
BUDAYA ORGANISASI DAN KEPUASAN KERJA KARYAWAN PT. X MEDAN

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Abstract: Organizational culture is one of the tools to help the development of employee empowerment and trust in management so that it is related to high job satisfaction and the amount of organizational commitment. This research aims to determine the relationship between Organizational Culture and Job Satisfaction of Employees of PT X Medan. The research method used in this research is quantitative method and uses saturation sampling technique. Thus, of all employee members of PT. X Medan, there were 40 employees who became samples in this research. Data collection in this research used measuring instruments of organizational culture scale developed by Robbins & Judge and job satisfaction scale compiled by Luthans. The results of data analysis found that there is a positive and significant relationship between organizational culture and employee job satisfaction. With a value of $r = 0.805$; < 0.05 through the Pearson Product Moment test. In addition, there is an effective contribution of organizational culture to job satisfaction of 43%. Thus, the better the organizational culture implemented by the company, the higher the level of employee job satisfaction.

INTRODUCTION

In the new normal era, companies are faced with a business situation that is full of challenges. The challenge it means the fact that various companies are massively trying to develop their job productivity by utilizing information and digital technology so rapidly. This statement is supported by Darmawan (2021) who states that one of the toughest challenges faced by companies is the rapid use of information and digital technology. Therefore, companies try to adapt to these challenges quickly. This situation is also experienced by PT X Medan, which is engaged in commoditizing goods or package delivery services. Thus, the company must carry out very strict management by guiding its employees to keep working without knowing the time to serve customers. In this case, it appears that there are pressures from management and make them uncomfortable which can lead to dissatisfaction at work. Ricardianto et, al. (2021) in their findings state that employee job satisfaction in modern organizational life after entering the new normal era, is usually often used as a measure of the level of maturity of the organization which is a sign that the organization is well managed and is basically the result of effective management. This statement is in accordance with the definition in Locke (Kuok, 2022) stating that job satisfaction is a pleasant emotional state resulting from an assessment of one's work as achieving or facilitating one's work values.

Researchers conducted brief interviews with 10 employees of PT X Medan. Researchers found various kinds of phenomena related to employee job satisfaction, both positive and negative, namely it was found that 55% of employees were satisfied while working at PT X Medan, while 45% of employees were dissatisfied due to various things such as the work environment, salary issues, the job itself and other things that could affect employee psychology. In strengthening this research, the researcher received data from the company stating that there were 10 employees who left the organization during the one-year period, out of a total of 50 employees in 2022. In line with that, the HRD also provided information that in the past year the company had not achieved the expected results. Meanwhile, this statement is reinforced by the findings of Kurnia (2021) which explains that the higher the level of employee dissatisfaction, the greater the likelihood of employees experiencing stress which can trigger the level of employee well-being.

The researcher considers that research related to job satisfaction is important to do in the company. Because job satisfaction is one of the vital drivers in a company, especially service sector companies such as PT X Medan. This is supported by the following studies which carry the impacts of organizational culture values on employee job satisfaction. The results of Maulidiyah's research (2020) show that job satisfaction has a positive and significant effect on job satisfaction as an intervening or connecting variable of 50.2% which indicates that organizational culture, job satisfaction, and employee performance run linearly and positively on the subject of the research. The findings in this research are in line with the research of Mali et., al. (2022) which states that the dimensions of organizational culture as variable X or independent have a very strong correlation with job satisfaction, and financial performance of 220 employees of organizations in Serbia.

There are both positive and negative impacts on job satisfaction. This statement is supported by the results of Preffer's research (1994) which states that the positive impact of job satisfaction includes job satisfaction will be more motivated to complete the tasks assigned as responsibilities better. This statement is supported by the findings of Darmawan et., al. (2020) said that satisfaction also has a positive impact on employee performance. Conversely, a negative work impact will arise if job satisfaction is not properly fulfilled, so employees tend not to be motivated to meet their targets. Both negative and positive impacts can arise from job satisfaction and dissatisfaction. Therefore, it is necessary to observe the variables that can build job satisfaction in employees, such as organizational culture.

According to Zamri & Irawan (2020), one of the factors that influence job satisfaction is organizational culture. Basically, every organization has its own cultural values because an organization does not necessarily have the same culture if it is owned by another organization to influence the attitudes and behavior of its employees. Meanwhile, Issalillah (2020) also said that the stronger the values of organizational culture, the stronger the impact on shaping the behavior of its members because a high spirit of togetherness can build internal conditions of high attitudes as well.

In Laschinger et.,al. (2009) revealed that organizational culture helps the development of employee empowerment and the confidence in HRD so that it is related to high job satisfaction and the magnitude of organizational commitment. Likewise, research conducted by Ratnasari et.,al. (2020) proves that organizational culture has a significant effect on job satisfaction. This significant influence is in the form of a form of personality of

each member of the organization with their work. This is a positive attitude that employees have towards their work which results in a high level of job satisfaction. However, there is a difference of opinion by Kasnowo (2016) stating that organizational culture has no influence on job satisfaction, so that the application of organizational culture in an organization will not affect job satisfaction for members in the organization.

