

The Effect of Organizational Culture and Work Motivation on Employee Job Satisfaction

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Abstract

The purpose of this study is to determine the effect of organizational culture and work motivation on employee job satisfaction in the Telkom Pension Fund. The research method used is a quantitative method with descriptive and causal analysis methods, analysis techniques using multiple linear regression. The data gathered with primary and secondary data collection. The sample used is a saturated sample with a number of respondents as many as 75 people. From the descriptive analysis results, it can be seen that organizational culture, work motivation and employee job satisfaction are within good category. The study results show that organizational culture has an effect on employee job satisfaction by 46.8 percent, and work motivation has an effect on employee job satisfaction by 27 percent. The results of the research simultaneously show that organizational culture and work motivation have a positive and significant effect on employee job satisfaction at the Telkom Bandung Pension Fund by 73.8 percent while the remaining 26.2 percent is influenced by other variables not examined in this study.

Keywords: Organizational Culture, Work Motivation, Employee Job Satisfaction, Human Resources

1. Introduction

Human resource with good management is one of the success factors of an organization. Therefore, employees play a role in achieving goals and crucial subjects in an organization (Gilang et al., 2019). Employees must always play an active role in achieving company goals and have thoughts, feelings, and desires that affect their work attitudes. In order to achieve company goals, good human resource management is also needed in the company, one of which is by paying attention to employee job satisfaction. Employee job satisfaction in high-level organizational commitment is important in relation to worker productivity (Fakhri et al., 2019).

Table 1. Data of employee's late from August-October 2019

Month	Number of Working Days	Number of Employees	Number of Absences	Percentage
August	21	75	18	1,14%
September	22	75	22	1,33%
October	22	75	25	1,51%

Based on the data in Table 1, it shows that 75 employees, who came late was 1.14 percent, while in September the percentage of employees arriving late increased by 1.33 percent, then in October the percentage employees arriving late has increased from the percentage in the previous month of 1.51 percent. The percentage has increased from the data results, which continues to increase every month, so that the employee's discipline level is included in the less disciplined category. If employee's discipline is not maintained to be in a good category, as a result, it will become more difficult to coordinate existing goals to increase employee performance (Saragih et al., 2018). Consequently, the conditions of lower employee dissatisfaction will affect employee's behaviour and emerge negative attitudes and high employee turnover rates (Augustrianto et al., 2019).

Table 2. Employee data turnover in 2018, 2019 and 2020

Year	Number of Employees	Number Of Employee Turnover	Percentage
2018	78	2	2,56%
2019	89	1	1,12%
2020	75	3	4%

Based on Table 2, the data shows number of employee turnover. Total turnover in 2018 was 2 employees with a percentage of 2.56 percent, while in 2019 the number of employee turnover was 1 employee with a percentage of 1.12 percent and in 2020 the number of employee turnover increased by 3 employees with a percentage of 4 percent. The reasons for employees leaving the company: has opened his own business, work hours are tight, and focusing on the marriage life to take care of the family. The dissatisfaction of an employee can cause employee's turnover. When employee do not earn any benefit from the organization, they tend to leave the organization (Jabeen et al., 2018). Based on research conducted by Paais et al., (2020), it is stated that culture has an effect on employee job satisfaction.

Table 3. Pre-questionary results of organizational culture
"The Dapen Telkom Way"

No	Statement	Number of Samples	Number of Employees			
			Yes	%	No	%
1.	I always go to work and leave work according to the working hour regulations.	30	13	43,33%	17	56,67%
2.	I always optimistic and solid with co-workers in completing office work	30	14	46,67%	16	53,33%
3.	I always think smart and speed in completing office work.	30	9	30%	21	70%
4.	I always prioritize accuracy and openness in completing office work.	30	12	40%	18	60%
5.	In completing work, I am always committed to the rules that apply in the office.	30	10	33,33%	20	66,67%
6.	I really need high integrity in completing tasks.	30	11	36,67%	19	63,33%
7.	I able to carry out the work standards set by the company in totality and enthusiasm.	30	15	50%	15	50%
Average Percentage				40%		60%

Based on data from Table 3, it shows that on the average percentage value is 40 percent believe that organizational culture is increasing their work-life condition. Meanwhile, the other percentage value of 60 percent shows that organizational culture does not affect their work-life condition. It can be said that organizational culture has not been implemented properly. The lower level of job satisfaction will impact how employees perceive organizational culture

in their work-life, as they see that the organization does not give proper attention to their condition (Brunges & Foley-Brinza, 2014). Hence, this will affect employee motivation. Work motivation is related to the level of absence.

