Influence of Strong Organization Culture Intensity towards Job Satisfaction

Pengaruh Intensitas Budaya Organisasi yang Kuat terhadap Kepuasan Kerja

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ABSTRACT

**Background:** Organizations need to pay attention to aspects of job satisfaction of their members to achieve goals. In 2011, PLK UNAIR surveyed the satisfaction work which is the goal of satisfaction work is 80%. However, the target has not been achieved. The job satisfaction can be affected by several factors one of them is the culture within the organization.

**Aims:** The study analyzed the influence of culture intensity towards job satisfaction of PLK UNAIR's employees.

**Methods:** This research was conducted in November 2011 - June 2012 with a cross-sectional research design. The sample of the study used the population total technique. The independent variable of the research was the intensity of organizational cultures. However, the dependent variable was job satisfaction. The influence analysis of culture intensity towards job satisfaction by descriptive analysis used cross-tabulation.

**Result:** The highest of the strong organizational culture is the organizational culture aspect of cooperation that is 73.9%. Job satisfaction aspects felt by the employees are job and co-worker aspect that reaches 78.3%. The strongest aspect which affects job satisfaction the most is trust that reaches 83.3%. However, it can be said that the organizational culture affects job satisfaction which reaches 92.3%.

**Conclusion:** The conclusion of the research is that the organizational culture intensity is a factor that affects the job satisfaction of the employees of PLK UNAIR. The recommendation for the organization is to improve the organizational culture aspect of togetherness.

**Key words:** Intensity of organizational culture, Job satisfaction, Organization.

INTRODUCTION

The development of health effort cannot be separated from the government's role in improving the health facilities. According to the Government Regulation of Indonesian Republic Number 47 of 2016, healthcare is a place that is used to organize health care both promotive, preventive, curative, and rehabilitative that is carried out by the central government, local government, and or society. Healthcare is divided into three stages such as the first level of healthcare, the second level healthcare, and the third level healthcare.

PLK UNAIR (Healthcare Center of Airlangga University) Surabaya is the first level of healthcare that is in Airlangga University. PLK
UNAIR has two clinics they are the clinic of PLK UNAIR in Campus B and campus C. The vision of PLK UNAIR is to be an organizer of health care for the students, staff, and society that are holistic using “managed care” to create a healthy productive human resource.

Meanwhile, five missions of PLK UNAIR are running a holistic, effective, and efficient health care for students, employees, and society around Airlangga University that prioritizes the prime quality standard. Improving the knowledge and awareness of health and excellent quality healthy life in Airlangga University, Improving the primary health service for the students, employees and society in Airlangga University, Facilitating the advance health services and hospitalization for the students, employees, and society in Airlangga University, Providing facilities to improve the health of the students and employees in Airlangga University.

PLK UNAIR can be called as an organization because it consists of people who have a certain structural organization and work together to achieve the goals relating to the vision and mission that have been made. Hasibuan (2011) explained that an organization is a formal, structured, and coordinated system of a group of people who work together to achieve the goals. The main characteristics of the organization are summarized as 3P: Purpose, People, and Plan (Novita, Sunuharjo and Ruhana, 2016). An organization must have a clear purpose. People who are in the organization are one of the factors to reach the organization’s goals, meanwhile, the aspect of the plan has a strategy, system, design, and structure that are used to motivate the people to achieve the goals.

The organization’s life cannot be separated from the organizational culture that is adapted to the organization. Schein (2016) explained that: “Organizational culture is a pattern of shared basic assumptions that a group has learned 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 correct way to perceive, think, and feel in relation to those problems”.

Therefore, organizational culture is a common pattern of an assumption that is used to solve problems, create employees who can adapt to the environment and embrace the members of the organization. Robbins and Judge (2012) explained that the organizational culture is a system of shared meaning that is held by the members and it will distinguish one organization with other organizations. The organizational culture is often interpreted as the values, symbols owned by the organization and understood and adhered to by all members to create an organization different from other organizations (Hakim and Hadipapo, 2015).

The organizational culture in the PLK UNAIR is based on the basic value in the PLK UNAIR’s missions namely: the excellent quality service, while the general value namely: discipline, cooperation, and togetherness inter-believe or trust. The five aspects which also the basic values of organizational culture at PLK UNAIR are expected to be implemented by each member of the organization in providing services to patients. It can distinguish PLK UNAIR from other health service centers.

The organization’s life that is seen from the organizational culture can be separated within the strong and weak organizational culture (Robbins, 2015). The strong or weak organizational culture can be seen from the members do the task according to the term and culture’s values in the organization.

