DO TYPES OF ORGANIZATIONAL CULTURE CORRELATE WITH JOB SATISFACTION?: A STUDY ON EMPLOYEE’S PERCEPTION

Apakah Tipe Budaya Organisasi Berhubungan dengan Kepuasan Kerja?:
Studi Tentang Persepsi Pegawai

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ABSTRACT

Background: The Orthopaedic and Traumatology Hospital had an increase of employee turnover of 1.39% from January to June 2012. It occurred due to high resignation and employee unsatisfaction. Thus, organizational culture which consists of clan, hierarchy, market, and adhocracy becomes one of the determinant factors for employee turnover.

Aims: This study analyzed the correlation between organizational culture and employee’s job satisfaction.

Methods: This study is descriptive quantitative using cross-sectional design, and the data were analyzed with correlation test. The sample in this study were 52 employees. The instruments used were OCAI and JSS questionnaires.

Results: Market-type organization correlates significantly with job satisfaction. Organizational culture type such as, clan-type organization, adhocracy-type organization, and hierarchy-type organization does not correlates significantly with job satisfaction. The majority of employees perceived that the Orthopaedic and Traumatology Hospital adopts hierarchy-type organization orienting to regulation and leadership. On the other hand, they expect the hospital apply clan-type organization that concerns about teamwork and belongingness.

Conclusion: There is correlation between market-type organization and job satisfaction. There is no correlation between clan-type organization, adhocracy-type organization, and hierarchy-type organization and job satisfaction. To recommend, the hospital should increase internal strength of the hospital, such as teamwork, training, facilities, and policies that support work procedures and staffing.

Keywords: Market, Adhocracy, Clan, Hierarchy, Employee’s job satisfaction.

ABSTRAK

Latar Belakang: Di Rumah Sakit Orthopedi dan Traumatologi terjadi peningkatan persentase pergantian pegawai sebesar 1,39% pada periode Januari hingga Juni tahun 2012. Hal ini disebabkan karena jumlah pegawai yang keluar tinggi dan ketidakpuasan kerja. Salah satu faktor yang mempengaruhi pergantian pegawai adalah budaya organisasi, antara lain klan, hirarki, adokrasi, dan pasar.

Tujuan: Menganalisis hubungan antara budaya organisasi dengan kepuasan kerja pegawai.

Metode: Penelitian ini menggunakan teknik statistik deskriptif, korelasi dengan desain cross sectional. Sampel dalam penelitian ini adalah karyawan aktif yang berjumlah 52 orang. Instrumen yang digunakan adalah kuesioner OCAI dan JSS.


Kesimpulan: Terdapat hubungan antara budaya organisasi tipe pasar dengan kepuasan kerja, sedangkan pada budaya organisasi tipe klan, adokrasi dan hirarki tidak terdapat hubungan secara signifikan. Rekomendasi untuk penelitian ini adalah peningkatan kekuatan internal rumah sakit, melalui kerja tim, pelatihan, fasilitas dan kebijakan yang mendukung prosedur kerja serta staf rumah sakit.

Keywords: Adokrasi, Hirarki, Klan, Pasar. Kepuasan kerja pegawai.

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INTRODUCTION

Human resource is one of the integrals in the organization or company. Besides that, the human resource has an important role in the organization or company. In the globalization era, every organization or company has a desire to improve and develop their organization or company using the way that is arranged in the program. Increasing or developing either in the company or organization can be begun by improving employee's performance. The employee is considered as one of the important assets. The organization or company needs employees who have high performance so

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that they are able to work well and faster. There are many factors that relate to improving the employee’s performance. The factor can be build from individual or the organization.

The human resource of every organization or company has a different quality. It also happens in the developed countries that have a higher quality of human resource than developing countries. Human resources are the most important assets of organizations, both in large and small scales, as they are the sources that direct organizations, as well as maintain and develop organizations in various demands of communities and time (Susilo and Muhid, 2015).

Definitively, the human resource relates directly with the function of the organization or company that organizes several things such as the organization or company development, compensation, salary, employee’s training, employee’s administration, and employee’s communication. The human resource management duty is to manage the employee as the human element with the potential that they have so that they can obtain satisfied and satisfactory for the organization and company (Gibson et al., 2011).