Based on the findings of the research results, companies need to be aware of whether integrating organizational culture can affect employee job satisfaction. This is very valuable for a company in showing the control of organizational culture that has been attached to the company properly and correctly. Because, if organizational values cannot be controlled properly in the organization, the level of employee job satisfaction will decrease. Based on the results of this explanation, the researcher is interested in examining the relationship between organizational culture and job satisfaction in the dynamics of psychology at PT X Medan. Through this research can also find out how significant employees understand the overall values of the organization will make these values as an organizational personality.

ORGANIZATIONAL CULTURE

The organization's culture is a belief and values that are believed and applied by all members of the organization in their work activities. If the organizational culture scores high, the level of positive job satisfaction will also be high. So that the organizational culture will become a value or rule used in the organization. This organizational culture will be measured using an organizational culture scale based on aspects from Robbins & Judge (2015), such as innovation in risk-taking, attention to detail, results orientation, people orientation, team orientation, and aggressiveness.

EMPLOYEE JOB SATISFACTION

It's a feelings evaluation of the attitude of satisfied or dissatisfied, happy or unhappy members of the organization at work. If the employee's job satisfaction score is high, the performance level will also be high. In this research, employee job satisfaction is measured using a scale compiled based on aspects of job satisfaction by Luthans (2006), which are salary, promotion, work itself, coworkers, and supervision.

RESEARCH METHODS

In this research used quantitative methods with correlational model analysis to analyze the relationship between organizational culture and employee job satisfaction. In this research also uses saturation sampling technique which is a sample technique by taking the entire population of members as a research sample. Of all the employees of PT X Medan, there were 40 employees who were sampled in this research.

In this research, the questionnaire is a measuring tool and this questionnaire is in the form of a written list distributed via googleform to subjects who are active employees working at PT. X Medan. This research is also supported by data collection methods, which used psychological scales based on instruments to measure psychological elements (Azwar, 2010). This measuring instrument uses a Likret Scale with four response options consisting of SS (Very Suitable), S (Suitable), TS (Not Suitable), STS (Very Inappropriate). There are two psychological scales in this research, which are organizational culture scale and job satisfaction scale.

RESULTS AND DISCUSSION

RELIABILITY TEST

In reliability testing, researchers use Cronbach's Alpha criterion which states that a reliability value of <0.60 indicates poor reliability and if the reliability value >0.60 then reliability is acceptable. Based on the results of data processing, the organizational culture scale and job satisfaction scale were processed using the help of the Windows IBM SPSS Statistics 29.0.1 program, obtained an Alpha Cronbach value of >0.800 on both scales. So that these results provide a conclusion that the scale of the two variables is declared reliable.

Table 1

Reliability of Organizational Culture Variables

Cronbach's Alpha	N of Items
.889	35

Table 2

Reliability of Job Satisfaction Variables

Cronbach's Alpha	N of Items
.895	26

DESCRIPTIVE ANALYSIS**Table 3**

Organizational Culture Scale Categorization

Interval	Category	Frequency	%	Mean	SD
$X < M - 1.5 \text{ SD}$	Very Bad	2	5%	110.075	8.645103846
$M - 1.5 \text{ SD} < X \leq M - 0.5 \text{ SD}$	Bad	9	23%		
$M - 0.5 \text{ SD} < X \leq M + 0.5 \text{ SD}$	Good	20	50%		
$M + 0.5 \text{ SD} < X$	Very good	9	23%		

In table 4 above there are scores of organizational culture variables from 40 subjects, with the level of distribution ranging from very good to very bad levels. It can be seen from the "very bad" category that a percentage of 5% is found, in the "bad" category a percentage of 23% is found, in the "good" category a percentage of 50% is found, and in the "very good" category a percentage of 23% is found. From the table above, it can be seen that the mean/average obtained is 110.075. Based on the mean/average obtained, the organizational culture owned by employees of PT X Medan is in the "good" category.

Table 4

Categorization of Job Satisfaction Scale

Interval	Category	Frequency	%	Mean	SD
$X < M - 1.5 \text{ SD}$	Very Bad	1	3%	83.15	7.371288723
$M - 1.5 \text{ SD} < X \leq M - 0.5 \text{ SD}$	Bad	9	23%		
$M - 0.5 \text{ SD} < X \leq M + 0.5 \text{ SD}$	Good	17	43%		
$M + 0.5 \text{ SD} < X$	Very good	13	33%		

In table 5 above there are scores of job satisfaction variables from 40 subjects, with

the level of distribution ranging from very good to very bad levels. It can be seen from the "very bad" category that a percentage of 3% is found, in the "bad" category a percentage of 23% is found, in the "good" category a percentage of 43% is found, and in the "very good" category a percentage of 33% is found. From the table above, it can be seen that the mean/average obtained is 83.15. Based on the mean/average obtained, the organizational culture owned by employees of PT X Medan is in the "good" category.

