# Impact of Organizational Culture on Job Satisfaction

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## ABSTRACT

The objective of this study was to determine the impact of organizational culture, work environment, and compensation on job satisfaction. The method used survey methods, and explanatory research that aims to explain the influence of variables through hypotheses testing. The sample in this study were 40 employees, with the data analysis technique used was sequential equation modelling. The study results explain that the influence of organizational culture has a positive and significant impact on employee performance. Work Motivation has a positive and significant impact on employee performance. job satisfaction has a positive and significant impact on employee performance. Organization climate, work motivation and job satisfaction have a positive and significant impact on job satisfaction. As the conclusion, the study underscores the importance of making sure a positive organizational culture, fostering work motivation, and ensuring job satisfaction to enhance employee performance. Organizations should take a proactive approach in these areas, as they are interconnected and essential for achieving overall success and productivity.

**Keyword**: organizational culture; work environment; compensation; job satisfaction

## INTRODUCTION

Human resources are a collection of individuals who play a role in the organization, who have differences in terms of education, abilities, experience, attitudes, characters, goals and motivations. They are not always the same between individuals from one another, without professional resources, everything professional will cause individual compensation to have better organizational performance (Stoner, A., F., 2010), According to (Armstrong, 2006), and (Dessler, 2023) is the strategic function within an organization responsible for effectively managing its workforce. It encompasses various activities that aim to maximize employee potential, enhance organizational performance, and ensure compliance with labor laws.

The scope of human resource management generally discusses matters related to humanity including employee job satisfaction. Employee job satisfaction is one of important factor, because it affects the running of the organization as a whole. Job satisfaction as a combination of psychological, physiological as well as the circumstances of the environment which cause the employee to say: "I am happy with my job". (Muwanguzi, 2022). The satisfaction felt by employees at work is an indication that employees have a feeling of pleasure in carrying out job duties. Job satisfaction is also a positive attitude of employees towards various situations at work. For organizations, employee job satisfaction must receive attention and fulfillment; this is special task of organizational leaders. For employees, job satisfaction is an individual factor and a means to achieve work productivity. In the scope of human resource management, job satisfaction factors provide good benefits for companies, employees, and even for the community.

Most studies are cross-sectional, limiting understanding of the causality between these variables. Broader studies are needed to determine how changes in organizational culture, work motivation, and job satisfaction might influence employee performance. The novelty of this study lies in its integrated, empirical, and multi-dimensional exploration of the effects between organizational culture, work motivation, job satisfaction, and employee performance. It is not only contributed to academic knowledge but also offers valuable insights for practitioners looking to improve organizational effectiveness.

**Literature Review**

Job satisfaction is a positive emotional state resulting from the appraisal of one's job or job experiences. It reflects how an individual feels about their work, their role in the organization, and their overall work environment, (Judge, 2017). High job satisfaction is often associated with increased productivity, lower turnover rates, and improved overall employee well-being. (Bruggen et al., 2015), and (Cohen, 2010). Job satisfaction is an emotional attitude of being pleasant and love to work. This attitude is reflected by work morale, discipline, and work performance. Basically, job satisfaction is an individual thing because each individual will have different levels of satisfaction according to the characteristics that apply to him (Hasibuan, 2013). Job satisfaction is influenced by internal factors like recognition, career advancement, and work-life balance, as well as external elements such as compensation and work environment. (Divya & Bhavikatti, 2024). Job satisfaction is perceived to be directly linked to productivity and personal well-being, and it is influenced by self-efficacy and personal strain among high school teachers. (Pechetty, 2022)