Sari and Susilo (2018) defines job satisfaction as a representation of employee attitudes and assessment regarding their work and fulfillment of expectations. The more aspect of the job that fits with the desire or the individual aspect, so job satisfaction tends to be higher. Job satisfaction reflects someone’s feeling of his or her job. People will be satisfied when there is no discrepancy between what they want and reality.

Although there is a difference between expectation and reality, it makes the employees feel satisfied that the difference is positive behavior. However, if the difference is about a negative thing so that it will decrease the employee’s satisfaction. It seems to the employee’s positive behaviour to the job. Besides that, it also seems to everything that is faced by the employee in the job environment. Every employee has a different satisfaction standard according to the value of employee’s own self. For many people, one of the aims they work is to obtain job satisfaction. Job satisfaction will be obtained if the work can make workers motivated to achieve good performance.

Discussing the employee’s job satisfaction can be separated from the factors that can be impacted to job satisfaction. In order for job satisfaction can always be consistent, the organization or company always pays attention to the environment. The environment where the employees do the job that is colleagues, leader, job situation, and the other things that can affect someone in doing the job as the employee.

The organization or company achievement is really influenced by the employee’s performance. Every organization or company will attempt to improve the employee’s performance. There are many ways that can be ensured by the organization or company to improve the employee’s performance such as by realizing the employee’s job satisfaction through organizational culture. The organization or company always hopes that the employee’s performance will always be good. To improve the employee’s contribution to the organization or company, it needs to implement the numerous empowerment programs. The empowerment is done by the organization or company that focuses on providing the product and services.

A recent study by Gibson et al. (2011) stated that there were three factors that impact employee performance. The first factor is individual factors, such as creativity, family background, ability, work experience, social life, and demography. The second factors are role, perception, motivation, and job satisfaction. The third factors are psychologist factors, such as leadership, organizational structure, work design, and reward system. In relation to psychologist factors, organizational culture affects employee’s job satisfaction.

There are many types of research about job satisfaction and the correlation with organizational culture. One of the research that being conducted by Tumbelaka, Alhabsji and Nirman (2016), the research’s result showed that the organizational culture’s influence toward job satisfaction is positive, it could be seen from the coefficient’s result of 0.726. It shows that the stronger of organizational culture in the company so that the employee’s job satisfaction will be more increase. Another research about job satisfaction is also conducted by Ali and Wijaya (2018), the result of research stated that organizational culture affects satisfaction and the effect produced is positive.

The employee is given more authority and responsibility to make a decision. Therefore, communication or exchanging information and knowledge between manager and the employees is needed so that they can really understand their duties and give a real contribution to the organization or company achievement. The organizational culture was a value system that was obtained and developed by the organization and leaders’ basic philosophy and habits. The organizational culture is as an instrument of primary competitive advantage because it can be supported and overcome the environmental challenge appropriately.

Organizational culture can also affect an employee’s motivation and performance. The organizational culture gives positive impact on the motivation and the employee’s performance. It is an essential aspect for the organizational or company because it includes the behavior norms that are obeyed by the members.

The leader’s effectiveness is impacted by the employee’s characteristics and related to the communication process between the manager and employee. The leaders are failed when they cannot motivate, encourage, satisfy the employee of the job or certain environment. The leaders have to
encourage the employee in order to have competency and grow their selves to anticipate every challenge and chance in the job.

Although the empowerment and organizational culture program have been done, there is still the problems that relate to the human resource in the organization. Orthopedic and Traumatology Hospital is one of the hospitals that establish in 2010. Orthopedic and Traumatology Hospital still have obstacles that one of them is the human resource asset.

The turnover rate in January to June 2012 period increased by 1.39% than the previous period. The increase in turnover rate showed that the intention to leave at Orthopedic and Traumatology Hospital was quite high. Intention to leave is the result of employee dissatisfaction. Dissatisfied employees have a significant intensity of perceptions regarding organizational culture. This study analyzed the correlation between employee’s perception of organizational culture and employee’s job satisfaction in Orthopedic and Traumatology Hospital.

**METHOD**

This study is descriptive quantitative and the data was analyzed with correlation test. The research conducted from December 2012 to August 2013.

Population were 68 employees at Orthopaedic and Traumatology Hospital that were actively working until June 2013. The sample were 52 employees of Orthopaedic and Traumatology Hospitals. The participant of this hospital was chosen because high turnover rate in the hospital that may influence job satisfaction.