NORMALITY TEST

The normality test uses the Kolmogorov-Smirnov test, the results of the calculation show that the organizational culture variable has a K-S-Z value of 0.100 with a significance value of 0.200 ($p > 0.05$), and the job satisfaction variable has a K-S-Z value of 0.133 with a significance value of 0.072 ($p > 0.05$). Thus from this data it can be concluded that the organizational culture and job satisfaction variables are both normally distributed.

Table 5

Normality Test Results

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational Culture	.100	40	.200	.977	40	.574
Job Satisfaction	.133	40	.072	.966	40	.266

*. This is a lower bound of the true significance

a. lilliefors Significance Correction

LINEARITY TEST

Researchers also conducted a linearity test to see whether there was a linear relationship between the two variables. This test was conducted with SPSS linearity test. The two variables are considered linearly connected if ($p > 0.05$). Based on the results of the linearity test, where the deviation side of the linearity value is 0.693 ($p > 0.05$), it is thus proven that organizational culture with work motivation there is a linear relationship between the two.

Table 6

ANOVA Results

			Sum of Square	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	(Combined)	1723.400	21	82.067	3.733	.003
		Linearity	1374.447	1	1374.447	62.522	<.001
		Deviation from Linearity	348.953	20	17.448	.794	.693
	Within Groups		395.700	18	21.983		
Total			2119.1	39			

CORRELATION PRODUCT MOMENT

Based on the results of the Pearson correlation calculation, the correlation coefficient (r) between the organizational culture variable and job satisfaction is 0.805 with a significance value of <0.001 (p <0.05), these results indicate that there is a positive and significant relationship between organizational culture and job satisfaction. The higher the organizational culture, the higher the level of employee job satisfaction.

Table 7
Correlation Test Results

		Organizational Culture	Job Satisfaction
Organizational Culture	Pearson Correlation	1	.805**
	Sig. (2-tailed)		<.001
	N	40	40
Job Satisfaction	Pearson Correlation	.805**	1
	Sig. (2-tailed)	<.001	
	N	40	40

** . Correlation is significant at the 0.01 level (2-tailed).

DISCUSSION

The results obtained by this research through the Pearson correlation test produced a correlation coefficient with a value of $r = 0.805$; $p < 0.05$. These results can answer the hypothesis of this research which shows that there is a positive and significant relationship between organizational culture and employee job satisfaction at PT X Medan. This means that as the organizational culture is better implemented by the company, the higher the level of employee job satisfaction, but on the opposite, if the organizational culture is not good, the level of employee job satisfaction will be low. There are several possibilities that cause these research results. First, most employees consider that the existing organizational culture at PT X Medan is the basis for developing work values to achieve employee job satisfaction. This result is in line with the statement of Robins (2022), which states that the attachment between organizational culture and job satisfaction, namely a strong culture will lead to high job satisfaction. Second, most employees stated that organizational culture is used as a guide in carrying out their tasks to achieve job satisfaction. This statement is supported by the findings of Laschinger et. al. (2009) and Rizal & Aam Rachmat Mulyana (2021) partially organizational culture has a positive and significant effect on employee job satisfaction. Likewise, there are research results that are in line with this research which can reinforce the analysis, namely in the results of the research of Ratnasari et., al. (2020) shows that organizational culture has a significant effect on job satisfaction. This significant influence is like the general attitude of organizational members towards their work. The general attitude is in the form of a positive attitude shown by employees towards their work which results in a high level of job satisfaction. Thus, the analysis in testing the hypothesis of this research

shows that organizational culture is positively related and reaches a high significance value to the job satisfaction of employees of PT X Medan.

In other words, the effective contribution of organizational culture to job satisfaction is 43%, while the remaining 57% is influenced by other factors. This means that organizational culture is not an absolute factor that affects employee job satisfaction, but there are other factors. The results of this research also reinforce the opinion of Robbins (2006) which suggests several important factors that bring more job satisfaction, the first is work that provides opportunities to use skills, and feedback on how well they work, the next factor is how the employee's working conditions, both in terms of personal comfort and ease of doing work, these things are closely related to the rules and standards set by the company, while these rules and standards are formed from the organizational culture within the company itself.

CONCLUSION

Based on the results of research analysis, organizational culture with employee job satisfaction has a positive and significant relationship. So it can be concluded, the better the organizational culture, the higher the level of employee job satisfaction. On the other hand, the weaker the organizational culture, the lower the level of job satisfaction felt by employees. According to these two results, organizational culture and employee job satisfaction levels are both included in the high or good category.

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