

The Effect of Organizational Culture to Job Satisfaction on Employees X Company

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Abstract

An organization has a variety of resources as 'input' to be converted into 'output' in the form of goods or services. These resources include capital or money, technology, methods or strategies, and human. Human are one of the important elements that contribute to achieving organizational goals effectively. This research was conducted to determine the effect of organizational culture to job satisfaction involving 59 employees on x company. Organizational culture as an independent variable which has four main components namely involvement, consistency, adaptability, and mission. The job satisfaction as the dependent variable was divided nine factors: salary, promotion, supervision, allowances, contingent rewards, procedures of work, job characteristics, co-workers, and communication. The result of this research shows the hypothesis proposed accepted obtained $F = 218,019$ and coefficient significance $0,000$ ($P \leq 0,005$). Based on this result of regression, it is known effect of organizational culture to job satisfaction have a strong correlation with value of R square = $0,793$.

Keywords : *organizational culture, job satisfaction.*

Introduction

Luthans (2006) defined the job satisfaction as the result of the employees perception how well the job provides what is considered important. Kusriyanto (in

Arishanti, 2009), conditions of low job satisfaction can cause employees to get bored with their tasks, sooner or later unreliable, become achievements and bad achievements. This case has a negative impact on organizational life. If are employees have job satisfaction, effective relationships will be carried out. Moeljono (in Arishanti, 2009) states that organizations that made money are not only determined by things that are tangible such as organizational culture, financial statements, assets, buildings and so on, also by things that are intangible. One of tangible things is organizational culture.

Robbins & Judge (2015) defines organizational culture as a system of shared meanings adopted by members that distinguishes the organization from other organizations. Robbins & Judge said, the strong organizational culture influences employees more than weak organizational culture. This happens because a sense of trust and a mindset that is appropriate value of organization with an inner order of values. As revealed by Laschinger (in Arishanti, 2009), organizational culture helps development of employee empowerment and trust in management so that it is associated with high job satisfaction.

Locke (in Arishanti, 2009) states that job satisfaction is very similar to the values presented through the organizational culture of the company. This is supported by the statement of Amir (2002) which states that there are company managers who can fail miserably if they do not understand the values of the work culture community who are partners in work. In the Amir quotation, it can be seen, that existing organization can also influence culture which affects employee job satisfaction below it.

Literature Review

Organizational Culture

Robbins & Judge in his 15th edition of "Organizational Behavior" (2015) define organizational culture refers to a system of shared meanings held by members in organizations that distinguish organizations from other organizations.

Organizational culture shows how employees understand the cultural characteristics of an organizations, not whether they like it or not. Research on organizational culture seeks to measure how employees see their organization as to whether this encourages teamwork, whether this can value innovation, and whether this inhibits initiative.

Organizational culture is a common perception of members an organization. Various kinds of individuals in the organization have an innate culture that might be different. Therefore, it does not mean that in an organization does not have many subcultures, but in organizations it certainly has a dominant culture. This will affect the behavior of individuals in the organization.

It is possible to distinguish between a strong and weak organization culture that is by looking at the result of a management survey that has the result that many employees in an organization have the same opinion about the mission and values of the organization so that the culture is strong and if the opinions about the mission and values of the organization vary then the culture in the organization is weak. According to Robbins & Judge (2015), in a strong organizational culture, the core values of the organization are very widely held and shared. More members in the organization accept the core values of the organization, the stronger the organizational culture will be and the more influential the members behavior. This happens because the high level of similarity and intensity will create a climate of behavioral control.

According to Denison (in Amir, 2002), there are four main components of organizational culture namely involvement, consistency, adaptability, mission. Explanation of these components is :

a. Innovation

A high level of involvement and participation creates awareness of ownership and responsibility. From this awareness there arises a greater commitment to the organization and a decreasing need for a tight control system.

b. Consistency

Consistency is the positive impact of a strong culture on organizational effectiveness and that systems of beliefs, values, and symbols that are lived and understood widely by members of the organization have a positive impact on their ability to reach consensus in coordinated actions.

c. Adaptability

Adaptability is usually a culture consisting of collective behavioral responses that have proven to be adaptive in the past to the organization. When confronted in a new situation, the organization first tries to find out the collective responses. This response is beneficial for members of the organization because it presents a successful strategy in adjusting the organization over time.

d. Mission

Mission appreciation is a shared limitation of an organization's functions and objectives of its members.

Based on the statement above, organizational culture is a shared meaning or general perception of members in the organization that can show the characteristics of the organization. Organizational culture that is dominant and has a strong influence can distinguish one organization from another as one of the rules, shared meaning, or perception of the same value in the organization.

Job Satisfaction

Definition of job satisfaction according to Robbins & Judge (2015) is about positive feelings about work due to extensive evaluation characteristics. But the extent is right, work is more than just shuffling paper, writing programming code, waiting for customers, or driving a truck. Work requires interaction with colleagues and superiors, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions, and the like. Employees assessment of their satisfaction. Thus the work is a complex sum of many discrete elements.