The organization that has a strong culture could have a meaningful influence on the member’s behaviors. The main value of the organization is held strongly by the members of the strong organization’s culture. The strength of the strong organization’s culture affects job satisfaction which also affects decreasing numbers of the employee and the whole organization performance (Robbins, 2015). When the established organization’s culture suits the employees, there is a big possibility that the employee’s job satisfaction will be achieved.

The job satisfaction is an evaluation of the employee’s feelings, satisfied or dissatisfied with the job (Indrasari, 2017). Hasibuan (2010) stated that job satisfaction is an exciting, emotional feeling and finding the job. This is the same as the opinion of Syahyono (2016), that work job satisfaction will arise if the employee likes the work and the environment, and vice versa will arise a feeling of dissatisfaction with the employee if he does not like his job. The job satisfaction is a positive behavior that is felt by the employee toward the job that is influenced by the job situation assessment (Robbins and Judge, 2012). Work situations can be one of the triggers for employee job satisfaction within the organization. Job satisfaction is a reflection of the employee’s feelings about being happy or unhappy, comfortable or uncomfortable with the work environment where the employee works (Wibowo, Musadieq, and Nurtjahjono, 2014). Ivanchevich (2014) explained that job satisfaction is everyone’s behavior toward their job. The job satisfaction is generated from their perception about their job and level of the suitability between the individual and organization.

An organization has to measure the members’ job satisfaction to know the suitability between the individual and the reality of the organization’s duty. PLK UNAIR Surabaya does surveys to measure the employee’s job satisfaction annually and the employee’s job satisfaction target is 80%. The measurement of the PLK UNAIR employee’s job satisfaction uses Job Descriptive Index (JDI). The JDI is one of the most popular questionnaires that is used to measure job satisfaction and consists of 72 questions. The JDI measures the commonly five factors of job satisfaction namely the satisfaction towards job, salary, supervision, promotion, and co-worker (Tasios and Giannoulis, 2017).

The distribution of the PLK UNAIR job satisfaction’s frequency in 2011 is grouped by several aspects namely: an aspect of job, salary, recognition, supervision, co-workers, chance to develop, and the job situation. It shows that 4 of 7 aspects of job satisfaction are found having not achieved the PLK UNAIR’s job satisfaction such as...
aspects of the salary, recognition, supervision, chance to develop. There are 3 of 7 aspects of the achieved target in job satisfaction namely: aspects of the job, co-workers and job situation. According to the data, the problem of this study is that 3 of 7 PLK UNAIR employee’s job satisfaction aspects in 2011 are achieved. Meanwhile, four aspects have not achieved the organization’s goals.

Based on the problem of job satisfaction, the aim of this research is to know the relation between the organizational culture intensity and the PLK UNAIR employee’s job satisfaction.

METHOD

The research used a cross-sectional design. The population of the research was 23 PLK UNAIR employees. The substantial sample of the research was 23 people. The research was done both in the PLK UNAIR campus B and campus C in May 2012. The data of the research was obtained from primary and secondary data. Secondary data was obtained from the operating division of PLK UNAIR. Primary data was obtained from closed questionnaires about organizational culture intensity and job satisfaction respondents from the doctor, nurse, administration and the other staffs in PLK UNAIR. As a result, the data was analyzed using SPSS application by descriptive analysis used cross-tabulation between the organizational culture’s intensity and job satisfaction in PLK UNAIR Surabaya.

RESULTS AND DISCUSSION

Table 1. The Distribution of Organizational Culture’s Intensity in PLK UNAIR Surabaya Using Each Aspect.

