
Analysis Of Organizational Culture And The Working Environment On Job Satisfaction Pt. Bank Bjb Area 5 Office With Organizational Commitment Variable Mediator**Henry Meytra Taufik¹, Arfan Firmanto²**¹Economic and Business, Widyatama University²Economic and Business, Widyatama University¹henry.meytra@widyatama.ac.id, ²arfan.firmanto@widyatama.ac.id**Article History:** Received: 10 January 2021; Revised: 12 February 2021; Accepted: 27 March 2021; Published online: 20 April 2021

Abstract: Increasing the conductivity of the work environment by means of a supervisor who creates regular meetings with his subordinates, and on that occasion his subordinates can convey their complaints and their respective perceptions about perceived job satisfaction. This method is expected to make employees more open to their superiors, and feel more cared for so that job satisfaction will be created. Make policies related to employee training and development, which are expected to increase their commitment to the company, because through this training and development employees will be able to increase the knowledge and skills they have to use when working. Increase the intensity of two-way communication, especially those related to work problems, between leaders and subordinates in order to increase employee engagement with the company. The existence of communication makes an employee feel valued and recognized for his existence, so it will be easier for him to feel attached, especially if the employee is given the opportunity to convey what is on his mind. In addition, leaders can also involve their subordinates in making important decisions related to the division in which they work, and this can encourage and train the creativity of everyone. The direct supervisor or in this case the head division, ensures that employees who become subordinates get the facilities. the facilities needed to be able to carry out the job optimally

Keywords: organizational culture and work environment, job satisfaction with commitment organizational

1. Introductions

Organizational culture is a system of shared meanings held by members that distinguishes an organization from other organizations. This system of shared meaning is a set of key characteristics that are held in high esteem by organizations. Traditionally, human resource management functions such as human resource procurement, development, compensation, labor relations, and work safety have been under the guidance of the top human resources executive manager. Keeping up with technological developments will demand system changes, most companies will carry out different human resource management functions in the past. This change will change the way of work that is required of each job holder for the achievement of effective goals, so that there is a streamlining of human resource management functions.

Even though the work environment does not carry out the production process in a company, the work environment has a direct effect on employee satisfaction (Nitisebito, 2008: 183, Deshko, 2018). The work environment can create a binding work relationship between the people in the environment. Therefore, efforts should be made so that the work environment must be good and conducive to make employees feel at home in the room and feel happy and eager to carry out each of their duties. Hayes (2008: 39), Journal of Business, Economic & Finance explains that employee behavior in the work environment has a high influence on productivity.

Human resources will be seen as successful if they get employee commitment. By giving full attention and making employees believe in the organization, employee commitment will be obtained. If employee commitment has been obtained, employees will be found who are loyal and work their best for the benefit of the organization. This situation is very good for the achievement of organizational goals, because the organization has the full support of its members, so that it can fully concentrate on prioritized goals.

Discussing job satisfaction is inseparable from the factors that can affect a person's job satisfaction. So that employee satisfaction is always consistent, then at least the company always pays attention to the environment in which employees carry out their duties, for example coworkers, leaders, work atmosphere, and other things that can affect a person's ability to carry out their duties. According to Kadir and Didik's research (2003: 76), the variable that can affect job satisfaction is organizational commitment, while according to (Koesmono, 2005: 87) organizational culture affects job satisfaction.

Organizational commitment encourages employees to keep their jobs and show the results they should. Conversely, low employee commitment has a negative impact. Employee delays in work can cause employee satisfaction to decrease. This can be explained that if an employee is late in work, then the employee is not working in full, so that the division of tasks assigned to him will be neglected or not completed as expected.

The same research on job satisfaction at PT Bank Bjb Regional Office 5 has never existed before (Sinta Amami, 2012) only examined "The Effect of Wages on Job Satisfaction of PT Champ Resto Indonesia". And, research will be conducted again on the influence of organizational culture and work environment by adding a variable organizational commitment which aims to increase job satisfaction at PT Bank Bjb Regional Office 5.

