

Impact of Organizational Culture on Job Satisfaction (An Empirical Study on PT Telkom of Makassar Regional Office)

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Abstract. The research objective of the influence of organizational culture on the level of job satisfaction of employees at PT. Telkom Makassar Regional Office. simple random sampling technique with a population of 176 people and a random sample of 64 respondents. Primary data questionnaire data collection techniques and interview techniques and secondary data documentation. Data were analyzed by simple linear regression of Statistical Product and Service Solution (SPSS) Version 23. The empirical results show that organizational culture has an effect on the level of job satisfaction of employees at PT. Telkom Makassar Regional Office..

Keywords: Organizational Culture, Cultural Type, Job Satisfaction

1 Introduction

Organizational goals can be demonstrated through the application of a human resource strategy based on the vision, mission. Organizational culture is one of the company's strategies with attitude is closely related to job satisfaction. The general attitude of the individual, Job satisfaction will have a positive impact on employees.

Behavior is inherent and meaningful part of organizational culture. Organizational culture influences the daily attitude of employees in fulfilling their obligations. Job satisfaction is an integral part of organizational culture (Kotter and Heskett in Pabundu Tika, 2006) [1]. Organizational culture can have a significant impact on long-term economic performance. Companies with a culture that are concerned with every major component of managerial and managerial leadership in all levels of performance exceed companies that do not have these characteristics with a large difference. A strong culture helps business performance because it creates an extraordinary level of motivation in employees.

Telkom Group (BUMN) serves its customers throughout Indonesia with a complete range of telecommunications services including connections fixed-line telephones and fixed-wireless telephones, communication cellular, network and interconnection services and internet and communication services data. Telkom Group also provides various services in the information field, media and edutainment, including cloud-based and server-based managed services, e-Payment services and IT enablers, e-Commerce and other portal services

2 Literature Review

2.1 Organizational Culture

Hofstede (1998), [2], (Kotter and Heskett, 1992)[3]. (Ivancevich, et al, 2006)[4]. Organizational culture also refers to a system of shared meanings embraced by its members and who distinguishes between one organizations with others (Robbins, 2008)[5]. Meanwhile, according to Schein (1996) in his book *Organizational Culture and Leadership* defines that The organizational culture is “a basic pattern of share assumptions that the group learners as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the corrects way to perceive, think, and feel in relation to those problem”[6] and (Deal and Kennedy, 1982)[7].

Based on this understanding according to Wirawan (2007) organizational culture lead to three elements, namely: 1) the problem of socialization; where new members of the group try to find cultural elements, 2) problem behavior, from the above definition does not include clear behavioral patterns such as rituals certain formalities that illustrate cultural assumptions but are more stressful on critical assumptions about how to feel, think and predict something, 3) can a large organization have a culture?[8] Based on the above understanding, it can be concluded that organizational culture is everything related to patterns of beliefs, values, and expectations of thought in the form of knowledge, beliefs, art, values, and morals which are then carried out in organizations both as individuals and as part of the organization members where all the results of these thoughts obtained through interaction between members. Organizational culture can be differentiate organizations from one another with the aim of being able to correcting, seeing, thinking, and feeling in relation to the problems.

2.2 Job Satisfaction

Job satisfaction can be defined as a positive feeling about someone's work which is the result of evaluating the characteristics (Robbins, 2008)[5]. Someone with a high level job satisfaction have high positive feelings about the job, meanwhile someone who is dissatisfied has negative feelings about the work. People who are satisfied consider satisfaction as a happy feeling and prosperous because it can achieve a goal or target. Every leaders in the company need to know the information about satisfaction employees in working accurately as consideration in take a decision to solve the problem that faced by the company. According to Malthis (2006) job satisfaction is a positive emotional state of evaluating one's work experience [9] and (Mohammad, 2011)[10].

3 Research Methodology

The research is organizational culture on job satisfaction level of employees on PT. Telkom of Makassar Regional Office. The population was all employee of PT. Telkom of Makassar Regional with total number 176 people and the number of sample was 64 respondent. The questionnaire by every employee in the study. Formal and informal interviews. Primary and secondary data to get desired result. Data analyzed using SPSS, used to find the association between organizational culture and job satisfaction level of employees.