Table 4. Data of employees absence

Month	Jumlah Hari Kerja	Number of Working Days	Absence			Number of Absent Employees	Percentage of Absent
			Sick	Permission	No Description		
August	21	75	3	2	0	5	0,31%
September	21	75	3	3	0	6	0,36%
October	21	75	4	3	0	7	0,42%

Table 4 shows that of the total 75 employees was 0.31 percent, increasing over time. Employee's motivation that is not handling with caution will make their willingness to do more against the organizations is limited (Smithers & Walker, 2000). Based on the description above, researchers are interested in conducting research with the variable of organizational culture, work motivation toward employee job satisfaction.

2. Theories

Human Resource Management

Human resource management is a process of planning, organizing, directing and monitoring procurement, development, compensation, and integration and release of human resource activities to achieve various goals for individuals and organizations (Dessler, 2020). According to Hasibuan (2016), human resources is managing the relationships and roles of employees effectively to help achieve the company's goals, employees, and society.

Organizational Culture

Organizational culture is what will hold all the employees altogether. This means that organizational culture can unite the differences that exist in the organization and unite employees within common goals. Organizational culture shows the organization's ability to relate to the environment (Schein, 2016).

Dimension of Organizational Culture

According to Robbins and Judge (2017) there are seven dimensions used to measure and understand the nature of the organizational culture of an organization, namely:

- 1) Innovation and risk-taking. The extent to which your employees can be innovative and dare to take risks.
- 2) Attention to detail. The extent to which employees are expected to be willing to miss a thorough, analysis of the attention to detail of the problem.
- 3) Result orientation. The extent to which management can judge results, not the techniques and processes used to achieve those results.
- 4) People orientation. The degree to which management decisions take into account the results on the people in the organization.
- 5) Team orientation. The extent to which work activities can be managed by work teams, not individuals.
- 6) Aggressive. The extent to which people behave with an aggression and competition.
- 7) Stability. The degree to which organizational activity emphasizes the status quo as a contrast to growth or innovation.

Work Motivation

Motivation is a factor that encourages someone to do a certain activity and is usually interpreted as a driving factor to act or behave objectively. Motivation is also perceived as a series of attitudes and values that influence individuals to achieve certain goals based on certain invisible things, giving strength to encourage individuals who take action to achieve goals (Latham, 2007).

Dimension of Work Motivation

McClelland's theory has divide motivation into:

- 1) Need for Achievement, namely the need for achievement, representing a sense of responsibility to solve problems.
- 2) Need for Affiliation, namely the need for social relations, which is something that can be done with other people.

3) Need for Power, namely the need for power, which reflects a commitment to achieving authority and having influence from others.

Job Satisfaction

Job satisfaction can positively improve individual living standards and increase work performance. Job satisfaction refers to an emotional state where the employee has a meeting point between the salary value of the company or organization and the level of salary expected by the related employee (Dessler, 2020).

Dimension of Job Satisfaction

Sutrisno (2016) divides job satisfaction to four dimensions, namely:

- 1) Psychological factors, are factors that include employee interests, employee talents, employee attitudes towards work and skills.
- 2) Social factors, are factors that include social interactions with colleagues and employee interactions with superiors.
- 3) Physical factors, which are factors related to the physical condition of employees, including the type of work, rest time, work equipment, room conditions and age.
- 4) Financial factors, which are factors that include guarantees, benefits, employee welfare, company facilities provided to employees and promotion.