Organizational culture is a variety of values that envelop the distinctive mindset, ideas, and behaviors held and carried out by human resources in an organization to achieve their goals. As revealed (Fahmi, 2017). Further explanation by Fahmi on organizational culture organizational culture is the result of the process of merging the cultural style and behavior of each individual brought previously into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals. Organizational culture can also be said to be a habit that continues to repeat and become a value and lifestyle by a group of individuals in the organization. The culture created is followed by the next individual. That is, culture can be intentionally or unintentionally held and carried out for generations within the environment of an organization (Syamsir, 2014). Further mentioned by Darojat, suggests that organizational culture is a set of values system, beliefs, assumptions, or norms that have long been valid, agreed upon and followed by members of an organization as a guide for behavior and solving organizational problems (Darodjat, 2015). Corporate culture encompasses a company's long-standing norms, practices, and employee values. It significantly influences work performance, mental health, and job satisfaction, fostering a positive work environment when aligned with effective leadership and employee engagement. (Khan, et. al, 2024). Organizational culture encompasses the norms, customs, and value systems that shape employee thinking and collaboration. It is crucial for successful operations, especially in dynamic environments. (Bogdanović, 2024)

Many scholars have attempted conceptualizing the working environment. Perhaps it may be defined in its simplest form as the settings, situations, conditions and circumstances under which people work. It is further elaborated by Briner as a very broad category that encompasses the physical setting (e.g. heat, equipment etc.), characteristics of the job itself (e.g. workload, task complexity), broader organizational features (e.g. culture, history) and even aspects of the extra organizational setting (e.g. local labor market conditions, industry sector, work-home relationships) (Briner, 2000). It means that work environment is the sum of the interrelationship that exists among the employees and the employers and the environment in which the employees work which includes the technical, the human and the organizational environment. Defining workplace environment as composition of three major sub-environments which include the technical environment, the human environment and the organizational environment. Opperman in (Yusuf and Metiboba, 2012). According to Sunyoto, the work environment is something that is around the workers and that can affect them in carrying out the tasks charged such as cleanliness, air temperature, work safety, lighting and others. A working environment condition is said to be good if employees can carry out activities optimally, healthy, safe, and comfortable (Sunyoto, 2012). work environment as the place where one operates, which implies the around a person. Working environment is the social and technical atmosphere in which a person is required to communicate with several individuals. (Amanullah, 2021). The working environment encompasses the physical workspace, organizational culture, job satisfaction, and quality of work. (Sri et al., 2024). A working environment encompasses job characteristics,

physical and social conditions, and organizational attributes affecting workers' performance and well-being, necessitating management practices for improvement and compliance. (Abdulqadir, 2023)

Compensation is also one of the factors that can affect employee job satisfaction Some research found that compensation is positively associated with employee job satisfaction. (Judge et al., 2022). This means that employees who perceive their compensation as fair, adequate, and competitive are more likely to be satisfied with their jobs. Several factors contribute to this relationship: . (Hasibuan, 2013) explains that compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. The compensation given to employees is very influential on the level of job satisfaction (Mangkunegara, 2013). If the compensation received by employees is high, employees will feel more satisfied. Conversely, if the compensation received is small, employees will feel dissatisfied at work. (Adiwinata, I., dan Sutanto, 2014). Rohayati, (2022) in (Len et al., 2024) defines compensation as a form of reciprocal services given to employees as a form of appreciation for their work and contributions to the organization. Providing compensation in accordance with what employees have done will encourage employees to work well and be more responsible for what they have done. Company's leader must be aware of this situation in making employee willing to do their tasks according to the company's need. Compensation in investment arbitrations refers to the financial restitution awarded to a party for losses incurred due to unlawful actions by another party, typically a state.(SAKA & Shukura, 2023). Employee compensation refers to any form of payment made to an individual for their work or services rendered to an organization. It significantly influences employee satisfaction and commitment, thereby impacting overall organizational performance and employee engagement. (Alamelu & Surulivel, S., 2015)

Research related to the impact of organizational culture, work environment, and compensation on job satisfaction has been done and most of them the results were positive and significant. The influence of organizational culture on job satisfaction is positive. (Tumbelaka et al., 2016), (Waliningsuci et al., 2015) and (Sasuwe et al., 2018). Further research was done on work environment and job satisfaction. Research by (Saputra, Anak Agung Gede Dharma dan Rahyuda, 2018), (Lestari & Sutrisna, 2020) and (Nugraha & Surya, 2016) confirm that work environment has positive and significant impact on job satisfaction. In addition on compensation research by fellow scholar (Nugraha & Surya, 2016), (Parimita et al., 2018) and (Hasyim, 2020) mentioned that compensation has positive and significant impact on job satisfaction.

