

Correlation of Job Satisfaction, Organizational Culture on Individual Behavior Through Motivation

Hersa Farida Qoriani^{1✉}, Luluk Musfiroh²

^{1,2}Faculty of Islamic Economics and Business, UIN Kiai Haji Achmad Siddiq Jember

hersafaridaqoriani@uinkhas.ac.id

Abstract

Organizational culture is a strategy to revive an organization that has sunk for a long time. a strong and resilient organization has an influence on individual employee behavior, meaning that the more employees are given information and given values about organizational culture in the company, the stronger the employee's commitment to the company. Research with a quantitative approach. The population in this study were all employees of PT. Kuda Laut Mas, Sidoarjo, namely 23 employees. The sampling used is saturation sampling technique. Based on the analysis of the results of the research and discussion that has been described previously, it can be concluded in this study Organizational culture has no significant effect on the motivation of employees of PT. Kuda Laut Mas Sidoarjo. Job satisfaction has a significant positive effect on employee motivation at PT. Kuda Laut Mas Sidoarjo. Organizational culture has a significant positive effect on the behavior of individual employees of PT. Kuda Laut Mas Sidoarjo. Job satisfaction has no significant on the behavior of individual employees of PT. Kuda Laut Mas Sidoarjo. Motivation has no significant on the behavior of individual employees of PT. Kuda Laut Mas Sidoarjo.

Keywords: Correlation, Job Satisfaction, Organizational Culture, Individual behavior, Motivation.

INFEB is licensed under a Creative Commons 4.0 International License.



1. Introduction

2019-2021 is a year when the Indonesian economy is in a critical condition due to the pandemic. Therefore, various industries, companies work together and complete with each other to maintain their assets so they don't go bankrupt [1]. In modern management, the engine to win business competition can be the management of quality human resources and high loyalty to the company [2]. Personnel plays an important role in the implementation of company activities to achieve its goals, emphasizing human resources as a valuable resource [3]. No matter how great technology and business capital an organization has, if it is not matched by the capabilities of its human resources, organizational processes can become complex and fail and not function optimally [4]. The success of the organization in achieving its goals is also supported by the cohesiveness of employees to help each other, advise, participate, provide good service and use working time effectively [5].

Strong and resilient organizational culture has an influence on the behavior of individual employees. This means that the more employees are given information and given values about organizational culture in the company, the stronger the employee is committed to the company where he works. Organizational culture is also a factor that influences employee performance, because every company is competing to improve the performance of its employees in order to realize the company's goals or objectives [6]. One of the factors that make or influence employee performance is motivation. With

good motivation for employees so that employees will be well committed and responsible for improving their performance, so that industry goals or goals can be achieved [7].

Personnel plays an important role in the company system. Professional HRD management is expected to be able to ensure a balance between the needs of employees and the demands and opportunities of the company [8]. One of the goals of professional personnel management is to improve personnel performance. Work performance can be improved if employees are fully satisfied with their work. Job satisfaction is a pleasant or unpleasant emotional state towards work [9]. Job satisfaction refers to the concept of fair treatment and the results achieved [10].

Good and professional Human Resources also affect the performance of an employee [11]. Companies usually provide workshops, seminars and training for their employees according to the fields and needs of the company [12]. So that with training, seminars and workshops, the performance of its employees will be better and the company's goals can be achieved quickly [13]. An employee's performance can also be influenced by job satisfaction factors. Job satisfaction is a condition in which a person or individual is happy, satisfied in their job [14]. Job satisfaction in a company is a fair concept for employees by giving awards or prizes to employees who have carried out or completed their duties and obligations quickly [15]. This individual behavior is influenced by the individual's job satisfaction in his company [16]. If employees are satisfied with the results, their duties, and their work

with the company, this satisfaction makes employee behavior positive [17].

Creating professional performance within a company, the focus point is to improve its Human Resources, meaning to improve its employees, both in quality and quantity according to the fields needed by the company [18]. With the suitability of the field that exists in employees, their performance can be good and professional [19]. With professional performance, the company's goals will be achieved. Actions with organizational behavior are mutual cooperation helping fellow employees, not prioritizing individualistic interests, accepting work as a mandate and being responsible for the job without complaint. With the existence of individual behavior or personal attitudes towards good organizations, professionals in fact affect employee job satisfaction. Likewise, the existence of motivation affects job satisfaction and employee performance [20].