Research Framework

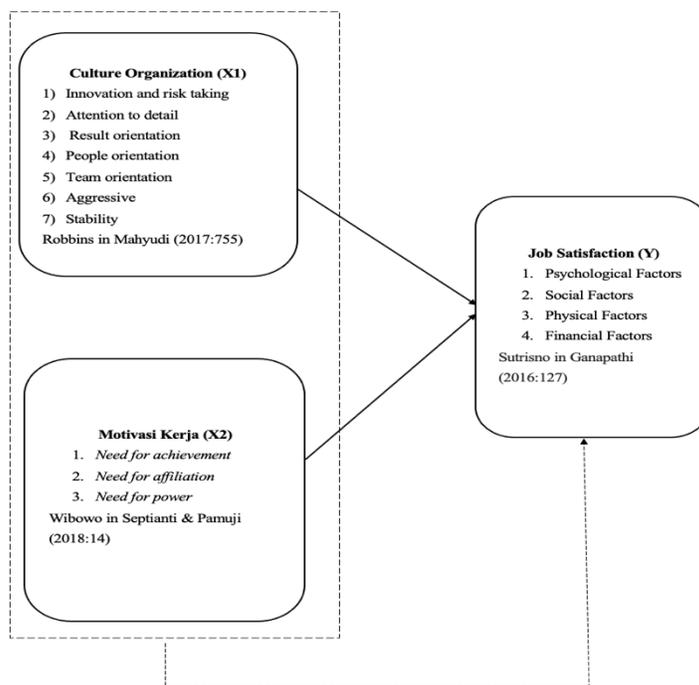


Figure 1. Research Framework

3. Methodology

The research method used is a quantitative method with descriptive and causal analysis methods, the analysis technique uses multiple linear regression, the sample used is a saturated sample with a total of 75 respondents at the Telkom Pension Fund.

4. Result and Discussion

Validity Test

Of the 35 questionnaire items the variable which were distributed to 30 respondents, had a correlation value (rcount) above 0.361 (rtabel) of 35 questionnaires distributed to 30 respondents, had a correlation value (rcount) above 0.361 (r table) so that all statements are valid and fit for use in simple linear regression analysis.

Reliability Test

The Cronbach's Alpha value in this study is 0.964 so it can be concluded that all the questionnaires in this study are reliable or consistent because the Cronbach's alpha value is > 0.60 .

Descriptive Analysis

Of the 14 items statement of organizational culture variables, 6 items of work motivation variable statements and 15 items of submitted employee satisfaction statements, the average total response of respondents to organizational culture were 80.2 percent for work motivation variables 81.3 percent and 76.4 percent for employee job satisfaction variable. so it is in the good category. It can be said that the organizational culture, work motivation and job satisfaction of Telkom Pension Fund employees is good.

Classical Assumption Test

a. Normality Test

Table 5. Kolmogorov-Smirnov test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		75
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.63706057
Most Extreme Differences	Absolute	.085
	Positive	.071
	Negative	-.085
Test Statistic		.085
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on Table 5, the results of the normality test shows that the Asymp. Sig. (2-tailed) of 0.200 and it can be stated that the data is normally distributed because the significance value is greater than 0.05.

b. Multicollinearity Test

Table 6. Multicollinearity test results

Coefficients ^a								
Model	Unstandardized		Standardized		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	5.851	3.730			1.568	.121		
Budaya Organisasi	.599	.099	.564		6.036	.000	.417	2.398
Motivasi Kerja	.753	.203	.347		3.712	.000	.417	2.398

a. Dependent Variable: Kepuasan Kerja

Based on Table 6, the multicollinearity test results above show that the tolerance and VIF values of the organizational culture and work motivation variables show 0.417 (greater than 0.10) for the tolerance value while the VIF value is 2.398 (less than 10). So it can be concluded in this study that there are no symptoms of multicollinearity.

c. Heteroscedasticity Test

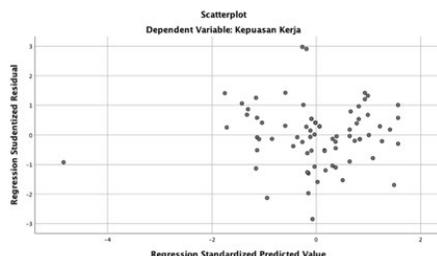


Figure 2. Heteroscedasticity Test Results

Based on the Figure 2, it can be seen that there is no clear pattern, and the pattern of the dots spreads above and below the number 0 on the Y axis. So it can be concluded that in this study there is no heteroscedasticity.