Data collection for primary data used in the questionnaire. The questionnaire consisted of two types of instrument namely OCAI (Organizational Culture Assessment) and JSS (Job Satisfaction Survey). OCAI assessed organizational culture perception specifically at Orthopedic and Traumatology Hospital among employees, while JSS measured job satisfaction. The result from the questionnaire was changed into interval data and it was analyzed using statistical analysis software to identify the correlation each variable.

**RESULT AND DISCUSSION**

The Characteristic of Respondent Based on Sex and Work Unit

The majority of respondents were female, which amounted to 67.31% or 35 employees. However, the male respondent is 32.69% or 17 males. The respondents consist of 16 work units in the hospital, that is outpatient, inpatient, housekeeping, finance, pharmacy, laboratory, human resource, IBS, ADM medical, IPS medical, IPS non-medical, general, front office, radiology, physiotherapist, and medical record.

Data collection was carried out for 2 weeks using questionnaires distributed to respondents. The distribution of questionnaires was adjusted to the respondents’ shift schedule. Data retrieval was conducted after the respondents complete their work in the hospital or by waiting for the respondents’ free time.

Perception of Organizational Culture

Identifying perception and respondent’s aspiration about the organizational culture, it can be done by using Organizational Culture Instrument (OCAI). According to the instruments, there are four types of organizational cultures, such as such as, hierarchy-type organization, market-type organization, clan-type organization, and adhocracy-type organization which have different characteristics.

The first type is clan. The organization with this type is more emphasis on teamwork, involves in the program and commitment with organization or company. The employee perceived environment is well-managed by developing employee’s skill and teamwork.

The second type is the adhocracy. This type has numerous goals such as, encouraging flexibility, creativity and adapt to the unstable situation. The adhocracy focuses on external and differentiation. In this case, the environment is creative entrepreneurial. Every aspect of human resources is bravely to take a risk. The leader is also oriented on the risk and to have vision and innovation. Besides, the leader who has different thoughts will make the organization’s members be more together. Freedom and initiative are very appreciated. However, adhocracy-type organization can change quickly when the situation also changes.

The third type is market. This type has a little similarity with the hierarchy type. The similarity is on the control and stability that is done by the organization. However, the difference is on focus aspect. Thistype is more focus on the external aspect which also focuses on the relation and transaction with the other parties such as supplier,
Management implementation creates a dynamic relationship between employees in corporation. In this case, it is done between employees to keep away the conflict and do the jobs well. Besides, it also encourages a stable situation. A submissive and discipline is the main key of Orthopedic and Traumatology Hospital’s sustainability process. The hospital creates a regulation that has to be obeyed by the employees so that if there is a violation occurs, it will be sanctioned. The Orthopedic and Traumatology Hospital’s employee must have good behavior to the hospital’s manager, colleagues, visitor, and patient because it reflects the moral of the hospital.

Orthopedic and Traumatology Hospital emphasizes the discipline as an important thing to reach stability and manage a situation. The hospital makes policy and regulation that refer to the efficient result with a stable and controlled situation. The stability achievement and managing condition are done by the leader’s capability to regulate the subordinate as well as the cooperation between the submissive and disciplined employee of the hospital’s policy and regulation. In this context, the policy implementation of the hospital needs to be given an explanation that can be understood by the employee so that there is no confusion between employees and does not make an uncomfortable feeling.

Mostly the employees expect the Orthopedic and Traumatology Hospital to adopt clan-type organization with the average score of 27.50. The result tends to quadrant II that is internal focus. The employees who perceived the hospital as clan-type organization, assumed that the members at the hospital.

Clan-type organization allows people to share a lot. Extensive participation, teamwork, consensus, decentralized decision-making and loyalty are all part of this clan’s culture. Clan-type organization always adheres to loyalty and tradition (Parashakti, Rizki and Saragih, 2016).

On the other way, the expected leader is the reliable leader to train the subordinates with an attitude as a mentor without any coercion. Besides, a leader is expected as a facilitator between the employees and hospital. If employee gives aspiration which is considered loyalty or responsibility, the aspiration can be delivered well. The employees expect Orthopedic and Traumatology Hospital can give them training to improve their performance hopes to the hospital in order to give the employee’s training to improve the cooperation that will increase the employee’s performance.