<table>
<thead>
<tr>
<th>Organizational Culture’s Aspect</th>
<th>n</th>
<th>%</th>
<th>n</th>
<th>%</th>
<th>n</th>
<th>%</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent quality services</td>
<td>0</td>
<td>0.0</td>
<td>11</td>
<td>47.8</td>
<td>12</td>
<td>52.2</td>
<td>23</td>
<td>100.0</td>
</tr>
<tr>
<td>Discipline</td>
<td>0</td>
<td>0.0</td>
<td>8</td>
<td>34.8</td>
<td>15</td>
<td>65.2</td>
<td>23</td>
<td>100.0</td>
</tr>
<tr>
<td>Cooperation</td>
<td>0</td>
<td>0.0</td>
<td>6</td>
<td>26.1</td>
<td>17</td>
<td>73.9</td>
<td>23</td>
<td>100.0</td>
</tr>
<tr>
<td>Togetherness</td>
<td>1</td>
<td>4.3</td>
<td>17</td>
<td>73.9</td>
<td>5</td>
<td>21.7</td>
<td>23</td>
<td>100.0</td>
</tr>
<tr>
<td>Trust</td>
<td>1</td>
<td>4.3</td>
<td>10</td>
<td>43.5</td>
<td>12</td>
<td>52.2</td>
<td>23</td>
<td>100.0</td>
</tr>
<tr>
<td>The Whole of Organizational Culture</td>
<td>0</td>
<td>0.0</td>
<td>10</td>
<td>43.5</td>
<td>13</td>
<td>56.5</td>
<td>23</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The theory of Robbins (2015) explained that the organizational culture is divided into strong and weak organizational culture. The organizational culture in PLK UNAIR is categorized as the strong organizational culture because the main value of the organization is handled intensively and embraced by the employee namely the cooperation aspect. The result of this research is also supported by the explanation of Robbins (2015) about the characteristics of strong culture namely: decreasing the level of employee resign, the high agreement of the members regarding what the organization has to maintain and held highly by the organization, and the existence of cohesive coaching, loyalty, and the organization commitment. Furthermore, according to Pabundu (2010), there are some strong culture characteristics namely: the clarity of value and belief and the distribution of value and belief.

The clarity of value and belief is the value and belief of the organization are things that are agreed by the organization members and also defined clearly. The value and belief of the organization can be rated from the slogan, motto, organizational philosophy, vision or organizational goal, and the principle of the organization. The clarity of value and belief of PLK UNAIR that held is stated in the mission of PLK UNAIR with the basic value of excellent service quality, as well as the general basic value of discipline, cooperation togetherness, and trust.

The distribution of value and belief are related to how many people accept and embrace the value and belief that have been made by the organization. The distribution of organizational culture value and belief depends on how to socialize the organizational culture that is adopted by all of the members and be an inheritance that is given by
the leader to the new members. The organization’s socialization and culture inheritance system can be carried out on the employees and giving guidance to the new members. Giving guidance to the new members is done by the organization’s leader or seniors. PLK UNAIR attempts to distribute the value and belief by the socialization of PLK UNAIR’s vision and missions to the new members. Meanwhile, the cultural inheritance of discipline, cooperation, togetherness, and trust is done by the seniors giving the model to the new members. According to the discussion, it shows that the excellent service quality aspect, discipline, cooperation, togetherness and trust have been embraced by all of the PLK UNAIR’s employees. Indeed, based on the distribution of organizational culture intensity, it is caused by the highest strong organizational culture is cooperation and the lowest one is togetherness and the overall percentage of organizational culture that is strong enough. So, the measurement uses cross-tabulation toward organizational culture intensity of cooperation, togetherness, and the whole organizational culture to the job satisfaction of PLK UNAIR’s employee shown in Table 3.

Table 2. The Distribution of PLK UNAIR’s Employee Based on the Job Descriptive Index on May 2012

<table>
<thead>
<tr>
<th>Job Satisfaction’s Aspect</th>
<th>Less Satisfied</th>
<th>Enough Satisfied</th>
<th>Very Satisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job</td>
<td>0</td>
<td>5</td>
<td>18</td>
<td>23</td>
</tr>
<tr>
<td>Salary</td>
<td>5</td>
<td>10</td>
<td>8</td>
<td>23</td>
</tr>
<tr>
<td>Supervision</td>
<td>2</td>
<td>9</td>
<td>12</td>
<td>23</td>
</tr>
<tr>
<td>Promotion</td>
<td>8</td>
<td>8</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>Co-worker</td>
<td>0</td>
<td>5</td>
<td>18</td>
<td>23</td>
</tr>
<tr>
<td>Overall Job Satisfaction</td>
<td>0</td>
<td>9</td>
<td>14</td>
<td>23</td>
</tr>
</tbody>
</table>

The Measurement of Job Satisfaction in the PLK UNAIR

The measurement of employees’ job satisfaction in the PLK UNAIR describes the JDI based on the employees’ job, salary, supervision, promotion, and co-worker aspects as illustrated in Table 2. According to Table 2, it can be known that job satisfaction aspects that are felt by the employee are job and co-worker aspects that reach 78.3%. Overall of the respondent’s job satisfaction is 60.9% which means very satisfied. According to the description, it shows that the PLK UNAIR’s employee feel excited with their job and the job in PLK UNAIR do not make them bored because of the way of giving an interesting task for the employee and a chance to learn and have a responsibility to the task. In addition, the PLK UNAIR’s employee feels fascinating with the partner in PLK UNAIR because the partner works cooperatively and the relation between employees is really good so that the employee enjoys doing their job (Haris, 2017).