Multiple Linear Regression Analysis

Table 7. Multiple linear regression test results

Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	5.851	3.730	
	Budaya Organisasi	.599	.099	.564
	Motivasi Kerja	.753	.203	.347

a. Dependent Variable: Kepuasan Kerja

Based on Table 7, the results of multiple linear regression equation can be formulated as follows:

$$Y = 5,851 + 0,599 X1 + 0,753 X2$$

The regression equation can be explained as follows:

- The constant value of 5.851 means that if the independent variable (X) is 0 (zero), then the dependent variable (Y) is 5.851.
- The organizational culture coefficient value of 0.599 has a positive value, which means that if the organizational culture has increased by one unit, it can be seen that the organizational culture will increase by 0.599.
- The coefficient of work motivation of 0.753 has a positive value, which means that if the organizational culture has increased by one unit, it can be seen that work motivation will increase by 0.753.

Hypothesis testing

a. Partial Significance Test Result (T Test)

Table 8. Partial significance test results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.851	3.730		1.568	.121
	Budaya Organisasi	.599	.099	.564	6.036	.000
	Motivasi Kerja	.753	.203	.347	3.712	.000

a. Dependent Variable: Kepuasan Kerja

Based on Table 8, data processing of t test results (partial) as follows:

- 1) The Organizational Culture variable (X1) has a value of t_{count} (6,036) > t_{table} of (1,993) and a significance level of 0,000 < 0.05 then H_0 is rejected, H_1 is accepted. Therefore, it can be concluded that partially there is a significant effect of organizational culture (X1) on job satisfaction (Y).
- 2) Work Motivation Variable (X2) has a value of t_{count} (3,712) > t_{table} of (1,993) and a significance level of 0.000 < 0.05 then H_0 is rejected, H_1 is accepted. Therefore, it can be concluded that partially there is a significant effect of work motivation (X2) on job satisfaction (Y).

b. Simultaneous Significance Test Result (F Test)

Table 9. Simultaneous significance test results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4473.414	2	2236.707	101.210	.000 ^b
	Residual	1591.172	77	22.100		
	Total	6064.587	74			

a. Dependent Variable: Kepuasan Kerja
b. Predictors: (Constant), Budaya Organisasi, Motivasi Kerja

Based on Table 4.5 the results of the f test (simultaneous) above, it can be seen that F_{table} is 3.12. The value of F_{count} is 101.210, with a significance level of 0.000 < 0.05. So it can be concluded that the influence of organizational culture (X1) and work motivation (X2) on employee satisfaction (Y) with a value of F_{count} of 101.210 > 3.12. These results indicate that H_0 is rejected while H_1 is accepted, meaning that the independent variables consisting of organizational culture and work motivation simultaneously have a significant effect on job satisfaction.

c. Determinant Coefficient Test

Table 10. Determinant coefficient test result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	.738	.730	4.70102

a. Predictors: (Constant), Motivasi Kerja, Budaya Organisasi

Based on Table 10, it can be seen that the coefficient of determination R is 0.859 and the value of $[R]^2$ (R square) is 0.738 or 73.8 percent.

This shows that the independent variable consisting of organizational culture (X1) and work motivation (X2) has an influence on the dependent variable job satisfaction (Y) 73.8 percent while the remaining 26.2 percent is the influence of other variables not examined.

5. Conclusion

Based on the results of research and discussion of the influence of organizational culture and work motivation on employee job satisfaction at Telkom Pension Fund, the conclusions are as follows:

- a. Organizational Culture at Telkom Pension Fund is in a good category.
- b. Work Motivation at Telkom Pension Fund is in a good category.
- c. Employee Job Satisfaction at Telkom Pension Fund is in good category.
- d. Based on the results of the t test (partial) and f test (simultaneous), organizational culture and work motivation have a significant effect on job satisfaction of Telkom Pension Fund employees either partially or simultaneously.

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