership style has a positive and significant relationship to career satisfaction. The relationship between the variables of leadership style and job involvement is to have a positive and significant relationship. Furthermore, job involvement variables do not have a significant relationship to career satisfaction. This shows that the variable of leadership style can directly affect career satisfaction variables. Analysis of mediating variables to examine relationships work engagement as variables that mediate the effect of leadership style and career satisfaction. It can be concluded that the variables do not work involvement partially mediate the relationship of leadership style to career satisfaction, because of job involvement variables no significant relationship to the variable career satisfaction. This result does not correspond with the mediation analysis according to Baron and Kenny (1986) mediating variables have a causal relationship with the dependent variable (Y), may affect mediating variables directly on the dependent variables. Baron and Kenny (1986) have examined the mediating role of a variable and how to calculate the effect of the mediator variable. Effect of mediator variable in accordance with the results of this study are no significant influence for the variable of leadership style can directly affect career satisfaction variables. The role of job involvement variables can not mediate the effect of partially or strengthen the relationship between the variables of leadership style to career satisfaction because there is no influence work engagement with career satisfaction.

Test results were statistically in this study suggests that organizational climate variables have positive and significant correlation to career satisfaction. The relationship between organizational climate variables and job involvement is to have a positive and significant relationship. Furthermore, job involvement variables do not have a significant relationship to career satisfaction. This shows that the organizational climate variables can directly affect career satisfaction variables. Analysis of mediating variables to examine relationships work engagement as variables that mediate the effects of organizational climate and career satisfaction. It can be concluded that the work does not mediate the involvement variable portion organizational climate relation to career satisfaction, because of job involvement variables no significant relationship to the variable career satisfaction. This result does not correspond with the mediation analysis according to Baron and Kenny (1986) mediating variables have a causal relationship with the dependent variable (Y), may affect mediating variables directly on the dependent variables. Baron and Kenny (1986) have examined the mediating role of a variable and how to calculate the effect of the mediator variable. Effect of mediator variable in accordance with the results of this study was no significant effect due to organizational climate variables directly affect career satisfaction variables. The role of job involvement variables can not mediate the effect of partially or strengthen the relationship between organizational climate variables on career satisfaction because there is no influence work engagement with career satisfaction.

V. DISCUSSION

Of the five hypotheses in this study, there are four that have a significant effect, namely leadership style and career satisfaction, organizational climate and career satisfaction, organizational climate and work involvement, leadership style and work involvement, while work involvement does not significantly influence career satisfaction. Theoretically, this research has several important implications, theoretically.

First. Research on leadership style variables and organizational climate proved a positive effect on career satisfaction. This means that the better the leadership style and organizational climate in public organizations, the higher the employees' career satisfaction. The findings of this study are supported by Cunningham et al. (2008) where career satisfaction is shown to have a significant influence on the form of organizational commitment. Organizational commitment is shaped by leadership style (Meyer et al., 2002). Career satisfaction is the satisfaction a person gets from the intrinsic and extrinsic aspects of his career, including wages, progress, and opportunities to develop (Greenhaus et al., 1990). Research Adenike, (2011) revealed that there was a relationship that revealed a positive and significant relationship between organizational climate and career satisfaction. A research by Ng et al. (2005) revealed that career satisfaction has been considered an important research problem in career development field because career satisfaction has been studied as a significant subjective factor for career success. **Second.** The results showed that there was a relationship between leadership style and proven work involvement. This means that if the leadership style in the organization is well implemented it can positively influence work engagement. When leadership support in the work environment looks high, it will affect the attitude of employees to get involved in work. The findings of this study are in accordance with the research of Omolayo & Ajila (2012) which found that there was a significant influence of leadership style and work involvement. Fang, (2011) in his research found that transformational and pragmatic leadership styles influence work involvement. **Third.** The results showed a significant influence on organizational climate and proven work involvement. This means that the better the organizational climate in the organization can increase individual involvement in work. The results of this study are consistent with the research conducted by Pourkaini et al. (2014) the results of the study indicate that there is a significant relationship between organizational climate and work involvement. Likewise Omolayo, & Ajila,

(2012) the results of the study indicate that the organizational climate has a significant effect on work involvement. **Four.** The results of research on work engagement and career satisfaction did not prove to be significantly influential. The findings of this study are not in accordance with the results of this study in contrast to the results of Grojean, (2004) study which argues that increasing work involvement can increase organizational effectiveness and productivity by involving more workers in work and making work experience more meaningful and satisfying. **Fifth.** The findings of the study indicate that the role of the mediation variable of work involvement that connects leadership style and organizational climate to career satisfaction shows that it cannot mediate because the results of statistical tests show that there is no significant relationship between job involvement and career satisfaction.

There are several suggestions in this study. For the researchers, this study is expected to be able to conduct further research on career satisfaction, by expanding the scope of research and developing new variables that can affect the career satisfaction of public sector employees. For the leaders of public sector organizations, this study is expected to create a good leadership style, a conducive organizational climate, thus create job satisfaction and career satisfaction. Furthermore, the top leaders of public sector organizations must relinquish practical political influence in the employees' career system and carry out the career path consistently and apply traditional career and protean career combination systems.

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