Based on the above description and supported by the previous researches, the researchers were interested to do this research with the title: the impact of organizational culture on job satisfaction. The research was conducted in PT Advics Manufacturing Indonesia which manufactured brake components for automobile in Indonesia.

## METHODS

The research used survey methods, and explanatory research that aims to explain the influence of variables through testing hypotheses. Determination of variables based on justification of the theories. Population is employee of PT Advics Manufacturing Indonesia. All variables were arranged in a questionnaire, which consists of dimensions which were then described in the indicators. Research data in the form of primary collected using questionnaires, which were filled in by respondents. The questionnaire was carried out in a self-rating manner, where respondents filled out questionnaires based on perceptions of themselves. The measurement scale is using a 1 to 5 Likert scale. The questionnaire submission technique was delivered directly to the respondents, where this technique was better than through sending questionnaires by post because it could minimize the differences in interpretation between respondents and researchers.. Data was used for estimating models using structural equations (SEM) using version Smart PLS package. The use of SEM was because it allows researchers to test the relationship between complex variables to obtain a comprehensive picture of the overall model. In addition, according to Bohlen in (Ghozali, 2019) SEM can also do testing together things: 1) The structural model of the relationship between independent constructs and dependent constructs. 2) Relationships related to the measurement model, which can be seen from the loading value between indicators and constructs (latent variables).

**Picture 1, Conceptual Framework**
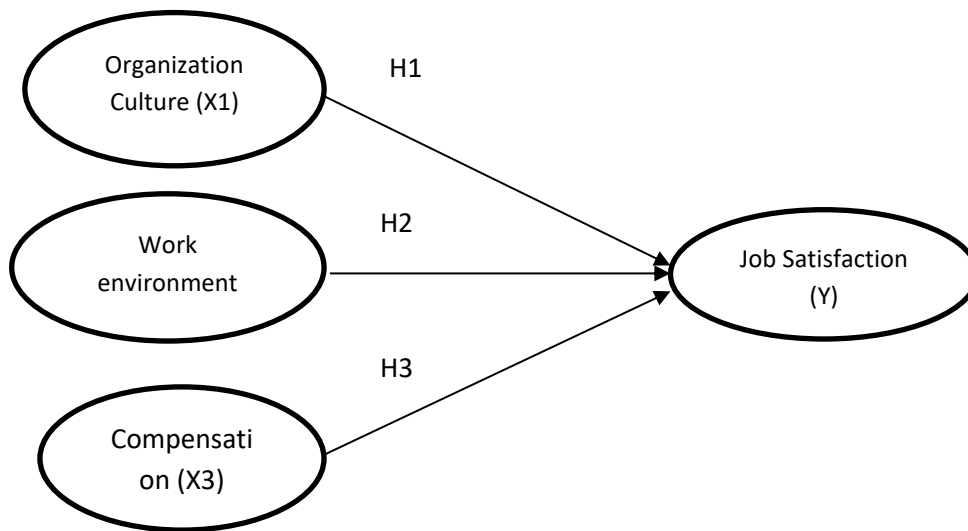


From the picture 1 above, it is assumed that Hypothesis 1 is a positive impact from organization culture on job satisfaction. Hypothesis 2 will be positive impact from work environment on job satisfaction and last hypothesis is the positive impact from compensation on job satisfaction.

Research from (Fahmi, 2017) and (Zahriyah, 2015) mentioned that organization culture has positive impact on job satisfaction. Another research from (Sudiarditha et al., 2017) and (Lestari & Sutrisna, 2020) mentioned that work environment has positive impact on job satisfaction. Further research from (Saputra, Anak Agung Gede Dharma dan Rahyuda, 2018) and (Nugraha & Surya, 2016) mentioned that compensation has positive impact on job satisfaction.

## RESULT AND DISCUSSION
### Descriptive Statistics

Characteristics of the research respondents are as shown in Table below. Since we used a census method of sampling, we came up with total of 40 respondents. It is based on age, last education, and gender. On the age group most of the respondents were about 25 years old (72.5%). Most of them have high school level of education. Gender is dominated by male with 95% of population.

