

ENHANCING JOB SATISFACTION AMONG EMPLOYEES VIA ORGANIZATIONAL CULTURE, WORKING ENVIRONMENT, AND LOCUS OF CONTROL

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ABSTRACT

Job satisfaction refers to how employees feel about their work, whether it's enjoyable or not. The purpose of this study was to investigate how organizational culture, non-physical work environment, and locus of control influence employee job satisfaction. After conducting interviews with several employees, it was found that there were several issues, such as the tasks given had to be completed by a predetermined deadline, and there were incompatibilities with co-workers because of seniority. The study was conducted at Yamaha Waja Motor Sentral Gianyar, with 42 employees participating, using the saturated sampling method. Data was collected through observation, interviews, documentation, literature, and questionnaires. The research instrument tests, multiple linear regression analysis, t-tests, and F-tests were used to analyze the data. The study found that organizational culture, non-physical work environment, and locus of control all have a positive and significant effect partially on employee job satisfaction. Additionally, all three factors combined have a significant impact on job satisfaction. To help improve job satisfaction, the institution can encourage employees to control their attitude while working by giving a warning letter if necessary. Employees can also seek help from colleagues who understand the work or their leaders to complete tasks they don't fully understand on time.

Keywords: organizational culture, work environment, locus of control, job satisfaction

1. INTRODUCTION

Human resources are the main requirement to be able to run all activities in various organizational fields within the company. According to Sulistyawati et al., (2022) human resources are an important element for running a company in achieving its goals, all company operational activities. Of course, it also depends on employee performance, not just relying on machines. Without the role of employees even though the various factors needed are available, the organization will not work. Because humans are movers and writers, the running of an organization.

According to Wuwungan et al., (2017) job satisfaction is a general attitude towards a person's work that shows the difference between the number of rewards that accepted the job and the amount they believe they should receive. Satisfaction Work reflects a person's feelings towards his work. Indicators of job satisfaction according to Vebrianis et al., (2021) are supportive working conditions,

salary or wages appropriateness, suitability of personality to the job and co-workers support. Based on several studies stated by Hamzah et al., (2021) that organizational culture and locus of control have a positive and significant effect on Job satisfaction of MTSN teachers in Pekanbaru. The results of research conducted by Sulistyawati et al., (2022) the work environment has a positive and significant effect on employee job satisfaction.

According to Kamaroella (2014:2) organizational culture can be defined as a set of values, beliefs, assumptions, or standards that has prevailed since long, agreed and adhered to by the members of an organization as a guideline behavior and problem solving organizational problems. According to Pawestri et al., (2022) culture as various interactions that influence the characteristics of habits community in the environment. Indicators of organizational culture according to Vebrianis et al., (2021) are discipline, determination, friendliness. Based on research conducted by Alasyari et al., (2023) that organizational culture has a positive and significant influence on satisfaction employee work. Based on research from Yakup (2017) states that culture organization has a positive and significant effect on employee satisfaction.

The work environment plays an important role in creating and improving employee job satisfaction. According to Sulistyawati et al., (2022) work environment is the atmosphere that employees feel in relation to everything around them. Employees can influence satisfaction while carrying out work so that maximum work results will be obtained. According to Hendri (2012) non-physical work environment is a work environment that cannot be captured with five human senses. Work environment indicators are divided into two, namely physical and non-physical aspects related to work relationships, workplace atmosphere, etc. Based on research conducted by Irma et al., (2022) found a significant influence between the work environment and employee job satisfaction. The results of research from Erfin et al., (2018) stated that the work environment has a positive and significant effect.

According to Lisnawati et al., (2019) locus of control is an individual's belief towards the main causes of behavior and events and events in his life, whether caused by factors within him, namely his own decisions and desires or caused by factors other than themselves. Indicators of locus of control according to Lisnawati et al., (2019) internality, chance (opportunity), powerful others (support from the outside). Based on research conducted by Lisnawati et al., (2019) locus of control has a positive and significant effect on employee job satisfaction PT. Indomarco Adiprima Sukabumi City. Research results from Amalia et al., (2018) states that locus of control has a positive and significant effect on satisfaction employee work.

