Analysis of Work Environment and Organizational Culture on Employee Satisfaction in CV Saudara Mulya Bersama

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ARTICLE INFO

ISSN: 2723-1097

Keywords:

Work environment;
Organizational
culture; job
satisfaction

ABSTRACT

Human resources have an important role in a company, all aspects related to human resources ultimately affect the company's output. Given its very important role, it is appropriate for a company to maintain human resources by paying attention to employee job satisfaction. This study aims to determine whether the work environment and organizational culture have an effect on employee job satisfaction at CV Saudara Mulya Bersama. In this study using a saturated sample technique using all members of the population as many as 40 respondents to employees of CV Saudara Mulya Bersama. Based on statistical analysis, the indicators in this study are valid and the variables are reliable. In testing the classical assumptions, the regression model is normally distributed, free from multicollinearity and does not occur heteroscedasticity. The results of the study show that partially the work environment (x_1) variable has a positive effect on the Y variable employee satisfaction, as well as the organizational culture (x_2) variable has a positive effect on the Y variable employee satisfaction. and simultaneously the work environment and organizational culture have a positive effect on employee satisfaction at CV Saudara Mulya Bersama. In this study, the variable that has the greatest influence on job satisfaction of employees of CV Saudara Mulya Bersama is the variable of organizational culture

Introduction

One of the challenges for the company is how the company can create its human resources (employees) to produce good and optimal performance ([Lee et al., 2011](#)). The company's efforts to produce good and optimal employee performance require supporting factors, one of which is starting from the job satisfaction of employees who can contribute to the company where they work ([Moro, Ramos, & Rita 2020](#)).

Satisfaction and dissatisfaction are two of a person's emotional feelings due to the response he gets from the surrounding environment, and in essence job satisfaction is the feeling of pleasure of employees in seeing and carrying out their work ([Alegre & Garau, 2010](#)). To measure employee satisfaction and dissatisfaction, indicators are

needed to determine the satisfaction, and the understanding is not limited to if the employee does a job until it is finished, it can be concluded that the employee is satisfied, of course there are other measures that can state that the employee is satisfied not. [Kreitner and Kinicki \(2005\)](#) views job satisfaction as not a unitary concept, but rather a sense that a person can be relatively satisfied with one aspect of his job and not satisfied with one or more other aspects of work. The meaning of the work aspect here is wages, promotion opportunities, superiors and co-workers who also come from work environment factors. By increasing a comfortable and safe work environment by providing adequate facilities in accordance with the needs of the employees where they do work, it will get and influence the employee's emotional, so that the work time used will run effectively. According to research conducted by [Krisnaldy et al \(2019\)](#), it shows that there is a significant influence between work environment and employee job satisfaction (a case study on employees of PT Bluebird Pool Tanah Kusir, South Jakarta). This means that if the company can improve the work environment that can make employees work optimally because there is a work environment that provides comfort and safety by providing adequate facilities according to needs so that employees can feel job satisfaction.

Another factor that can affect employee job satisfaction is organizational culture. [Davis and Newstrom \(2002\)](#) stated "Organizational culture is the set of assumption, belief, values, and norms that are shared by organizations members." This opinion states that organizational culture is a set, assumptions, beliefs, and values that help members of the organization to know acceptable actions and actions that cannot be accepted. This means that organizational culture is on the threshold of awareness, because organizational culture involves assumptions that are guaranteed (taken for granted assumption) about how a person can see, think, act, and feel, and react with the organization ([Rashid, Sambasivan, & Rahman, 2004](#)). This understanding also shows that organizational culture is a habit that is owned by each different organization, so that when there is conformity between the organizational culture and the habits of employees who accept voluntarily without coercion it will lead to close togetherness, a high sense of belonging so that it can increase job satisfaction and organizational performance expected by employees and the organization ([Napitupulu, 2018](#)). In a study conducted by [Wahyuniardi & Nababan \(2018\)](#), it is stated that job satisfaction (case study of the PLN Majalaya area) states that the organizational culture applied by the company can be a trigger for employee job satisfaction.