After that, the job satisfaction that is felt by the employee who satisfied enough is the salary aspect that is 43.5%. It shows that the PLK UNAIR’s employee believed that the salary that is received is enough, from the amount and fairness. The aspect shows that salary satisfaction affects the employee’s satisfaction. Andalen and Darmastuti (2015) explained that the satisfaction of the received salary shows that someone will feel satisfied if the salary fits the expectation. If the received salary the expectation, the possibility of employees’ job satisfaction will be very satisfied. Meanwhile, the job satisfaction that is felt less satisfied is a promotion that is 34.8%. It might happen because the promotion or chance to develop that is received has not existed such as the promotion in PLK UNAIR.

The job satisfaction is a positive behavior that related to the employee’s adaptability toward the influencing factors, such as financial satisfaction factor, physical satisfaction factor, social satisfaction factor, psychology satisfaction factor (Abadiyah and Purwanto, 2016).

The financial satisfaction factor is the factor shows the fulfillment of employees’ desires to the financial need that is received to fulfill the daily needs. If this factor is complete, job satisfaction can be achieved. The financial factor includes the system and the salary, social guarantee, allowance, given facilities, and promotion. The research conducted by Santoso (2015) showed that financial compensation has a great influence on employee job satisfaction.

Psychic satisfaction factor is the factor related to the physic condition, the work environment, and the employee’s physic. If this factor is completed, job satisfaction can be achieved. The psychic factor includes: kind of jobs, the setting of work time and breaks time, work equipment, the temperature of the room, lighting, air exchange, employee’s health, and age. Based on the research that was conducted by Pangestu, Mukzam, and Ruhana (2017), physical environment factors significantly influence employee job satisfaction.

Social satisfaction factor is the factor related to the social interaction between the employee and employees, with the boss and the other employee from a different job. The factor includes the solid colleagues, fair and wise leader, and the fair direction and command. According to the research of Madjid and Widiaustuti (2013), the social factor has a positive effect on employee job satisfaction, so that if social factors increases, employee job satisfaction will also increase.

Psychology satisfaction factor is the factor related to the psychology of every employee, this factor completed can be achieved. The factor includes interest, peace in work, attitude towards work, talent and skills. Based on the research conducted by Madjid and Widiaustuti (2013) psychological factor such as peace has an effect on employee job satisfaction. An employee will feel
satisfied at work if the reality they feel is greater than the expectation. According to the four factors that are influential job satisfaction, the most dominant factors are job and solid colleagues.

The Influence of the Organizational Culture Intensity toward Job Satisfaction

Based on the measurement of the organizational culture intensity from organizational culture aspect that embraced by PLK UNAIR shows that, the whole organizational culture in the PLK UNAIR includes the strong organizational culture, and employee’s job satisfaction in the PLK UNAIR according to the JDI the overall job satisfaction aspect that is felt by the employee is really satisfied. Therefore, the study analyzes the influence between the organizational culture intensity to the cooperation, togetherness, and the whole organizational culture toward the employee’s job satisfaction in PLK UNAIR as shown in Table 3.

Table 3. The Influence of Organizational Culture Intensity with the Employee’s Job Satisfaction in the PLK UNAIR Surabaya.

<table>
<thead>
<tr>
<th>Organizational Culture's Intensity in Each Aspect</th>
<th>Satisfied Level</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strong Enough</td>
<td>n</td>
<td>%</td>
</tr>
<tr>
<td>Excellent Quality Services</td>
<td></td>
<td>6</td>
<td>54.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>25.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>9</td>
<td>39.1</td>
</tr>
<tr>
<td>Discipline</td>
<td></td>
<td>5</td>
<td>62.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>26.6</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>9</td>
<td>39.1</td>
</tr>
<tr>
<td>Cooperation</td>
<td></td>
<td>4</td>
<td>66.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5</td>
<td>29.4</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>9</td>
<td>39.1</td>
</tr>
<tr>
<td>Togetherness</td>
<td></td>
<td>8</td>
<td>47.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>20.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>9</td>
<td>39.1</td>
</tr>
<tr>
<td>Trust</td>
<td></td>
<td>1</td>
<td>100.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6</td>
<td>60.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>9</td>
<td>39.1</td>
</tr>
</tbody>
</table>