Table 1
Employee Data of PT BANK BJB REGIONAL OFFICE 5 Year 2019

Keterangan	Jan	Feb	Mar	Apr	Mei	Juni	Juli	Agst	Sept	Okt	Nov	Des
Hadir >07.45	24	19	23	21	21	40	41	39	36	42	30	36
Karyawan Keluar									1			
Karyawan Masuk				2		11					2	
Jumlah Karyawan	378	378	378	380	380	390	390	390	389	389	391	391
Keterlambatan (%)	6%	5%	6%	6%	6%	10%	11%	10%	9%	11%	8%	9%

Source: Internal Data of PT BANK BJB Regional Office 5, 2019

Note: Attendance time is 07.30 with tolerance time of 07.45, in May & June, attendance time is 08.00 with tolerance time of 08.15.

This discussion raises the problems that occur to employees who attend more than 07.45 (tolerance limit), which is quite high, while when leaving some employees who arrive late do not increase their return time, for example when they arrive at 07.46, they should go home at 17:46. In May and June during the month of Ramadan, the working hours at PT Bank Bjb Regional Office are 5 hours 08.15 (tolerance limit), but there are still some employees who still arrive late although a little less than usual. The average number of employees who often come late every month is 31 people (8%).

2. Literature Review

Delay in attending employees causes customer service to be disrupted and sometimes an employee has to have concurrent duties until the employee arrives. The variables to be examined in this study include:

1. Work Culture Variable

According to Robbins (2002: 63), organizational culture is a set of values, principles, traditions, and ways of working that are shared and influence the behavior and actions of organizational members. For this reason, it must be taught to members including new members as a correct way of assessing, thinking, and feeling the problems at hand.

Measuring organizational culture according to Robbins (2002: 110), there are four measurement indicators, namely: measurements namely:

- Discipline, carrying out work with discipline and good quality can develop employee abilities.
- Supervision, supervision is carried out uniformly (indiscriminately) to all parties without paying attention to certain conditions or certain problems.
- Tolerance, employees are friendly in their relationships.
- Communication, employees are open and honest in their work, and are team-oriented.

2. Work Environment Variable

Nitisemito (2008: 159), 1 work environment is measured by::

- Working atmosphere
- Relationships with co-workers
- Facilities

Ensuring the availability of facilities needed by employees to be able to complete their work optimally.

3. Job Satisfaction Variable

Robbins (2011: 110) defines job satisfaction as a positive feeling at a job, which is the impact / evaluation result of various aspects of the job. Indicators used to measure job satisfaction according to Hasibuan (2005: 75):

Satisfaction with the Job itself, Satisfaction with Salary, Satisfaction with Promotion, Satisfaction with Attitudes of Bosses, Satisfaction with Colleagues Variabel Komitmen Organisational

