

The Influence of Organizational Culture on Job Satisfaction at PT. XYZ

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ABSTRACT

Organizational culture significantly influences employee behavior and job satisfaction. As a growing financial company in Indonesia, PT. XYZ must enhance its organizational culture to maintain high levels of employee satisfaction. This research aims to examine the impact of organizational culture on job satisfaction at PT. XYZ. A quantitative approach was employed, using a survey conducted with 59 employees. The data were analyzed using simple linear regression, classical assumption tests, t-tests, coefficient of determination, and Pearson correlation, with the support of SPSS version 25. The findings revealed that organizational culture has a strong positive impact on job satisfaction, with an R^2 value of 0.565 and a correlation coefficient of 0.752. This indicates that a stronger organizational culture results in higher job satisfaction among employees. The study highlights the importance of reinforcing organizational values to boost employee well-being and enhance productivity.

Keywords: Organizational Culture, Job Satisfaction, Linear Regression

1. INTRODUCTION

In today's highly competitive business world, companies must not only prioritize financial objectives but also focus on developing and sustaining a skilled and capable workforce. One of the critical factors influencing employee effectiveness is the organizational culture implemented within the company. Organizational culture refers to a set of shared values, norms, and beliefs within an organization that influences the behavior, attitudes, and work styles of its members in pursuit of organizational goals (Robbins & Judge, 2017; Zhang, Li, & Wang, 2022).

A strong organizational culture can create a conducive work environment, enhance employee loyalty, and foster a sense of belonging to the company (Schein, 2010; Hamzah, Othman, & Hassan, 2020). Schein (2010) also emphasizes that organizational culture functions as a social control mechanism that guides members' behavior without reliance on formal procedures. Therefore, companies capable of cultivating a positive organizational culture have the potential to increase employee job satisfaction (Putri & Utami, 2021).

Job satisfaction refers to the favorable feelings employees have towards different aspects of their job, such as the work environment, relationships with colleagues, compensation structures, and opportunities for career growth (Luthans, 2011; Greenberg & Baron, 2003). It has been shown that higher levels of job satisfaction can improve performance, decrease employee turnover, and strengthen their commitment to the organization (Alqatawenh, 2020).

As a growing financing company in Indonesia, PT. XYZ faces challenges in maintaining employee job satisfaction amidst the dynamic and competitive business landscape. At PT. XYZ, organizational culture is vital in influencing employee behavior, especially since the financial services industry depends greatly on the performance and integrity of its workforce. A work culture emphasizing excellent service, professionalism, teamwork, and innovation is expected to positively impact employee job satisfaction (Putri & Utami, 2021).

However, in practice, there are indications that the existing organizational culture has not been fully translated into employees' daily work behaviors, potentially affecting their level of job satisfaction. For instance, inconsistencies between corporate values and employee perceptions, ineffective internal communication, and a lack of recognition for individual contributions have been observed (Zhang, Li, & Wang, 2022). These conditions highlight the need to evaluate the extent to which organizational culture influences employee job satisfaction at PT. XYZ.

Based on these considerations, this study is crucial to analyze the extent of the influence of organizational culture on job satisfaction. By understanding this relationship, PT. XYZ is expected to formulate more effective management strategies to strengthen organizational culture and enhance employee well-being and productivity.

2. RESEARCH METHOD

2.1. Theoretical Framework

2.1.1. Organizational Culture

Organizational culture is the set of common values, norms, and beliefs that guide the behaviors, attitudes, and work practices of individuals in reaching the goals of the organization (Schein, 2010; Robbins & Judge, 2017). A strong organizational culture fosters consistency, enhances employee performance, and strengthens organizational identity (Hamzah, Othman, & Hassan, 2020).

2.1.2. Job Satisfaction

Job satisfaction is described as a favorable emotional reaction toward one's work, influenced by various aspects such as work conditions, compensation, career development opportunities, and relationships with colleagues and supervisors (Luthans, 2011; Greenberg & Baron, 2003; Zhang, Li, & Wang, 2022).