According to Table 3, the organizational culture aspect of excellent service quality with the strong organizational culture intensity has the percentage 75.0%, very satisfied compared to the strong enough organizational culture intensity is 45.5% in which is satisfied job satisfaction. The organizational culture aspect of discipline with the strong organizational culture intensity has the percentage 73.3%, very satisfied compared to the strong enough organizational culture intensity is 37.5% in which is satisfied job satisfaction. The organizational culture aspect of cooperation with the strong organizational culture intensity has the percentage of satisfied job satisfaction is 70.6% very satisfied compared to the strong enough organizational culture intensity is 33.3%. The organizational culture aspect of togetherness with weak organizational culture intensity has the percentage 100% very satisfied, while the strong organizational culture intensity has the percentage
80.0% very satisfied compared to the strong enough organizational culture intensity that is 53.0%. The organizational culture aspect of trust with weak organizational culture intensity has the percentage 0% very satisfied, while the strong organizational culture intensity has the satisfied job satisfaction 83.3% very satisfied compared to the strong enough organizational culture intensity is 40.0%. So, the whole organizational culture aspect with the strong organizational culture intensity has the percentage 92.3% very satisfied, compared to the strong enough organizational culture intensity that is 20.0% very satisfied.

Based on the description of Table 3, the organizational culture aspect with the strong organizational culture intensity that is the most influence towards job satisfaction is trust that is 83.3%. It shows that although the strongest organizational culture aspect that is embraced by the PLK UNAIR’s employee is cooperation, trust has more influence on job satisfaction. On the other hand, the whole organization of culture in PLK UNAIR has really influenced job satisfaction that is 92.3%. It shows that there are eight factors of the organizational culture that influence job satisfaction. Therefore, although the trust has the strongest influence on job satisfaction than the other aspects, the whole organizational culture shows that the aspects can be affected by job satisfaction if it is embraced simultaneously. It fits with the research of Tumbelaka, Habsji, and Nimran (2016) that the organizational culture significantly affects job satisfaction. It supports that a strong organizational culture will produce high job satisfaction and vice versa. In addition, according to the research of Jufrizen et al. (2018) the organizational culture has a significantly positive value and influence directly to job satisfaction. The research that is conducted by Wahyuniaradi and Renaldo (2018) also stated that the organizational culture influences job satisfaction significantly and directly.

According to the research that is conducted by Darmadi (2016) the influence of organizational culture toward the employee’s job satisfaction with many more aspects of organizational culture that fit the employee’s desire the higher the job satisfaction. In this case, it is also related to the research conducted by Theresia et al. (2018) that the organizational culture also has a significant influence on the job satisfaction that can be imparted to the employee’s performance. Based on the research that is conducted by Nasution, Musnadi, and Faisal (2018) that the organizational culture influences the members’ job satisfaction in the organization positively and significantly. Another research conducted by Mariati and Mauludin (2018) shows that the organizational culture influence positively and significantly the employee’s job satisfaction that it might achieve the organization’s performance and goals well. It might improve the organization’s intensity in order to achieve more job satisfaction. Therefore, the organizational culture in the PLK UNAIR has highly influenced the employee’s job satisfaction in the PLK UNAIR Surabaya.

CONCLUSION

As a result of the research, it can be known that the organizational culture in the PLK UNAIR with the strongest organizational culture intensity is cooperation, and the whole organizational culture in the PLK UNAIR according to the excellent quality service, discipline, cooperation, togetherness, and trust is considered as the strongest organizational culture intensity.

However, there are two aspects of organizational culture aspect that is weak organizational culture intensity by a few employees in the PLK UNAIR. Meanwhile, the employee’s job satisfaction in the PLK UNAIR from five aspects are very satisfied with the job and colleagues’ aspects, and the whole employee’s job satisfaction in the PLK UNAIR includes very satisfied. However, there is still the aspect that is assumed satisfied enough, which is the salary aspect.

The organizational culture intensity in the PLK UNAIR based on the excellent service quality, discipline, cooperation, togetherness, and trust is one of the factors that affect the job satisfaction because the strong organizational culture intensity is 92.3% employees that feel very satisfied to the job and their colleagues. So, the more aspects of organizational culture that have a strong organizational culture intensity the more job satisfaction in the PLK UNAIR. This shows that the intensity of organizational culture in PLK UNAIR affects employee job satisfaction.

Based on this research, it is expected that PLK UNAIR can improve the organizational culture that its organizational culture intensity is believed as a weak aspect for few of employee in the PLK UNAIR such as cooperation and trust so that the whole organizational culture intensity will increase that can encourage the job satisfaction in the PLK UNAIR Surabaya. The research on the influence of organizational culture intensity toward job satisfaction of PLK UNAIR employees was conducted in 2012. It became a limitation for the researcher to find out whether the current organizational culture in PLK UNAIR same or different. The suggestion for future researchers is to re-measure organizational culture and job satisfaction of PLK UNAIR employees using different measurement methods.

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