Based on the explanation above. That job satisfaction can be influenced by the work environment and organizational culture. The work environment within the company is very important to pay attention to more broadly, because the work environment is not only about the facilities and infrastructure that the company has in carrying out the tasks assigned to employees, to achieve job satisfaction that employees get, the company must also pay attention to the psychology of employees from the environment. Another opinion states that job satisfaction can also be formed through organizational culture, organizational culture is a force of norms that are

sometimes invisible, but can move employees within the company to carry out work activities, Organizational culture that is really well managed will have an impact on employee job satisfaction. From what has been explained previously, this study aims to determine the variables of the Work Environment, Organizational Culture, and Employee Satisfaction at CV. Saudara Mulya Bersama.

Literature Review

Job satisfaction employees in a company are certainly important to be noticed by company owners because job satisfaction is basically an employee's attitude towards his job, this attitude reflects how someone feels something. Job satisfaction shows the conformity between someone's expectations for something with what employees actually receive ([Bright, 2008](#); [Nguni, Slegers, & Denessen, 2006](#)). Perceived satisfaction will determine the level of morale of the employees themselves ([Evans, 2000](#)). employees with a high level of satisfaction will certainly be more enthusiastic in carrying out the tasks assigned to them compared to employees whose satisfaction levels are lower. And dissatisfaction at work can lead to aggressive behavior, such as sabotage, deliberately making mistakes at work, opposing superiors. Or vice versa, employees who are not satisfied at work will show an attitude of withdrawing from contact with their social environment. For example, by taking the attitude of quitting the company, not attending work, and other behaviors that tend to avoid organizational activities. Many experts explain the notion of job satisfaction, [Luthans \(2006\)](#) defines comprehensive job satisfaction which includes cognitive, affective and evaluative reactions or attitudes and states that job satisfaction is "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". [Mangkunegara \(2013\)](#) states that job satisfaction is a feeling of supporting or not supporting employees who are related to their work or with their conditions. Where employees will feel satisfied in carrying out the work assigned to them if the aspects of the work support the work, and vice versa if the conditions are reversed, the employees will not be satisfied.

The work environment is a very important role in the implementation of an organization where members or employees perform the tasks assigned to them ([Carter et al., 2013](#); [Malanski, Ingrand, & Hostiou, 2019](#)). A conducive work environment will provide a sense of security and allow employees to work optimally. In addition, the work environment can also affect employee emotions, for example if employees like the work environment at their workplace to carry out activities, so that the work time used will be effective and optimistic that the employee's work performance will also be high. The work environment includes work relationships that are formed between fellow employees and work relationships between subordinates and superiors as well as the physical environment in which employees work ([Budge, Carryer, & Wood, 2003](#)). Therefore, it is imperative for company management to pay serious attention to the components of the work environment in order to create a conducive work environment. [Sedarmayanti \(2009\)](#) states that in broad terms the types of work environment are divided into two. The first is the physical work environment, where all physical

conditions around the workplace can affect employees either directly or indirectly, such as temperature, humidity, air circulation, lighting, noise, mechanical vibrations, unpleasant odors, colors, and so on. The second type is a non-physical work environment, where all situations that occur are related to work relationships, both relationships with superiors and relationships with colleagues, or relationships with subordinates. [Krisnaldy et al \(2019\)](#) have proven that the work environment has a significant influence on employee job satisfaction. This means that if the company can improve the work environment that can make employees work optimally because there is a work environment that provides comfort and safety by providing adequate facilities according to needs so that employees can feel job satisfaction ([Pawirosumarto, Sarjana, & Gunawan, 2017](#); [Pitchforth et al., 2020](#)).

Organizational culture is a process of transforming cultural values regarding who we are, what we believe, what we do, and how it is done. And organizational culture essentially has a good value for the progress of an organization (Hellriegel). Furthermore, [Davis and Newstrom \(2002\)](#) stated "Organizational culture is the set assumption, belief, values, and norms that are shared by the organization's members." This opinion states that organizational culture is a set, assumptions, beliefs, and values that help organizational members to know acceptable actions and unacceptable actions. Meanwhile, according to [Kreitner and Kinicki \(2005\)](#), it is understood that, *organizational culture is "the set of shared taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments"* they consider that organizational culture is an unconscious force, but easily disseminated, its presence is not realized by individuals but is obeyed by individuals in the organizational environment, defines organizational culture as shared values and beliefs that underlie identity to members, promotes commitment. collectively, increase the stability of the social system, and control the behavior of the members.