Employees are key players in providing the best service to society. The presence of employees here really helps the running of activities Yamaha Waja Motor Sentral Gianyar. Good employees never hesitate to take responsibility or position that has more responsibility. Passionate about work will encourage employees to complete the assigned tasks. However, in every job there are bound to be problems faced. The problem is faced by employees can arise from a work environment that is less conducive and also the many demands at work cause employees to feel uncomfortable to do work that can affect the employee's own job satisfaction. From the results of interviews conducted by researchers with several Yamaha employees Waja Motor Sentral Gianyar has several problems that cause them not feeling satisfied in carrying out work, among other tasks given, must be done finishing with tight deadlines causes employees to often feel difficult and too hasty in completing the work which results in bad results less satisfactory. The amount of work that has not been completed, employees must prepare time from office operating hours as usual to complete his job. Employees also often complain that it is difficult to find time off work. Lack of employee friendliness in serving customers results in dissatisfied customers regarding the services at Waja Motor Sentral Gianyar. There are incompatibilities with co-workers because of each other's seniority. Colleagues make employees feel jealous and less happy in carrying out their work, resulting in a feeling of lack of employee initiative in working. It's difficult to work together

between employees because of different views. Not enough responsible for doing work together because one employees do not complete their work then conflicts occur between employees. A part from that, work conflicts also occur due to misunderstandings between employees regarding processes work or work style in carrying out work together. Difficulty in communicating this becomes a poor relationship with colleagues and lack of motivation at work. Employees who are not focused on working in the field of goods delivery too Accidents often occur causing many losses. Apart from that, employees Lack of focus in the marketing sector also causes the targets not to be achieved determined. Workers in the admin section also often experience errors in data input. Employees are often negligent at work because they lack concentration and focus carrying out work that causes employees to be hampered in their work doing work. Apart from that, employees also cannot condition themselves certain situations so that all parties feel comfortable in working. Apart from that, employees also feel that they have no experience in this field. This causes The work given is slow to be done because employees do not understand the problem his job. This is what causes employees to feel inadequate job satisfaction in carrying out work at the company.

2. RESEARCH METODOLOGY

Research location Jl. Udayana No.99, Antugan Hamlet, Blahbatuh, Blahbatuh District, Gianyar Regency. The reason the author conducted research in This place is because there are still several problems related to job satisfaction employees of Yamaha Waja Motor Sentral Gianyar relate to variables that researched in this research and ease of access by researchers in conducting it study. The research object in this research proposal is culture organization (X1), non-physical work environment (X2), locus of control (X3), job satisfaction (Y) at Yamaha Waja Motor Sentral Gianyar. The population in this study is all Yamaha Waja Motor Sentral Gianyar employees total 42 people, Method The sampling method used was the saturated sampling method, where all The population was used as the research sample. The data collection method uses questionnaire distributed to respondents. The test technique used is a test research instruments, classical assumption test, multiple linear regression analysis, t_test and F_test. The framework for thinking in this research can be structured as follows:

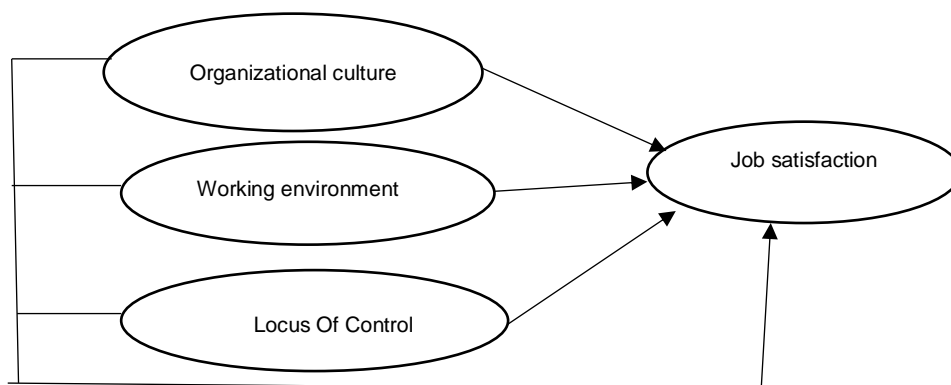


Figure 1. Framework of Thinking
Source: Damayanti, Ismiyati, Hartha and Badera

3. RELATED RESEARCH/LITERATURE REVIEW

According to Yakup et al., (2017) job satisfaction is a descriptive response employee feelings towards their work combined from all assessments positive emotions and their mood while working. According to Pawestri et al., (2022) job satisfaction is an emotional attitude that is shown through feelings joy and love for a job. This behavior

is usually reflected by a disciplined attitude, morale at work and achievement in achieving work results. According to Fitrianiingsih et al., (2022) job satisfaction is a positive emotional condition and enjoyable as a result of job assessment or job experience somebody.

According to Alasyari et al., (2023) organizational culture is a social force invisible, which can move people in an organization to carry out work activities. According to Harahap et al., (2011:1) organizational culture is a form of mind and reason that can distinguish members of one group from another other groups and interact with each other which influences the response of a group of people to the environment. According to Pranitasari et al., (2020) organizational culture is a framework that guides daily behavior and creates decisions for employees and directs their actions to achieve goals organization.

Results of research conducted by Damayanti et al., (2020) organizational culture has a positive and significant effect on the job satisfaction of Business and Vocational School teachers Private Management in Semarang. Research conducted by Yakup (2017) states that organizational culture has a positive and significant effect on employee job satisfaction. Based on research conducted by Alasyari et al., (2023) that organizational culture has a positive and significant influence on employee job satisfaction.

The results of research conducted by Irma et al., (2020) show that there is a significant relationship between the work environment and the job satisfaction of employees at the Department Bima Regency Cooperatives and MSMEs. Research conducted by Erfin et al., (2018) the work environment has a positive and significant effect on job satisfaction. The results of research conducted by Sulistyawati et al., (2022) stated that the work environment has a positive and significant effect on job satisfaction. This too shows that if the work environment gets better, job satisfaction will experience significant improvement.

According to Amalia et al., (2018) locus of control is a person's inner belief view events and their consequences that affect their lives. According to Hartha et al., (2015) locus of control is an individual's perspective on their abilities Controlling an event certainly plays a role in creating job satisfaction in every employee. The results of research conducted by Lisnawati et al., (2019) show that the locus of control and has a positive and significant effect on employee job satisfaction at PT. Indomarco Adiprima Sukabumi City. Research conducted by Safitri et al., (2020) there is a positive and significant direct influence of locus of control on Job satisfaction among nurses at Fatimah Islamic Hospital in Banyuwangi. Research result conducted by Hartha et al., (2015) that locus of control has a positive effect on auditor job satisfaction is significant with a positive influence.

4. RESULTS AND DISCUSSION

Table 1. Multiple Linear Regression Analysis

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
(Constant)	.822	4.165		.197	.845
Organizational Culture	.260	.115	.245	2.262	.029
Non-Physical Work Environment	.642	.304	.326	2.113	.041
Locus Of Control	.715	.287	.383	2.487	.017

a. Dependent Variable: Job Satisfaction

Source: Data processed (2023)

Table 1 shows that the regression coefficient of organizational culture (X1) on employee job satisfaction (Y) is 0.260 which is positive. This means there is a positive influence between organizational culture (X1) and employee job satisfaction (Y). The regression coefficient of the non-physical work environment (X2) on

employee job satisfaction (Y) is 0.642 which is positive. It means there is a positive influence between the non-physical work environment (X2) and job satisfaction employees (Y). The locus of control (X3) has a regression coefficient on employee job satisfaction (Y) is 0.715 which is valuable positive. This means that there is a positive influence between locus of control (X3) and job satisfaction employees (Y).