This research will be conducted at PT Kuda Laut Mas Sidoarjo. PT Kuda Laut Mas Sidoarjo is one of the largest tile and ceramic manufacturing private companies in Sidoarjo. With the number of employees increasing year by year. This company is successful with large profits and increases every year. PT. Kuda Laut Mas Sidoarjo was founded in 1978. This company produces ceramic tiles with unique mosaic styles, colors and shapes and models that are in great demand by its customers, consumers from PT. Kuda Laut Mas are not only from Indonesia, but also many from abroad. Every month the production capacity of PT. Kuda Laut Mas is around 98,000 m² per month. The research being tried is entitled analysis of the factors that influence individual behavior in organizations (study of PT. Kuda Laut Mas Sidoarjo).

The Influence of Motivation, Leadership, and Organizational Culture on Employee Job Satisfaction and Their Impact on Company Performance (Case Study of PT. Pei Hai International Wiratama Indonesia). Quantitative. simultaneously all the independent variables have a significant positive effect on the dependent variable. Variable X₂ has a significant negative effect on Y through Z. X₁ has a significant positive effect on Y through Z.

Analysis of Motivation, Transformational Leadership and Organizational Culture on Employee Performance Mediated by Job Satisfaction in Generation Z Workers. Non-Probability Sampling Method, with a total sample of 475 respondents. Data Analysis with SEM (Structural Equation Modeling). The results X₁, X₂, and X₃ have a significant positive effect on Y. variable Z is proven to mediate the three exogenous variables. The Influence of Organizational Culture on Employee Performance by Mediating Job Satisfaction at PT. BPR Setia Karib Abadi Semarang. Journal of Business Administration. The result is the independent variable (X₁) has a significant positive effect on the dependent variable (Y). and job satisfaction managed to mediate variable X₁ to Y.

2. Research Method

Research with a quantitative approach. This means that the data obtained through questionnaires that have been distributed and distributed as well as interviews from informants which are then tabulated and reduced and processed in statistical applications. The main data source in this study is all staff at PT Kuda Laut Mas, whether employees, managers or main directors. Sources of supporting data by searching the official website of PT. Kuda Laut Mas.

The population in this study were all employees of PT. Kuda Laut Mas, Sidoarjo, has 23 employees. By using a saturation sampling technique, or the entire population at PT Kuda Laut Mas is used as a sample in this study. The questions or statements in the questionnaire are usually adjusted to the number of variables in our research or research. Both the independent variable and the dependent variable. The questionnaire design used as an answer to the respondent uses a Likert scale, namely the interval 1-5. Here the researcher immediately plunged into observing PT. Kuda Laut Mas. In addition, do not forget that the researcher also directly met the resource manager to be interviewed so as to obtain data or information. The calculations used to calculate the validity of the data are as follows It can be seen from the SPSS output results which have been processed by looking at the Pearson correlation table by considering the results, as follows If the value of the output significance is <0.05, then it can be said to be valid; If the output significance value is > 0.05, then the data being tested can be said to be invalid.

The reliability test is carried out by looking at the value of Cronbach Alpha with the following criteria If the Cronbach Alpha coefficient > 0.6, it can be said that the instrument has high reliability. If the Cronbach Alpha coefficient is <0.6, it can be said that the instrument has low reliability. The first step, translating the research hypothesis in the form of a proposition into the form of a diagram. To simplify the symbol, only two symbols are used namely X and ϵ which are further represented by (X₁, X₂, X₃,...X_n) which consists of the dependent and independent variables. While other factors which are variables that are not intentionally measured are denoted by ϵ which is differentiated by (ϵ_1 , ϵ_2 , ϵ_3 ,... ϵ_n) which here in after are called error variables. Structural equation is an equation that states the relationship between variables in the existing path diagram. The Thinking Framework is shown in Figure 1.

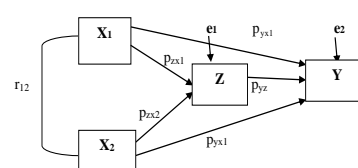


Figure 1. The Thinking Framework

The means used in the model trimming namely recalculating the path coefficient without including the

independent variables whose path coefficient is not significant.