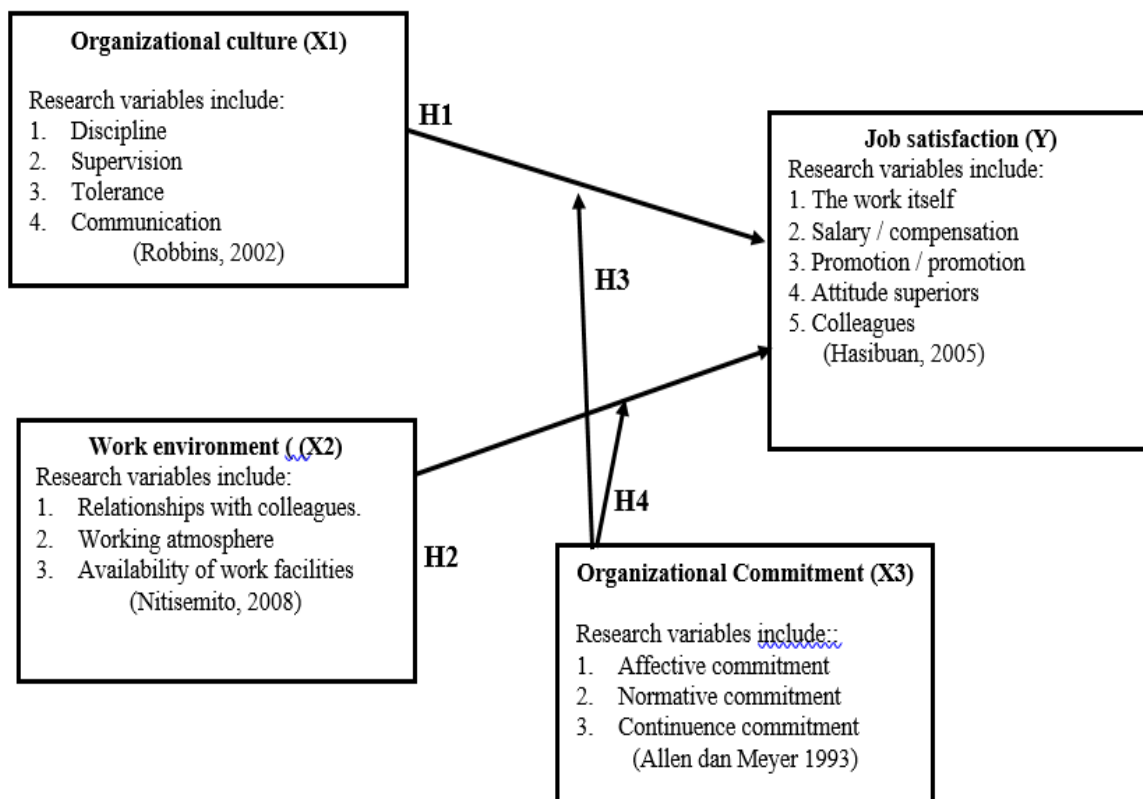
4. Commitment is the ability and willingness to align personal behavior with organizational needs, priorities and goals. This includes ways to develop goals or fulfill organizational needs, which essentially prioritizes the organization's mission over personal interests (Sugiyono, 2009: 88). To measure organizational commitment, three indicators developed by Allen and Meyer (1993) are used, namely:

5. Affective commitment or affective commitment is a commitment as a bond or emotional involvement in identifying and being involved in the organization. In this case, the individual stays in an organization because of his own will.

a. Normative commitment, namely individual beliefs about responsibility for the organization. Individuals remain in an organization because they feel obliged to be loyal to the organization.

b. Continuance commitment, namely individual commitment which is based on considerations of what must be sacrificed when leaving the organization. In this case, individuals decide to settle in an organization because they consider it a fulfillment of needs.

Frame Work



Picture 1. Research Paradigm

Hypothesis

- Hypothesis 1 : Organizational culture affects job satisfaction.
- Hypothesis 2 : Work environment affects job satisfaction.
- Hypothesis 3 : Organizational commitment as the CONNECTOR affects the relationship between organizational culture on job satisfaction.
- Hypothesis 4 : Organizational commitment as the CONNECTOR affects the relationship between work environment and job satisfaction.

3. Research Methodology

The research method is how sequentially a study is carried out, with what tools and procedures a research is carried out. In conducting this research, the author uses descriptive and verification methods with a case study approach, namely research on problems in the form of current facts from a population. The sample uses non-probability sampling techniques, purposive sampling techniques, Multiple Linear Regression analysis techniques, Test -t, -f test,

Research Finding and Argument

In this section the authors will describe the results of statistical data processing from questionnaires which were analyzed using multiple regression models with one CONNECTION variable. The regression model is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

1) $Y = a + b_1X_1 + b_2X_2 + b_3X_3$

2) $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_3X_1 + b_5X_3X_2$

Where:

Y = job satisfaction

a = Constant Value

b1 = Regression coefficient for X1

b2 = Regression coefficient for X2

b3 = Regression coefficient for X3

b4, b5 = Regression coefficients for moderating interactions

X1 = Organizational culture

X2 = Work environment

X3 = Organizational commitment

The results of statistical data processing can be seen in table 2 and table 4.9 which are presented below:

Table 2. Results of Multiple Regression Analysis Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.488	4.131		1.086	.280
	Organizational culture	.219	.077	.243	2.842	.005
	Work environment	.284	.088	.276	3.215	.002
	Organizational Commitment	.362	.121	.273	3.003	.003

a. Dependent Variable: KK

Table 3. Results of the coefficient of determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.550 ^a	.303	.290	1.89607
2	.598 ^b	.358	.339	1.82878
3	.615 ^c	.379	.349	1.81599

a. Predictors: (Constant), LK, BO
 b. Predictors: (Constant), LK, BO, KOM
 c. Predictors: (Constant), LK, BO, KOM, BO*KOM, LK*KOM