2.1.2. The Influence of Organization Culture on Job Satisfaction

A healthy and encouraging organizational culture fosters a sense of safety, appreciation, and involvement, which ultimately boosts job satisfaction (Lok & Crawford, 2004; Putri & Utami, 2021). Alignment between individual values and organizational culture significantly contributes to higher employee well-being and job satisfaction (O'Reilly, Chatman, & Caldwell, 1991).

2.2. Research Hypothesis

According to the theoretical framework, the hypothesis of this study is proposed as follows:

H1: There is a positive and significant influence of organizational culture on employee job satisfaction at PT. XYZ

2.3. Research Design

This research utilizes a quantitative approach with a survey method to examine the impact of organizational culture on employee job satisfaction at PT. XYZ. The study targets all permanent employees of the company, with a sample size of 59 respondents selected through a total sampling technique. Data collection was done using a closed-ended questionnaire on a 5-point Likert scale. The questionnaire was designed based on organizational culture indicators from Robbins and Judge (2017) and job satisfaction indicators from Luthans (2011).

2.4. Data Analysis

The collected data were processed through these procedures:

- Verification of classical assumptions (normality and heteroscedasticity) to ensure the regression model's validity.
- Execution of a simple linear regression to determine how organizational culture influences job satisfaction.
- Conducting a t-test to evaluate the statistical significance of the regression coefficients.
- Calculation of the coefficient of determination (R^2) to quantify the percentage of job satisfaction variance accounted for by organizational culture.
- Application of Pearson's correlation to identify the strength and direction of the relationship between the two variables.

All statistical analyses were performed using SPSS version 25.

3. RESULT AND DISCUSSION

3.1. Result

3.1.1. Respondent Characteristic

Among the 58 participants, 27 (46.6%) judged the organizational culture to be moderate, whereas 31 (53.4%) rated it as high. This suggests that most employees regard PT. XYZ culture as robust, underpinned by consistently upheld organizational values. In terms of job satisfaction, 41 respondents (70.7%) fell into the moderate bracket, and 17 (29.3%) into the high bracket. This finding suggests that although most employees rate the organizational culture as high, a majority still experience moderate job satisfaction. This indicates the need for more attention from the company to improve factors that could enhance job satisfaction, such as recognition, work-life balance, a comfortable work environment, and career development opportunities.

Table 1. Responden Characteristic

Category	Organizational Culture	Job Satisfaction
Moderate	27 (46.6%)	41 (70.7%)
High	31 (53.4%)	17 (29.3%)
Total	58 (100%)	58 (100%)

3.1.1.1. Classical Assumption Tests

There are three assumptions that must be met in regression analysis: the normality test, and the heteroscedasticity test.

3.1.1.1.1. Normality Test

Table 2. Result of Normality Test

	Test Statistic	Sig.
Kolmogorov-Smirnov Test	0.200	0.088

The Kolmogorov-Smirnov Test yielded a Sig. value of 0.088, which is higher than the α value of 0.05. This suggests that the residual data follows a normal distribution, allowing the normality assumption to be accepted. Therefore, the regression model can be considered reliable.

3.1.1.1.2. Heteroscedasticity Test

Table 3. Result of Heteroscedasticity Test

	Variable	Sig.
Glejser Test	Organizational Culture (Z)	0.573

The Sig. value for Organizational Culture is 0.573, exceeding the 0.05 threshold. Hence, heteroscedasticity is not present, as the residual variance remains constant across predictor values, confirming the model's homoscedasticity.