3. Result and Discussion

Respondent characteristics are presented in Table 1.

Table 1. Respondent Characteristic

Age			
No.	Informa	Amount	Presentase
1	20-30	6	26,09%
2	31-40	16	69,57%
3	41-50	1	4,34%
Amount		23	100%

Description of the table 1 Those who filled out the most questionnaires, characteristics based on age were dominated by ages 31-40 years (69,57%). Is a continuation of the descriptive analysis by looking at the correlation and regression between variables. Next, the correlation is presented in Table 2.

Table 2. The Correlation

		Organizational culture	Job Satisfaction
Organizational culture	Pearson Correlation	1	,784"
	Say-(2-tailed)		,000
Job Satisfaction	N	23	23
	Pearson Correlation	,784"	1
	Say-(2-tailed)	,000	
	N	23	23

From the table 2, a correlation coefficient of 0.784 is obtained. This means that there is a relationship or correlation between variables X1 and X2 of 0.784 which is included in the strong category, which is between 0.71-0.90. The data used in this study are primary data, obtained from distributing questionnaires to employees of PT. Sidoarjo's Mas Seahorse. In this study, it explains the effect of the independent variables on the dependent variable through intervening variables by testing the hypothesis with data from predetermined variables. Data processing in this study uses SPSS version 25.

The analytical tool used in this research is path analysis. Path analysis techniques are used to examine the magnitude of the contribution shown by the path coefficients in each path diagram from the causal relationship between variables X1, X2, and Z and their impact on Y. Correlation and regression analysis form the basis for calculating path coefficients. Before carrying out path analysis, data normality, multicollinearity and heteroscedasticity tests were carried out which are requirements in conducting path analysis. After processing the data, the data will be analyzed using Path analysis, This test was conducted to examine the effect of organizational culture (X1), job satisfaction (X2) on individual behavior (Y) through motivation (Z).

Substructural equation 1 describes the effect of X1, X2 on Z. Next, Substructure Equalization Band Coefficient 1 is presented in Table 3.

Table 3. Substructure Equalization Band Coefficient 1

Independent	Dependent	Path Coefficient	t	Sig
Organization culture (x1)	Motivation (z)	0.025	0.236	0.832
Job Satisfaction (x2)	Motivation (z)	0.518	1,432	0.018

Based on the table 3 it is known that the significance value of the t test variable X1 to Z is $0.832 > 0.05$, meaning that variable X1 is not significant to variable Z. Furthermore, the significance value of variable X2 to Z is $0.018 < 0.05$, meaning that variable X2 is significant to variable Z. In the substructural equation 1 there are insignificant variables, so the substructural equation 1 model needs to be improved through the method trimming namely significant, as for the results. Next, Substructure Equalization after trimming X2 to Z is presented in Table 4.

Table 4. Substructure Equalization after trimming X2 to Z

Path Coefficient	t	Sig	R ²
0.564	0.626	0.000	0.312

Based on the table above, it shows that the significance value of the t test on variable X2 to Z is $0.000 < 0.05$.

Furthermore, the resulting residual coefficient in the equation is $\rho_Z = \sqrt{1-0.312} = 0.829$, so the structural equation is obtained $Z = 0.564x_2 + 0.829 \epsilon_1$. Substructural equation 2 describes the effect of X1, X2, Z on Y. Next, Substructure Equalization Band Coefficient 2 is presented in Table 5.

Table 5. Substructure Equalization Band Coefficient 2

Independent	Dependent	Path Coefficient	t	Sig
Organizational culture (X1)	Individual Behavior (Y)	0,766	3,384	0,000
Job Satisfaction (X2)	Individual Behavior (Y)	0,064	0,217	0,664
Motivation (Z)	Individual Behavior (Y)	-0,233	-0,865	0,112

Based on the table 5 it is known that the significance value of the t test variable X1 to Y is $0.000 < 0.05$, meaning that variable X1 is significant to variable Y. Furthermore, the significance value of variable X2 to Y is $0.664 > 0.05$, meaning that variable X2 is not significant to variable Y. Furthermore, the Z variable to Y is $0.112 > 0.05$, meaning that the Z variable is not significant to the Y variable. In substructure equation 2 there are variables that are not significant, so the model of substructure equation 2 needs to be improved through methods trimming namely recalculating the path coefficient by removing the independent variable whose path coefficient is not significant. Next, the Path Coefficient Equation After Trimming X1 to Y is presented in Table 6.