3.1 Hypothesis

Following hypothesis were develop for finding results (Figure 1)

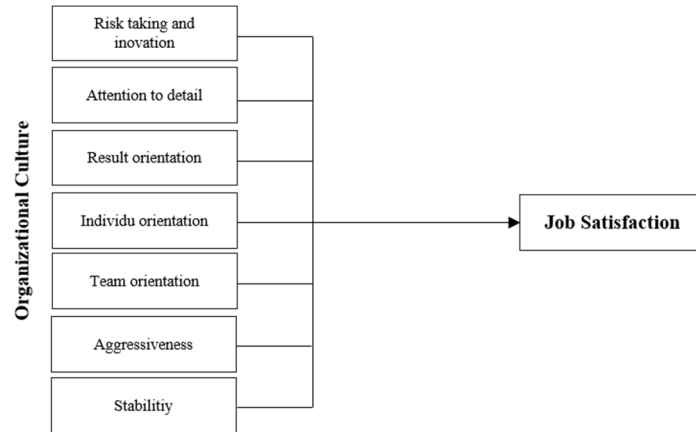


Fig.1. Theoretical Framework

4 Result and Discussion

To get an overview of the characteristics of employees as respondents, the following groupings are described by respondent's gender, respondent's age, length of work, and respondent's education.

Table 1. Number of Employees by Gender

Gender	Number of Respondent	Percent (%)
Man	36	56,2
Woman	28	43,8
Total	64	100,0

Table 2. Number of Employees by Age

Age	Number of Respondent	Percent (%)
<25	7	10,9
25-35	14	21,9
36-45	25	39,1
>45	18	28,1
Total	64	100,0

Table 3. Number of Employees by Education

Education	Number of Respondent	Percent (%)
High School	6	9,4
Diploma	11	17,1
Undergraduate	35	54,7
Postgraduate	12	18,8
Total	64	100,0

Table 4. Number of Employees by Length of Work

Length of Work (Year)	Number of Respondent	Percent (%)
>5	20	31,3
6-10	26	40,6
>10	18	28,1
Total	64	100,0

4.1 Regression Analysis

The results of the regression analysis are as follows:

Table 5. Regression Analysis Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
B		Beta			
(Constant)	5.236	5.209	1.005	.000	
Organizational Culture	.608	.091	.648	6.706	.000

a. Dependent Variable: Job Satisfaction

From the equation you can interpreted that a constant 5,236, shows that average job satisfaction employees if there is no organizational culture is 5,236. If Organizational Culture is equal to zero. Employee job satisfaction will increase to 0.608 for each additional X (Organizational Culture). So if organizational culture has increased 1 unit, then the job satisfaction will be increased to 0.608 assuming the other variables are considered constant. The regression coefficient is positive that make Organizational Culture has a direct effect.

Table 6. Correlation Coefficient Between Organizational Culture and Job Satisfaction
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.420	.411	.245046

a. Predictors: (Constant), Organizational Culture

Based on Table 6. it can be seen that the value of R as a correlation coefficient is 0.648 which means that it can be interpreted that the organizational culture variable has a strong relationship to increase the employee job satisfaction variable at PT Telkom Makassar Regional Office. Furthermore (Ghozali, 2009)[11] it can be seen that the value of R Square / determination coefficient is 0.420 which indicates that job satisfaction (Y variable) can be affected but the influence by organizational culture (variable X) by 42%, while 58% (100% - 42%) the rest is influenced by other variables not measured in research, such as work motivation, employee performance, training, compensation and leadership style.

5 Conclusion

Based on a questionnaire that has been distributed to employees of PT Telkom Makassar Regional Office, it is known that the average respondent stated the variable Organizational Culture (X) with the agreed answer. The result is in the positive (strong) area with score 4.10 which means that the implementation of Organizational Culture in PT Telkom Makassar

Regional Office is already good

Based on a questionnaire that has been distributed to employees of PT Telkom Makassar Regional Office, obtained answers with an average score for the Job Satisfaction variable (Y) with score 4.01. The score is in the agreed category. This shows that employees are satisfied with job satisfaction indicators consisting of work, rewards, promotions, supervision and also colleagues in the company.

Based on the calculation of linear regression analysis, it can be seen from the regression equation of 0.608. From the analysis of the correlation coefficient and determination obtained R^2 results of 0.420 which means that Job Satisfaction is influenced by Organizational Culture by 42%. So it can be concluded that testing influence of Organizational Culture on employee work satisfaction can be accepted.

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