The employee’s loyalty arises when they appreciate and respect each other. The feeling also gives the comfortable for the employees to stay in the hospital so that it can decrease the employee’s turnover level because of them feeling satisfied. Besides the loyalty, the other important thing is
trust. Trust is not only had by the employee, however, the leader also must have the highest trust to the employees. Besides, the leader has to appreciate the employees so that they can implement it to the colleagues. All employees of Orthopedic and Traumatology need to cooperate well as a team and support the job each other to achieve a great performance.

Job Satisfaction

Noe et al. (2008) defines that job satisfaction as a feeling that is generated from the perception that the job fulfill or allow the employee can satisfy the work’s important values. In calculating the Orthopedic and Traumatology Hospital’s employee individually based on the job satisfaction aspect, it is obtained the following result.

The Orthopedic and Traumatology Hospital’s employees have the highest satisfaction on the job characteristic aspect. The second aspect that has the highest satisfaction is supervision, then, colleagues, appreciation, reward and promotion, work benefit and communication. At the same time, the last aspect that has the lowest one is procedure operational.

The highest aspect is job characteristic for the Orthopedic and Traumatology Hospital’s employees that have score 265.500 and in the highest job satisfaction. It indicates that the employees feel the most satisfied on the job in the hospital. They obtain the duties that appropriate with their capability so that they do not feel difficult to work in the hospital. It relates to the recruitment process and employees training. The employees training gives the important role is to facilitate the employees in order to have well capability to do their duties. Besides, it is also aimed in order to improve the hospital quality.

Table 1. The Employee’s Job Satisfaction.

<table>
<thead>
<tr>
<th>Level of Job Satisfaction</th>
<th>Range</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>36 - 81</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Medium</td>
<td>82 – 126</td>
<td>1</td>
<td>1.92</td>
</tr>
<tr>
<td>High</td>
<td>127 – 171</td>
<td>41</td>
<td>78.85</td>
</tr>
<tr>
<td>Very High</td>
<td>172 – 216</td>
<td>10</td>
<td>19.23</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 2. The Aspects of Job Satisfaction.

<table>
<thead>
<tr>
<th>Aspects</th>
<th>Standard Deviation</th>
<th>Mean</th>
<th>Σ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward</td>
<td>0.816</td>
<td>4.163</td>
<td>216.500</td>
</tr>
<tr>
<td>Promotion</td>
<td>0.669</td>
<td>4.163</td>
<td>216.500</td>
</tr>
<tr>
<td>Supervision</td>
<td>0.785</td>
<td>4.601</td>
<td>239.250</td>
</tr>
<tr>
<td>Work Benefit</td>
<td>0.630</td>
<td>4.096</td>
<td>213.000</td>
</tr>
<tr>
<td>Appreciation</td>
<td>0.943</td>
<td>4.221</td>
<td>219.500</td>
</tr>
<tr>
<td>Procedure</td>
<td>0.759</td>
<td>3.894</td>
<td>202.500</td>
</tr>
<tr>
<td>Operational</td>
<td>0.709</td>
<td>4.520</td>
<td>235.000</td>
</tr>
</tbody>
</table>

In the questionnaire, there are 9 aspects such as reward, promotion, supervision, work benefit, appreciation, procedure operational, colleagues, job characteristic, and communication.

The lowest aspect is procedure operational for the Orthopedic and Traumatology Hospital that has 202.500 scores. It shows that the employee’s satisfaction with the procedure operational in the hospital is lower than the other job satisfaction aspects. The procedure operational is a policy and regulation that is applied by the hospital. In this context, from the employee’s job perception, it actually helps to solve the employee’s duties in a difficult situation. However, it also can be an obstacle for the employees to do the duties effectively and efficiently. The hospital needs give a solution toward the procedure operational that can damage the employee’s job process and result. If there is no solution that is given, it causes there is an employee who does not satisfied with the duties.

The Influence of Organizational Culture Toward Job Satisfaction

Noe et al., (2008) explained that employees who have the highest job satisfaction will be a positive feeling for the job. Nevertheless, the employees who are low in job satisfaction will feel a negative feeling.