**Table 1, Descriptive Information**

| No | Age | Number | Percent |
|----|-----|--------|---------|
| 1 | 20 – 25 year old | 29 | 72.5 |
| 2 | 26 – 30 year old | 11 | 27.5 |
| | **Total** | **40** | **100** |
| | **Education** | **Number** | **Percent** |
| 1 | High School | 31 | 77.5 |
| 2 | Diploma | 2 | 5 |
| 3 | Bachelor | 4 | 10 |
| 4 | Master | 3 | 7.5 |
| | **Total** | **40** | **100** |
| | **Gender** | **Number** | **Percent** |
| 1 | Male | 38 | 95 |
| 2 | Female | 2 | 5 |
| | **Total** | **40** | **100** |

Based on questionnaire result, the descriptions of the research variables are presented in Table 2. The highest mean is job satisfaction with 3.985. This is considered as moderate category because it closed to 4.000. The lowest mean is organization culture with average of 3.480. This is considered as low to moderate category because in the lower range of 3.000 and
4.000.

**Table 2, Descriptive Statistic**

| Variable/Dimension | N | Minimum | Maximum | Mean (ave) | Std. Deviation |
|---|---|---|---|---|---|
| **Organization culture** | | | | **3.480** | |
| Self-Awareness | 40 | 3.000 | 3.500 | 3.308 | 1.029 |
| Aggressiveness | 40 | 3.425 | 3.550 | 3.487 | 0.975 |
| Personality | 40 | 3.425 | 3.775 | 3.591 | 1.041 |
| Performance | 40 | 3.275 | 3.525 | 3.416 | 1.054 |
| Orientation | 40 | 3.400 | 4.125 | 3.600 | 1.125 |
| | | | | | |
| **Work environment** | | | | **3.797** | |
| Physical | 40 | 3.625 | 4.075 | 3.837 | 0.961 |
| Non-Physical | 40 | 3.300 | 4.025 | 3.758 | 1.073 |
| | | | | | |
| **Compensation** | | | | **3.662** | |
| Incentive | 40 | 3.350 | 3.625 | 3.487 | 1.015 |
| Salary | 40 | 3.200 | 3.775 | 3.483 | 1.021 |
| Allowance | 40 | 3.675 | 4.200 | 4.016 | 1.142 |
| | | | | | |
| **Job Satisfaction** | | | | **3.985** | |
| Work | | 3.800 | 3.900 | 3.841 | 0.929 |
| Wages | | 3.925 | 4.075 | 4.016 | 0.901 |
| Promotion | | 4.000 | 4.050 | 4.033 | 0.870 |
| Supervise | | 3.825 | 4.300 | 4.050 | 0.978 |

**Validity and Reliability tests**

We used convergent validity test to find out indicators that were invalid. We used loading factors higher than 0.7. Result was 5 indicators were invalid. Then we removed those invalid indicators. Then the result was all valid.

**Table 3 Validity Test (Average Variance Extracted)**

| Variable | *Averange Variance Extracted* (AVE) |
|---|---|
| Organization culture (X1) | 0,703 |
| Work environment(X2) | 0,675 |
| Compensation (X3) | 0,692 |
| Job satisfaction(Y) | 0,688 |

Table 3 refer to validity test using an average variance extracted. In theory when AVE value is larger than 0.5 meaning that variable is valid. (Ghozali, 2019). The result in table 3 shows all AVE value are larger than 0.5. Reliability test was done with Cronbach's alpha test. The result is shown in table 3 below:

**Table 4 Cronbach alpha**

| Variabel | *Cronbach's alpha* | *Composite Reliability* | Note |
|---|---|---|---|
| Organization culture (X1 | 0,953 | 0,959 | Reliable |
| Work environment(X2) | 0,956 | 0,961 | Reliable |
| Compensation (X3) | 0,936 | 0,947 | Reliable |
| Job satisfaction(Y) | 0,944 | 0,952 | Reliable |