Table 6. Path Coefficient Equation After Trimming X1 to Y

Path Coefficient	t	Sig	R ²
0.624	6,244	0.000	0.582

Based on the table 6, it shows that the significance value of the t test on variable X1 to Y is $0.000 < 0.05$. Furthermore, the resulting residual coefficient in the equation is $p_y = \sqrt{1-0.582} = \sqrt{0.418} = 0.647$ so that the structural equation is obtained as follows: $Y = 0.624 X1 + 0.647 \varepsilon_2$. Furthermore, Direct, Indirect Influence and Total Influence are presented in Table 7.

Table 7. Direct, Indirect Influence and Total Influence

Variabel Influence	Influence		Total
	Direct	Indirect	
X1	0,624	-	0,624
X2	-	0,564	0,564
ε_1	0,829	-	
ε_2	0,647	-	

The total diversity of data that can be explained by the model is measured using the formula $R^2_m = 1 - (Pe1)^2 / (Pe2)^2$. $R^2_m = 1 - (1-0,312) / (1-0,582)$. $R^2_m = 1 - 0,688 / 0,418 = 0,7124$. The diversity of data that can be explained by the model is 71,2% or in other words the information contained in the data is 71,2% can be explained by this model, while 28,8% is explained by other models that have not been included in this study and error. Next, the SPSS Results are presented in Table 8.

Table 8. SPSS Result

Independent Variable	Dependent Variable	Beta	T	Sig	
Organizational Culture (X1)	Individual Behavior (Y)	0,766	3,384	0,000	Ha Accepted/ Significant
Job Satisfaction (X2)	Individual Behavior (Y)	0,064	0,217	0,664	Ho Accepted/ Not Significant
Motivation (Z)	Individual Behavior (Y)	-0,233	-0,865	0,112	Ho Accepted/ Not Significant
Organizational Culture (X1)	Motivation (Z)	0,025	0,236	0,832	Ho Accepted/ Not Significant
Job Satisfaction (X2)	Motivation (Z)	0,518	1,432	0,018	Ha Accepted/ Significant

The Effect of Organizational Culture on Motivation at PT. Kuda Laut Mas Sidoarjo. Ha: There is a significant influence of organizational culture on motivation at PT. Kuda Laut Mas Sidoarjo. Ho: There is no significant influence of organizational culture on motivation at PT. Kuda Laut Mas Sidoarjo. Based on the table above, the significance value of the X1 hypothesis test is $Z = 0.832$. Because of the significance level $\alpha = 0.832 > 0.05$, then Ho is accepted and Ha is Rejected.

Based on the table 8, Thus, it can be concluded that there is not a significant influence of organizational culture on motivation of employees of PT. Kuda Laut Mas Sidoarjo. The Effect of Job Satisfaction on Motivation at PT. Kuda Laut Mas Sidoarjo. Ha: There is a significant effect of job satisfaction on motivation at PT. Kuda Laut Mas Sidoarjo. Ho: There is no

significant effect of job satisfaction on motivation at PT. Kuda Laut Mas Sidoarjo. Based on the table above, the significance value of the X2 hypothesis is $Z = 0.018 < 0,05$, then Ha is accepted and Ho is rejected, meaning that the path analysis coefficient is significant. Thus, it can be concluded that there is a significant effect of job satisfaction on the motivation of employees of PT. Kuda Laut Mas Sidoarjo.

The Effect of Organizational Culture on Individual Behavior in Organizations at PT. Kuda Laut Mas Sidoarjo. Ha : There is a significant influence of organizational culture on Individual Behavior in Organizations at PT. Kuda Laut Mas Sidoarjo. Ho: There is no significant influence of organizational culture on Individual Behavior in Organizations at PT. Kuda Laut Mas Sidoarjo. Based on the table above, the significance value of the X1 hypothesis is $= 0.000 < 0,05$, then Ha is accepted and Ho is rejected, meaning that the path analysis coefficient is significant. Thus, it can be concluded that there is a significant influence of organizational culture on individual behavior within the organization of employees of PT. Kuda Laut Mas Sidoarjo.