3.1.2. Correlation and Coefficient of Determination

Table 4. Result Correlation and Coefficient of Determination

R	R Square
0.752 (p = 0.000)	0.565

From the table 4, the correlation value is 0.752 ($p = 0.000$), showing a strong and positive connection between organizational culture and job satisfaction. This means that as organizational culture strengthens, employee job satisfaction tends to increase. This large correlation suggests that organizational culture is a very significant factor in influencing job satisfaction. An R^2 of 0.565 shows that organizational culture accounts for 56.5% of the variability in job satisfaction, confirming the model's adequacy. The remaining 43.5% of variability likely stems from factors beyond those included in this study. This combination of the correlation and coefficient of determination demonstrates that organizational culture is a significant factor in determining job satisfaction, with a strong and positive relationship between the two variables.

3.1.3. Hypothesis Testing with *t*-Test

Table 5. Result *t*-test

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	13.994	6.447	2.170	0.034
	Organizational Culture	0.733	0.086	8.352	0.000

A *t*-test was conducted to evaluate how Organizational Culture, as the independent variable, partially affects Job Satisfaction. The analysis yielded a Beta coefficient of 0.733 for Organizational Culture, accompanied by a *t*-value of 8.352 and a *p*-value of 0.000. Since the *p*-value is well below 0.05, it confirms that Organizational Culture has a statistically significant effect on Job Satisfaction. Thus, Hypothesis 1—asserting that “Organizational culture positively and significantly impacts job satisfaction”—is validated. These findings underscore that cultivating a robust and positive organizational culture can meaningfully enhance employee job satisfaction at PT. XYZ. The resulting regression model is:

$$\text{Job Satisfaction} = 13.994 + 0.733 \text{ Organizational Culture} \quad (1)$$

In this model, the constant (13.994) signifies the baseline level of job satisfaction when organizational culture is absent. The Beta coefficient for Organizational Culture (0.733) shows that for each unit increase in organizational culture, job satisfaction rises by 0.733 units. This further highlights the strong positive correlation between organizational culture and job satisfaction at PT. XYZ.

3.2. Discussion

The results of this study indicate that organizational culture has a positive and significant impact on job satisfaction at PT. XYZ. The hypothesis that "organizational culture positively and significantly affects job satisfaction" was supported, as shown by a correlation of 0.752 ($p = 0.000$). Additionally, the R^2 value of 0.565 suggests that 56.5% of the variation in job satisfaction can be explained by organizational culture, with the remaining 43.5% likely influenced by other factors such as incentive policies, career development, and work-life balance.

Organizational culture comprising shared values, norms, habits, and beliefs shapes how employees interact and perform. A strong, positive culture fosters a supportive environment, enhances morale and productivity, and ultimately elevates satisfaction levels (Robbins & Judge, 2017). These results align with Denison (1990), who highlighted that open, supportive communication and a healthy organizational climate provide employees with security and a sense of appreciation, thereby boosting their job satisfaction.

At PT. XYZ, the prevailing culture appears effective: employees who experience high levels of trust, transparent communication, and managerial support report greater satisfaction and feel more connected to corporate objectives. This confirms Luthans's (2011) assertion that a culture which genuinely supports its workforce cultivates a harmonious atmosphere, strengthens interpersonal bonds, and encourages commitment to both individual and organizational goals. Conversely, environments lacking these cultural strengths risk fostering dissatisfaction, isolation, and reduced motivation among employees.

Overall, while organizational culture is a critical determinant of job satisfaction at PT. XYZ, management should also address complementary factors such as rewards, career pathways, and work-life balance—to further enhance employee well-being and performance.

4. CONCLUSION

The study's findings indicate that organizational culture exerts a positive and significant impact on employee job satisfaction at PT. XYZ. A strong organizational culture, which reflects values such as trust, open communication, and support for employees, contributes to creating a higher level of job satisfaction. Regression results reveal that 56.5% of the variance in job satisfaction is attributable to organizational culture. This indicates that while organizational culture plays an important role, other factors such as the reward system, career development opportunities, and work-life balance also need to be considered to improve job satisfaction holistically. By strengthening a positive organizational culture, PT. XYZ can enhance employee loyalty, performance, and well-being sustainably.

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