According to Spector (2000), job satisfaction is to describe people when they are or not. It can include specific interactions related to affective behavior including salary, promotion, supervision, work, rewards, operations, cooperation, work, and communication. There are nine aspects - aspects of job satisfaction, namely:

a. Salary

Individual rewards for paid salaries and salary increases.

b. Promoting

Individual satisfaction with promotional nights.

c. Supervision

Individual satisfaction with superiors.

d. Allowance

Individual satisfaction with the benefits provided by the company.

e. Contingent Gifts (Non-financial rewards)

Individual satisfaction with non-financial rewards given due to good performance shown by individuals in work.

f. Work procedures

Individual satisfaction with the rules and procedures that apply in the organization.

g. Characteristics of work

Aspects that measure job satisfaction on things - things that relate to the work itself.

h. Work partners

Individual satisfaction with the work done.

i. Communication

Respecting individuals for communication that exists in the organization.

Based on the definitions and statements above, it can be concluded that job satisfaction is a sense or perception of employees produced from various forms due to positive or negative feelings that are felt by the subject about his work.

Hypothesis

There is an effect of organizational culture to job satisfaction on employees x company.

Research Methods

This research used quantitative approach regression to determine the effect of organizational culture as a independent variable to job satisfaction as a dependent variable. Subject in this study consisted of 59 respondents on x company. Measuring tools on this research used questionnaire implanted using special web programming and database. Data collecting technique used likert scale measurement. Scale for measure organizational culture was adopted from Denison using four main components in organizational culture namely involvement, consistency, adaptability, and mission. For job satisfaction variable, scale measure based on nine aspects from Spector that is salary, promotion, supervision, work, rewards, operations, cooperation, work, and communication. and some items have been developed by the researcher. Validity test in this study used content validity and reliability of this research used cronbach alpha analysis. hypothesis testing of this research used simple linear regression analysis with tool IBM SPSS statistic programs.

Research Result

Reliability test was used to determine the consistency of a measuring instrument. This research is based on items that have been proven using alpha cronbach analysis. Reliability test result in this research were obtained using SPSS. According to Azwar (2014) a measuring instrument is considered reliable if the reliability coefficient

above 0,7. From the reliability test result obtained the reliability coefficient value of the organizational culture measuring instrument = 0,924.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,924	,926	58

(Table 1. Organizational Culture Reliability Result)

For job satisfaction variable, reliability of measure instrument obtained cronbach alpha value = 0,937.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,937	,938	58

(Table 2. Job Satisfaction Reliability Result)

The result of simple regression analysis show the value of F is 218,019 and the significance coefficient is 0,000 ($p \leq 0,005$). Based on these result, the hypothesis obtained is a significant effect of organizational culture to job satisfaction on employees x company. From the regression test result, obtained the R square value = 0,793 (79.3%). This means the organizational culture variable contributes 79.3% to job satisfaction variable.

F	Sig	R Square
218,019	0,000	0,793

(Table 3. Simple Regression Analysis Result)

Based on the result of hypothesis, analysis shows a significant effect between organizational culture to job satisfaction on employees x company. The result of simple regression analysis obtained coefficient value with F value of 218.019 and significance of 0.000 ($p \leq 0.005$) with R square value amounting to 0.793. This shows that there is a significant effect of the variable organizational culture on job satisfaction. The R square value shows that the variable organizational culture has an influence of 79.3% on job satisfaction.

Based on the result of the analysis above, the hypothesis tested in this research it was accepted, meaning that there is an influence of organizational culture on job satisfaction on employees x company. This condition occurs because employees are accustomed to working in teams or groups. Although each employee has its own subculture, but in working is obliged to be able to share in solving problems and achieving common goals so that a dominant subculture is formed in the company where it can make other employees participate in the dominant subculture in the company.

Traditions, habits, or organizational culture are created as a result of what has been done before and how much success has been achieved in the past. This leads to the highest source of culture of an organization derived from the previous founder. The more in line with the employees feelings about the organizational culture that exists in the company with themselves, the stronger sense of feeling that employees feel about the place of work. Supported by the result of this research, it can be ascertained that better the value of perceived organizational culture will affect the value of job satisfaction that exists in employees. This is supported by previous research by Arishanti (2011) which states that organizational culture has a significant influence on job satisfaction.

Conclusion

Based on the result of data analysis from research conducted on x company employees, it can be seen that one hypothesis are acceptable. There is a significant effect of organizational culture on job satisfaction in employees of x company section with R Square value of 0.793 (79.3%). This shows that the variables of organizational culture have an influence of 79.3% on the variable job satisfaction in employees at x company.

Suggestion

Based on the result of research and discussion conducted, with the effect of organizational culture to job satisfaction on employees in x company then suggestions can given, namely:

1. To Company

It is expected that company can improve existing conditions by increasing aspects of organizational culture. This suggestion is expressed based on the results of research, organizational culture can affect job satisfaction on employees in the company under study on x company. Given the importance of job satisfaction in company based on several theories and research result revealed by several researchers, it is expected that companies can immediately make improvements from the result of this research. In addition, considering the importance of human resource assets to the company, it is expected that the company can make and support human resources assets in related companies to assist in development and can help employees to have or increase job satisfaction in employees.

2. To Employees

Researchers really hope to all of employee concern to further improve the job satisfaction aspects of each individual. This will certainly help in achieving the company's vision and mission which is expected to achieve the essence of mutual welfare.

3. To Next Researcher

For further researchers, it is expected to be able to study further about aspects or variables that have been examined in this scientific work (thesis). Researcher recommend to study the items in this research variable or even more streamline items because in this studied many complaints were obtained regarding the number of items used to measure the variables in this study. It is also hoped that further researchers can develop categorization of respondents such as deeper measurements based on the level of education, age, gender and various other things in order to conduct more in-depth research in measuring the variables that have been measured in this research.

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