In this case, the influence of culture in encouraging the formation of performance management is often discussed, especially by managers in various companies. From the various literature obtained, it is explained that if an organization applies a strong culture, it will encourage an increase in the effectiveness of the organization ([Yukl, 2008](#) ; [Hao & Yazdanifard, 2015](#)). According to [Robbins \(2003\)](#) "A strong culture is characterized by the core values of the organization which are strongly adhered to, are well governed, and are widely shared." In simple terms, culture is a custom that has developed with community knowledge that has been agreed upon by certain groups. Furthermore, culture is a common habit or pattern of basic assumptions that are found or developed by certain groups when they learn to deal with problems, adapt to the external environment, and integrate with the internal environment. Organizational culture is a characteristic of an organization, not its individual members ([Nasution & Lesmana, 2019](#)). If the organization is equated with humans, then the organizational culture is the personality of the organization. In a research conducted by [Wahyuniardi & Nababan \(2018\)](#) stated that a good organizational culture can have an impact on satisfaction with what employees have done, this statement is proven by the results of

their research that organizational culture has a direct and positive influence on job satisfaction at PLN. West Java distribution, Majalaya area

Based on the theory and previous research that has been obtained and put forward regarding job satisfaction, work environment, and organizational culture, the researcher describes a research model as follows:

Picture 1 Research Model

Method

In this study emphasizes the analysis of the work environment and organizational culture on employee job satisfaction at CV Saudara Mulya Bersama by using quantitative research methods, research that solves the problem based on numbers and analyzes using statistics to draw conclusions and give suggestions. used to research on a specific population or sample ([Sugiyono 2016](#)) The type of data in the analysis of the work environment and organizational culture on job satisfaction is primary data, data obtained directly in the field by researchers, which is carried out using data collection techniques through distributing questionnaires and interviews with research objects as data sources. To determine the sample to be used in this study is saturated sampling, that is, all populations are used as a sample, amounting to 40 employees.

In this study the population was 40 employees of CV Saudara Mulya Bersama, based on the population size not greater than 100 people or relatively few people, the researchers used a saturated sample technique, where all members of the population of CV Saudara Mulya Bersama were sampled.

Data processing techniques in this study using calculations with the help of the SPSS (Statistical Product and Service Solution) program. Data analysis used in this research is descriptive analysis which is used to analyze data by describing or presenting in a narrative form that is representative of the processed data so that it is easier to understand.

Result and Discussion

In this study, multiple regression analysis techniques are used, where this analysis is used to see the influence of the work environment and organizational culture on job satisfaction at CV Saudara Mulya Bersama. Based on the analysis with the help of SPSS, the following regression results were obtained:

Table 1 Regression Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
(Constant)	11,983	6,614		1,812	.078
Work environment	.415	.146	.458	2,839	.007
Organizational culture	.458	.192	.386	2,392	.022

a. Dependent Variable: Job Satisfaction

From the table above, an equation that describes the relationship between work environment and organizational culture on CV Saudara Mulya Bersama's job satisfaction can be formulated as follows:

$$Y = 11,983 + 0.415X_1 + 0.458X_2$$

Based on the above equation, it shows a constant value of 11,983. This states that if the variables of work environment and organizational culture are considered zero, then job satisfaction will increase by 11,983. As well as the regression coefficient of the two independent variables, namely the work environment (X_1) and organizational culture (X_2), has a positive value, which is interpreted as follows:

1. There is a positive and significant influence of work environment variables on employee job satisfaction at CV Saudara Mulya Bersama with a work environment coefficient value of 0.415. This means that every increase in the work environment variable will increase the job satisfaction variable.
2. There is a positive and significant influence of organizational culture variables on employee job satisfaction at CV Saudara Mulya Bersama with an organizational culture coefficient value of 0.458. This means that every increase in the organizational culture variable will increase the job satisfaction variable.

F Test

The F statistical test was tested simultaneously to determine the effect of all variables independent, namely the work environment and organizational culture included in the model having a joint influence on the dependent variable (job

satisfaction) of employees at CV Saudara Mulya Bersama, which was tested at a significant level of 0.05.