Based on the results of the analysis in table 2, the regression equation model is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = -4.488 + 0.219X_1 + 0.284X_2 + 0.362X_3$$

The Influence of Organizational Culture on Job Satisfaction without a LINKS

Table 3 shows that organizational culture with job satisfaction has a relationship level (Beta value) of 0.243, or if the coefficient of determination is $(0.243)^2 \times 100\% = 7.62\%$, in other words organizational culture has an influence of 7.62% in shaping job satisfaction. employees of the production department at PT bank bjb Regional Office 5. The researcher then describes the following points, to test the relationship between the independent variables (organizational culture, work environment), CONNECTING variables (organizational commitment), and

the dependent variable (job satisfaction) partially, as well as answering the identification of problems that have been described in the first chapter

The Effect of Work Environment on Job Satisfaction without a LINKOR

Table 3 shows that the work environment with job satisfaction has a relationship level (Beta value) of 0.366, or if the determination coefficient is calculated is $(0.276)^2 \times 100\% = 7.62\%$, in other words the work environment has an influence of 7.62% in forming job satisfaction. production employees at PT bank bjb Regional Office 5.

The Influence of the Relationship between Organizational Culture and Job Satisfaction Moderated by Organizational Commitment

Organizational culture with job satisfaction after being moderated by organizational commitment, has a relationship level (Beta value) of 0.273, or if the determination coefficient is calculated is $(0.273)^2 \times 100\% = 7.45\%$, in other words after being moderated by organizational commitment, organizational culture has greater influence than without moderation, namely 7.45% in forming the job satisfaction of production employees at PT Bank bjb Regional Office 5. Therefore, it can be said that organizational commitment is a variable that can strengthen the relationship between organizational culture and employee job satisfaction.

4. Conclusion and Suggestion

Conclusion

1. Based on the results of the research and discussion that has been described in the previous chapter, according to the problem identification, several things can be concluded as follows:
2. So, it can be concluded that the job satisfaction felt by the respondents in this study still has to get further attention from the management, because it can have a positive impact on the work performance of employees of PT Bank Bjb Regional Office 5.
3. Partially the two independent variables used in this study, namely organizational culture and work environment have an influence or significance in shaping job satisfaction.
4. Simultaneously or together, the two independent variables and the connecting variable used in this study have a significant effect on the formation of job satisfaction. So, it can be concluded that an employee's job satisfaction with the company where he works is influenced by certain variables.
5. The variable of organizational commitment can be concluded as a variable that supports the formation of job satisfaction by the independent variables. This can be seen from the results of statistical analysis where organizational commitment is proven as a CONNECTING variable between the independent variables (organizational culture, work environment) and the dependent variable (job satisfaction). Therefore, attention is needed from how the organizational culture is applied, then the work environment and organizational commitment felt by employees during work, so that in the end it can be a driving force for the formation of job satisfaction at PT Bank Bjb Regional Office 5.

5. Suggestion

Based on observations and quantitative data processing, there are several things that can be a way to increase employee job satisfaction in the production section of PT Bank bjb Regional Office 5, including:

1. Increasing the conductivity of the work environment by means of supervisors creating regular meetings with their subordinates, and on that occasion the subordinates can submit their complaints and their respective perceptions of perceived job satisfaction. This method is expected to make employees more open to their superiors and feel more cared for so that job satisfaction will be created ..
2. Making policies related to employee training and development, which are expected to increase their commitment to the company, because through this training and development employees will be able to increase their knowledge and skills to be used while working.
3. Increase the intensity of two-way communication, especially those related to work problems, between leaders and subordinates in order to increase employee engagement with the company. The existence of communication makes an employee feel valued and recognized for his existence, so it will be easier for him to feel attached, especially if the employee is given the opportunity to convey what is on his mind.
4. The direct supervisor or in this case the head division, ensures that the employees who are subordinate to them get the facilities needed to be able to carry out their jobs optimally. The facilities in question, either in physical form or in the form of information, are a number of things that are expected to exist so that employees can use them.

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