Table 2. Determination Test Results

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.848 ^a	.719	.697	3.368	
a. Predictors: (Constant), Locus of Control, Organizational Culture, Non- physical work environment					

Source: Data processed (2023)

Based on Table 2, the results of calculations using SPSS obtained coefficient values determination (R Square) is 0.719. This means the magnitude of the contribution between organizational culture (X1), non-physical work environment (X2) and locus of control (X3) on employee job satisfaction are 71.9% while the remaining 28.1% is influenced by other variables not discussed in this study.

Table 3 Simultaneous Significance Test

Model	Sum of Squares	ANOVA ^a		F	Sig.
		df	Mean Square		
Regression	1101.176	3	367.059	32.367	.000 ^b
Residual	430.943	38	11.341		
Total	1532.119	41			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Locus of Control, Organizational Culture, Non- physical work environment

Source: Data processed (2023)

Based on the results of Table 3, it shows that the F value count is 32,367 with sig. value 0.000, so there is a simultaneous influence organizational culture (X1), non-physical work environment (X2) and locus of control(X3) on employee satisfaction (Y).

From the research results, it is known that there is a positive and significant influence of culture organization on employee job satisfaction. The regression coefficient value shows the results 0.260 with t value calculated = 2.262 and the sig value is smaller than the alpha value $\alpha = 0.05$. This means that partially organizational culture (X1) has a positive and significant effect on employee job satisfaction (Y). This shows that if there is an increase in organizational culture (X1), then will increase employee job satisfaction (Y), for example employees feel like they are leaders at Waja Motor Sentral Gianyar always implements and improves regulationsat Waja Motor Sentral Gianyar and employees feel they are able to actgood at carrying out work. So indirectly employees are capable increase employee job satisfaction. The results of this research are in line with research conducted by Damayanti et al., (2020), Yakup (2017) and Alasyari et al., (2023) who state that organizational culture has a positive and significant effect on employee job satisfaction.

The research show that there is a positive and significant influence of the non-physical work environment on employee job satisfaction. The regression coefficient value shows a result of 0.642 with the t value calculated = 2.113 is greater than the t value and sig. value 0.041 is smaller than the alpha value. This means that partially non-physical work environment (X2) has a positive and significant effect on satisfaction employee work (Y). The results indicates that if there is an improvement in the non-physical work environment (X1) will increase employee job satisfaction (Y), for example an employee feels that colleagues can always provide assistance when there is work to donot understood and employees feel they understand what their job responsibilities arewhich is done. So indirectly employees can increase satisfactionemployee work. The results supported research conducted by Irma et al.,

(2020), Erfin et al., (2018), and Sulistyawati et al., (2022) which stated that The non-physical work environment has a positive and significant effect on job satisfaction employee.

The research also shown that there is a positive and significant influence of locus of control (X3) on employee job satisfaction. With the regression coefficient value is 0.715 and sig value is 0.017. This study indicate that there is an increase in locus of control (X1) will increase employee job satisfaction (Y). The results support the finding by Lisnawati et al., (2019), Safitri et al., (2020), and Hartha et al., (2015).

From the research, it is known that there is an influence of organizational culture (X1), non-physical work environment (X2) and locus of control (X3) simultaneously on job satisfaction employee (Y). If there is an increase in organizational culture (X1), non-physical work environment (X2) and locus of control (X3) then it will be increase employee job satisfaction. The results of this research are in line with research conducted by Amalia et al., (2018), Hamzah et al., (2021), Hendri, (2012) who stated that organizational culture, non-physical work environment and locus of control have a positive effect and significant to employee job satisfaction.

5. CONCLUSION

Based on the data obtained from the analysis results, conclusions can be drawn that partially, organizational culture, non-physical work environment and locus of control has a positive and significant effect on employee job satisfaction. Organizational culture, non-physical work environment and locus of control simultaneously effect the employee job satisfaction. For the suggestions, leaders can emphasize their employees to control their attitudes at the moment carrying out work, all employees can complete their tasks on time and Employees can ask colleagues who understand the jobwork that is not understood can be completed on time.

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