It is the composite reliability and Cronbach's alpha values from the research model which shows that each variable has a composite reliability and Cronbach's alpha value above 0.6. From 2 stages of reliability testing with composite reliability and Cronbach's alpha shows that this research model has met the reliability criteria and is a reliable and reliable measuring tool. When value of Cronbach alpha higher than 0.6 it categorized as reliable (Ghozali, 2019)

**Hypothesis Result**

Hypothesis testing is carried out using the criteria for a P value of 0.05, that is, if the P value is less than 0.05, the research hypothesis is accepted and if it is greater than 0.05, the hypothesis is rejected (Ghozali, 2019). The results of hypothesis test as shown in Table 5. All hypotheses proposed in this study were tested and the result is 3 hypotheses were accepted.

**Table 5 Hypothesis test**

| | *Original Sampel* (O) | *Standard deviation* (STDEV) | *Statistics* (|O/STDEV|) | *P-Values* | Note |
|---|---|---|---|---|---|
| Organization culture → Job satisfaction | 0,399 | 0,108 | 3,709 | 0,001 | Positive – significant |
| Compensation → Job satisfaction | 0,331 | 0,138 | 2,394 | 0,021 | Positive - significant |
| Work environment → Job satisfaction | 0,297 | 0,146 | 2,032 | 0,049 | Positive- significant |

Based on hypothesis testing using the P values showed that all P values lower than 0.05. this result shows organization culture has positive impact on job satisfaction, compensation has positive impact on job satisfaction and lastly and work environment has positive impact on job satisfaction.

**DISCUSSION**

Impact Of Organization Culture on Job Satisfaction

According to table 5, organization culture has positive impact on job satisfaction. Positive impact were supported by previous research by (Tumbelaka et al., 2016), (Waliningsuci et al., 2015), (Pradhana & Hendra, 2019) and (Sasuwe et al., 2018). Their results were similar that organization culture has positive and significant impact on job satisfaction.

Impact of Compensation on Job Satisfaction

According to table 5, compensation has positive impact Positive impact were supported by previous research by (Nugraha & Surya, 2016), (Parimita et al., 2018) and (Hasyim, 2020). They mentioned that compensation has positive and significant impact on job satisfaction.

Impact of Work Environment on Job Satisfaction

According to table 5, compensation has positive impact Positive impact were supported by previous research by (Saputra, Anak Agung Gede Dharma dan Rahyuda, 2018), (Lestari & Sutrisna, 2020) and (Nugraha & Surya, 2016). They mentioned that work environment has positive and significant impact on job satisfaction.

**CONCLUSION**

Organizational culture has a significant positive effect on job satisfaction. The better the culture carried out by employees, the better the level of job satisfaction at PT. Advics Manufacturing Indonesia. Organizational culture is the shared values, beliefs, and norms that shape the behavior and attitudes of employees within an organization. It can have a profound impact on job satisfaction, as it creates a sense of belonging, purpose, and connection among employees. PT Advics Manufacturing may provide a better culture such as to create an organization culture by proposing employee gathering or better communication among employee so they will know better each other and minimizing gap between employees.

The work environment has a significant positive effect on job satisfaction. The better the work environment carried out by employees, the better the level of job satisfaction at PT. Advics Manufacturing Indonesia. The work environment plays a crucial role in influencing employee job satisfaction. It encompasses the physical surroundings, social interactions, and organizational policies and practices that affect employees' daily experiences. A positive work environment can significantly enhance employee morale, motivation, and overall well-being. PT Advics Manufacturing may provide a work environment as pleasant workplace so employees will work in a comfortable state and the abundance of air circulation that flows in the room well and brighter workspace.

Compensation has a significant positive effect on job satisfaction. The better the compensation made by employees, the better the level of job satisfaction at PT. Advics Manufacturing Indonesia. Compensation is a vital factor that can significantly influence employee job satisfaction. It encompasses both monetary rewards (such as salary, bonuses, and commissions) and non-monetary benefits (such as health insurance and retirement plans). PT Advics Manufacturing may consider to regular increase in salary or extra benefit for employee who met their performance. These may escalate job satisfaction among employee.

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