From Figure 2, shows that the organizational and company culture have an influence to job satisfaction. This research also shows that the organizational culture influences the job satisfaction. The organizational has a relation with a group atmosphere. The employees will be comfortable with the positive group atmosphere and it will be either positive or negative depending on the employee’s job satisfaction.

This is in accordance with the research conducted by Nugraha and Rozak (2017), that the influence of organizational culture variable towards job satisfaction by 28.3%. Thus organizational culture variable has positive influence significant to job satisfaction. That means if the organizational culture increase, then job satisfaction will also increase.
In the organizational culture, there are the organizational or company types that are explained in this research such as clan-type organization, market-type organization, hierarchy-type organization, and advocacy-type organization in which they will be researched to find out what the relationship with job satisfaction.

### The Correlation Between Clan-Type Organization Toward Job Satisfaction

Clan is kind of organizational culture that aims to a family system and refers to the cooperation, employee participation program, and commitment that is had by every employee (Cameron and Quinn, 2011). There are 3 assumptions to the organizational culture clan. First, the environment can be organized with cooperation and enhancement of the employee’s competent. Second, customers is partners. And the last, the organization or company is the employee’s environment to grow.

According to the research conducted, clan type has a high correlation value to the job satisfaction that is R=0.254. The correlation between organizational culture type and job satisfaction is positive, yet it is not significant due to p-value=0.01. A positive correlation of the organizational culture type clan to job satisfaction shows that the relations of both variables are in the same aims. The employee will be highly satisfied if the situation of clan is increase in the hospital. The insignificant value of clan type to job satisfaction indicates that there is no relation between two variables.

### The Correlation Between Market-Type Organization Toward The Job Satisfaction

Market type concerns to the organizational or company that oriented to the external factors such as a transaction with the outside group such as supplier, customers, contractors, licenses, unions, and regulator (Cameron and Quinn, 2011). Market emphasizes to the mechanism of market economy, dynamic competition, and money exchange by focusing on the profitable transaction.

Based on the research conducted, the correlation value of market-type organization with job satisfaction is R=0.313 which is negative yet significant with p-value of <0.01. The negative correlation between market type and job satisfaction shows that both variable relations do not have the same aims. The significant value of market with job satisfaction indicates that there is a relation between two variables.

To be concluded, a higher market type value, so the job satisfaction value will be lower. This research is the same as the previous research that has been conducted. According to Cameron and Quinn (2011) that there are four of the organizational culture types that affect the job satisfaction which one of the types is market.

Market type commonly has an unstable characteristic because it is affected by the external factor such as consumer, and competing organizational or company interest (Rangkuti, 2008). The characteristics influence the employees of Orthopedic and Traumatology Hospital to have the lowest expectation that market type is dominant.

In this case, it is impacted to the employee’s job satisfaction. For the organization or company that focuses on the external factor, the employees feel that they are not suitable with the organization or company, and cause the employee’s dissatisfaction.

### The Correlation Between Hierarchy-Type Organization Toward Job Satisfaction

The culture concerns the organization or company that prioritizes the policy and structural in the workplace. The policy manages the activity of every employee and is needed an effective leader to coordinate and organize the employees (Cameron and Quinn, 2011). Hierarchy type concerns the efficient and stable organization or company implementation. The policy and rules are the components that merge to be the hospital.

Based on the research, the hierarchy type has a correlation value that is R=0.169. The relation between hierarchy type and job satisfaction is positive. However, it is not significant because of p-value>0.01. The positive correlation to the hierarchy type to job satisfaction shows that the two variables are in the same aims. The significant hierarchy value with job satisfaction indicates that there is no relation between two variables. In this context, it shows that if the hierarchy type increases, so do job satisfaction.

In Fatima’s research (2016), the results of the study that the influence between hierarchy and job satisfaction is negative and significant. Their work is illustrated by the results with the value of t=-4.777 which is significant at the levels of 90%, 95%, and 99%. A negative value means that if the hierarchy type increases, job satisfaction will decrease. The difference in the results of Fatima’s research was caused by the type of questionnaire used. In Fatima’s research using a self-administrated questionnaire, while this study used OCAI and JSS questionnaire. Besides, the sample used is also different. This is likely to be the cause of the result being different.