The Effect of Job Satisfaction on Individual Behavior in Organizations at PT. Kuda Laut Mas Sidoarjo. Ha : There is a significant effect of job satisfaction on Individual Behavior at PT. Kuda Laut Mas Sidoarjo. Ho: There is no significant effect of job satisfaction on Individual Behavior at PT. Kuda Laut Mas Sidoarjo. Based on the table above, the significance value of the X2 hypothesis is $= 0.664 > 0,05$, then Ho is accepted and Ha is rejected, meaning that the path analysis coefficient is not significant. Thus, it can be concluded that there is not significant influence of job satisfaction on individual behavior of PT. Kuda Laut Mas Sidoarjo.

The Effect of Motivation on Individual Behavior in Organizations at PT. Kuda Laut Mas Sidoarjo. Ha : There is a significant effect of motivation on Individual Behavior at PT. Kuda Laut Mas Sidoarjo. Ho: There is no significant effect of Motivation on Individual Behavior at PT. Kuda Laut Mas Sidoarjo. Based on the table above, the significance value of the Z hypothesis test for $Y = 0,112$ Because of the significance level $\alpha = 0.112 > 0.05$, then Ho is accepted and Ha is rejected, meaning that the path analysis coefficient is not significant. Thus, it can be concluded that there is an influence but not significant motivation on individual behavior in the organization of employees of PT. Kuda Laut Mas Sidoarjo.

4. Conclusion

Based on the analysis of research results and discussion that has been described previously, it can be concluded in this study The influence of organizational culture variables on motivation shows the result that organizational culture is not significant on the motivation of employees of PT. Kuda Laut Mas Sidoarjo. The influence of job satisfaction variables on motivation shows the result that there is a positive significant effect of job satisfaction on motivation of

employees of PT. Kuda Laut Mas Sidoarjo. The influence of organizational culture variables on individual behavior shows the result that there is a positive significant influence of organizational culture on individual behavior of employees of PT. Kuda Laut Mas Sidoarjo. The effect of the variable job satisfaction on individual behavior shows the result that job satisfaction is not significant on the motivation of employees of PT. Kuda Laut Mas Sidoarjo. The influence of motivation variables on individual behavior shows the result that motivation is not significant on individual behavior of PT. Kuda Laut Mas Sidoarjo.