Table 2. F Test Results

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	759,824	2	379,912	32,829	.000b
	Residual	428,176	37	11,572		
	Total	1188,000	39			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Organizational Culture, Work Environment

In this study, obtained F table 3.28, and from the calculation results obtained F count of 32.829, which means that F count > F table. Thus Ho is rejected and Ha is accepted, which means that there is a significant influence between the work environment and organizational culture together on employee job satisfaction at CV Saudara Mulya Bersama.

T Test

The t test is intended to determine whether or not there is an influence of the independent variable work environment and organizational culture on the dependent variable of employee job satisfaction at CV Saudara Mulya Bersama, which is tested at a significant level of 0.05 and the influence can be seen from the value of t count > t table so there is an influence partially. The results of the hypothesis in this test are as follows:

Table 3 T test results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,983	6,614		1,812	.078
	Work environment	.415	.146	.458	2,839	.007
	Organizational culture	.458	.192	.386	2,392	.022

a. Dependent Variable: Job Satisfaction

In this study the t table was 1.687. And based on the results of the t test obtained, the following tests can be carried out:

1. The influence of the work environment on employee job satisfaction at CV Saudara Mulya Bersama.

The t test value in the work environment on job satisfaction of employees of CV Saudara Mulya Bersama was 2.839 with sig 0.007. The sig value of the t test is smaller

than 0.05 and the value of $t_{\text{count}} > t_{\text{table}}$ is $2.839 > 1.687$. Based on the test results, it shows that the work environment partially has a positive and significant effect on employee job satisfaction at CV Saudara Mulya Bersama, which means that the work environment in CV Saudara Mulya Bersama, both physically and psychologically of employees in carrying out work has been noticed by management. and have an impact on job satisfaction for its employees. The results of this test support the research conducted by [Krisnaldy et al \(2019\)](#) with the title of the influence of organizational culture, work environment and organizational climate on employee motivation and its impact on job satisfaction (case study of PT Bluebird Pool Tanah Kusir, South Jakarta) with research results. concluded that the work environment has a significant effect on job satisfaction

2. The influence of organizational culture on employee job satisfaction at CV Saudara Mulya Bersama.

The t test value on organizational culture on job satisfaction of employees of CV Saudara Mulya Bersama was 2.392 with sig 0.022. The t -test sig value is smaller than 0.05 and $t_{\text{count}} > t_{\text{table}}$ is $2.392 > 1.687$. Which means that organizational culture has a positive effect on employee job satisfaction at CV Saudara Mulya Bersama. Based on the test results, it shows that organizational culture partially has a positive and significant effect on job satisfaction at CV Saudara Mulya Bersama. These results are in accordance with research conducted by [Wahyuniardi et al \(2018\)](#) with the title of research on the influence of organizational culture and work environment on job satisfaction and employee performance. With the results showing that organizational culture has a direct and positive influence on job satisfaction. Which means that the organizational culture that has been implemented by CV Saudara Mulya Bersama is an invisible social force that can be an incentive for employees to behave positively.

Conclusion

Based on the results of the research and discussion described above. So the researcher can conclude an analysis of the work environment and organizational culture on employee job satisfaction at CV Saudara Mulya Bersama, as follows:

1. Partially the work environment has a positive and significant effect on employee job satisfaction at CV Saudara Mulya Bersama. This means that the better the work environment both physical and non-physical at CV Saudara Mulya Bersama, the better job satisfaction will be obtained by employees.
2. Partially organizational culture has a positive and significant effect on employee job satisfaction at CV Saudara Mulya Bersama. This means that the more attached and accepted the culture that is to the CV Saudara Mulya together by the employees, the better job satisfaction they will get.
3. Simultaneously the work environment and organizational culture have a significant influence on employee job satisfaction at CV Saudara Mulya Bersama

In this study it was concluded that the work environment and organizational culture had a significant influence on CV Saudara Mulya Bersama's job satisfaction, which meant that all respondents felt that the physical and non-physical work environment and organizational culture at CV Saudara Mulya Bersama were well accepted by each employees so that it raises job satisfaction. Therefore, the researcher suggested to CV Saudara Mulya Bersama to be able to maintain intimacy and togetherness in work activities, as well as to strengthen and highlight the organizational culture adhered to by CV Saudara Mulya Bersama. And in further research, researchers will use other variables, such as spiritual leadership style that can affect job satisfaction.

Acknowledgment

This research is an internal grant program from Jenderal Achmad Yani University which has been implemented by lecturers in the faculty of economics and business.

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