The dominant organizational culture type is hierarchy so that the employees are satisfied to work in Orthopedic and Traumatology Hospital. Nevertheless, the situation will be better if the clan type becomes the dominant organizational and company because the employees expect to clan type. It is in the quadrant II that focuses on the internal focus. The employees want to increase the hospital’s internal aspect both in the employee’s capability and facilitation, and the work policy.
The Relation Between Adhocracy-Type Organization Toward Job Satisfaction

Adhocracy is a kind of organizational culture that emphasizes on the innovation and the success research initiative (Cameron and Quinn, 2011). The organization or company emphasizes on development of new products and service and preparation for the future. The main duty of management is to support entrepreneurship, creativity, and useful activities to improve the hospital’s innovation.

Based on the research, the adhocracy type has a high correlation value with the job satisfaction namely R=0.181. The relation of adhocracy type with job satisfaction is negative and it does not significant because of p-value >0.01. The negative correlation on the adhocracy with job satisfaction shows that the relation of two variables is not the same. The significant adhocracy type value with job satisfaction indicates that the two variables are not related. In this case, it states that adhocracy type increases so that the employee’s job satisfaction will decrease.

Fatima’s research (2016) explained the results of the study that the influence between hierarchy and job satisfaction is positive and significant. Their work is illustrated by the results with the value of t=4.663 which is significant at the levels of 90%, 95%, and 99%. A negative value means that if the hierarchy type increases, job satisfaction will increases. The difference in the results of Fatima’s research was caused by different types of organizational culture and levels job satisfaction. The dimensions of the organizational culture variable used are also different. Fatima’s research divided into six key dimensions which are named dominant characteristics, leadership of the organization, employee management, the glue which hold the organization together, the strategic criteria of organization and success.

Table 3. Mean, Standard Deviation, and Zero Correlation of Perception of Organizational Culture and Job Satisfaction.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
<th>Clan</th>
<th>Adhocracy</th>
<th>Market</th>
<th>Hierarchy</th>
<th>Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clan</td>
<td>25.305</td>
<td>4.694</td>
<td>1.000</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adhocracy</td>
<td>22.932</td>
<td>2.601</td>
<td>0.182</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market</td>
<td>24.616</td>
<td>3.790</td>
<td>-0.664</td>
<td>-0.084</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hierarchy</td>
<td>26.651</td>
<td>4.323</td>
<td>-0.409</td>
<td>-0.585</td>
<td>-0.106</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>3.179</td>
<td>0.423</td>
<td>0.254</td>
<td>-0.181</td>
<td>-0.313*</td>
<td>0.169</td>
<td>1.000</td>
</tr>
</tbody>
</table>

* The significant correlation on the 0.05 level (2-tailed)

The characteristic of an adhocracy type that focuses on entrepreneurship and improving the creativity can give an influence to the job satisfaction of the Orthopedic and Traumatology Hospital. The employee feels satisfied when the hospital capable to increase the employee’s creativity by an education seminar. However, the employees do not concern about the entrepreneurship so that the hospital will be better to focus on the employee’s teamwork internal strength.

CONCLUSION

To sum up, the organizational culture affects the job satisfaction. Nevertheless, it is not all types of organizational culture that have a relation with job satisfaction. The organizational culture types that influence significantly to job satisfaction is market with a negative relation. In this case, it means that the higher the market type value, then job satisfaction will be lower. The results of clan, adhocracy, and hierarchy type are not significant. It indicates that there are several types do not have a correlation to job satisfaction.

Clan-type organization and hierarchy-type organization has a positive correlation with the job satisfaction variable. For the high culture of clan or hierarchy type, the employee’s job satisfaction will increase. On the other hand, the adhocracy type has a negative correlation toward job satisfaction. So, the high adhocracy type, then the employee’s job satisfaction will decrease.

The organizational culture type in Orthopedic and Traumatology Hospital is hierarchy that concerns the rules oriented and leadership. Nevertheless, the culture of the organization or company that is expected by Orthopedic and Traumatology Hospital’s employees is clan that concerns to the teamwork and a family atmosphere so that it causes a discrepancy between the expectation and the organizational culture types of the Orthopedic and Traumatology Hospital. The level of the employee’s job satisfaction is at a high level with the employees who have the suitability with their current job, yet it is hindered by the implementation of the procedure operational. To recommend, Orthopedic and Traumatology Hospital should encourage employees to give their aspiration and provide them with trainings to improve their skills.

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