References

- [1] Saxena, S., Tomar, K., & Tomar, S. (2019). Impact of Job Satisfaction on Organizational Citizenship Behavior. *SSRN Electronic Journal*. DOI: <https://doi.org/10.2139/ssrn.3323753> .
- [2] Umar, M., Sial, M. H., & Ali, S. A. (2021). Significance of Job Attitudes and Motivation in Fostering Knowledge Sharing Behaviour among Bank Personnel. *Journal of Information and Knowledge Management*, 20(1). DOI: <https://doi.org/10.1142/S0219649221500039> .
- [3] Tiwari, R., Gupta, V., Razeen, M., Aghin, M., Gourisaria, H., & Agarwal, S. (2023). The Relationship Between Job Satisfaction and Work Motivation in IT Industry. *International Journal for Research in Applied Science and Engineering Technology*, 11(4), 2394–2402. <https://doi.org/10.22214/ijraset.2023.50669> .
- [4] Masharyono, M., Senen, S. H., & Yunita, N. (2018). The Effect of Job Satisfaction on Organizational Citizenship Behavior (pp. 87–91). *Scitepress*. DOI: <https://doi.org/10.5220/0007115200870091> .
- [5] Öztürk, M. (2022). Training and Development in Human Resources Management. *International Journal of Social Sciences*, 6(26), 273–287. DOI: <https://doi.org/10.52096/usbd.6.26.16> .
- [6] Ashkanasy, N. M., & Dorris, A. D. (2017). Organizational Behavior. In *Oxford Research Encyclopedia of Psychology*. Oxford University Press. DOI: <https://doi.org/10.1093/acrefore/9780190236557.013.23> .
- [7] Sami'un, S., & Hanna, F. O. (2023). Pengaruh Budaya Organisasi, Motivasi, dan Kepuasan Kerja terhadap Kinerja Karyawan pada PT. Berlian Cahaya Bima Kota Mataram. *Educatioria : Jurnal Ilmiah Ilmu Pendidikan*, 3(3), 181–190. DOI: <https://doi.org/10.36312/educatoria.v3i3.189> .
- [8] Nantha, Y. S. (2013). Intrinsic motivation: How can it play a pivotal role in changing clinician behaviour?. *Journal of Health, Organisation and Management*. Emerald Publishing. DOI: DOI: <https://doi.org/10.1108/14777261311321815> .
- [9] Hart, B. S., & Marina, B. (2014). An Assessment of Faculty Job Satisfaction in Georgia's Technical College System Using Bolman and Deal's Four Organizational Frameworks. *Georgia Journal of College Student Affairs*, 30(1). DOI: <https://doi.org/10.20429/gcpa.2014.300104> .
- [10] Skinner, J., & Stewart, B. (2018). Organizational behaviour in sport. In *Organizational Behaviour in Sport* (pp. 1–6). Routledge. DOI: <https://doi.org/10.4324/9780203131961-1> .
- [11] Caniëls, M. C. J., Neghina, C., & Schaetsaert, N. (2017). Ambidexterity of Employees: The Role of Empowerment And Knowledge Sharing. *Journal of Knowledge Management*, 21(5), 1098–1119. DOI: <https://doi.org/10.1108/JKM-10-2016-0440> .
- [12] AlGhanboosi, B., Ali, S., & Tarhini, A. (2023). Examining The Effect of Regulatory Factors On Avoiding Online Blackmail Threats On Social Media: A Structural Equation Modeling Approach. *Computers in Human Behavior*, 144. DOI: <https://doi.org/10.1016/j.chb.2023.107702> .
- [13] Oladimeji, K. A., & Abdulkareem, A. K. (2023). Ethical Leadership and Employee Performance in the Public Sector: The Mediating Effects of Motivation and Satisfaction. *Jurnal Studi Pemerintahan*, 133–148. DOI: <https://doi.org/10.18196/jgp.v13i2.14903> .
- [14] Saxena, S., Tomar, K., & Tomar, S. (2019). Impact of Job Satisfaction on Organizational Citizenship Behavior. *SSRN Electronic Journal*. DOI: <https://doi.org/10.2139/ssrn.3323753> .
- [15] Umiarso, U., & Muhith, Abd. (2019). Construction Organizational Culture In Gender Pesantren Through Kiai's Transformational Leadership. *Akademika: Jurnal Pemikiran Islam*, 24(1), 67. DOI: <https://doi.org/10.32332/akademika.v24i1.1614> .
- [16] Lee, E. W. J., Zheng, H., Aung, H. H., Seidmann, V., Li, C., Aroor, M. R., ... Theng, Y. L. (2021). Examining Organizational, Cultural, and Individual-Level Factors Related to Workplace Safety and Health: A Systematic Review and Metric Analysis. *Health Communication*, 36(5), 529–539. DOI: <https://doi.org/10.1080/10410236.2020.1731913> .
- [17] Oyedele, L. O. (2013). Analysis of Architects' Demotivating Factors In Design Firms. *International Journal of Project Management*, 31(3), 342–354. DOI: <https://doi.org/10.1016/j.ijproman.2012.11.009> .
- [18] Rich, L. L., Rich, J., & Hair, J. (2018). The Influence Of Organizational Culture On How We Define And Pursue Goals: The value of regulatory focus. *Journal of Organizational Effectiveness*, 5(3), 259–277. DOI: <https://doi.org/10.1108/JOEPP-03-2018-0017> .
- [19] Abbasi, S. G., Abbas, M., Pradana, M., Al-Shammari, S. A. S., Zaman, U., & Nawaz, M. S. (2021). Impact of Organizational and Individual Factors on Knowledge Sharing Behavior: Social Capital Perspective. *SAGE Open*, 11(4). DOI: <https://doi.org/10.1177/21582440211054504> .
- [20] Javernick-Will, A. (2012). Motivating Knowledge Sharing in Engineering and Construction Organizations: Power of Social Motivations. *Journal of Management in Engineering*, 28(2), 193–202. DOI: [https://doi.org/10.1061/\(asce\)me.1943-5479.0000076](https://doi.org/10.1061/(asce)me.1943-5479.0000076) .