

The Effect Of Organizational Culture, Motivation, And Communication On Employee Job Satisfaction With Organizational Commitment As A Moderating Variable At Pt Fan Solusindo Bersama

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Abstract.

This study aims to determine the effect of organizational culture, motivation, communication and level of knowledge on employee job satisfaction with organizational commitment as a moderating variable. Case study at PT. Fan Solusindo Bersama. Methods of data collection is done through a questionnaire distributed to employees of PT. Fan Solusindo Bersama. This type of research is quantitative research. The object of research used is all employees of PT. Fan Solusindo Bersama. The population in this study were employees of PT. Fan Solusindo Bersama, with a sample of 100 respondents. By using accidental sampling method. The data obtained were then processed with SPSS version 16 and data analysis techniques using validity tests, reliability tests, statistical tests, classical assumption tests and MRA (Moderated Analysis Regression) tests. Based on the Moderated Regression Analysis (MRA) test, it shows that organizational culture, motivation, communication and level of knowledge on employee job satisfaction have a positive and significant effect. Organizational commitment can be a moderating variable of organizational culture, motivation, communication on job satisfaction of employees at PT. Fan Solutions Bersama.

Keywords: *Organizational Culture, Motivation, Communication, organizational commitment, Employee Job Satisfaction.*

I. INTRODUCTION

Badriyah argues that job satisfaction is an employee's attitude or feeling towards pleasant or unpleasant aspects of work that are in accordance with the assessment of each worker [1].

According to Kreitner and Kinicki job satisfaction is "an effectiveness or emotional response to various aspects of work" [2]. Davis and Newstrom describe "job satisfaction is a set of employee feelings about whether or not their job is fun" [3]. According to Robbins, job satisfaction is "a general attitude towards a person's job that shows the difference between the number of awards that workers receive and the amount they believe they should receive" [4].

According to Edy Sutrisno Job Satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors [5]. This means job satisfaction as "a person's feeling towards work", which is seen in the positive attitude of employees towards work and everything that is encountered in the work environment. Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept.

From the explanation above, job satisfaction is one of the important factors in every job. Job satisfaction is the affective or emotional side. As stated by Martoyo [6], that job satisfaction is the emotional state of employees, whether or not there is a meeting point between the value of remuneration for employees and the organization and the level of remuneration value that is desired by the employee concerned. According to Martoyo, job satisfaction is basically a psychological aspect that reflects a person's feelings towards his job, he will feel satisfied with the suitability between his abilities, skills and expectations with the work he is facing [6]. Wibowo, someone definitely wants to get a job because by working he expects to be rewarded to support himself and his family [7]. Mobley mentions that the factors that influence the occurrence of turnover are divided into external and internal factors [8]. External factors include environmental aspects and individual aspects. While internal factors include organizational culture, leadership style, compensation, job satisfaction, and career. Based on this, the authors choose organizational

culture, motivation, and communication as independent variables and Organizational Commitment as a moderating variable because the authors assume that Organizational Culture, motivation, communication and organizational commitment are important factors that greatly affect employee job satisfaction.

Because of that, the writer feels that job satisfaction is an important thing to study. Organizational commitment is an attitude that reflects the likes or dislikes of employees towards the organization. To achieve this, the efforts of PT Fan Solusindo Bersama need to be supported by a commitment to the organization of the employees so that they can improve the quality of employees' work in achieving the goals of an organization.

Table 1. List of Employees of PT Fan Solusindo Bersama

No	Position	Number of people
1	Director	1
2	Deputy Director	2
3	Manager	4
4	Field manager	9
5	Administration	4
6	Finance	5
7	Supervisor	9
8	Technician	8
9	Information Technology	7
10	Office staff	7
11	Employee	30
12	Temporary Employees	15
Number of people		101

Source: PT Fan Solusindo Bersama, 2020

The table above explains that Human Resources is divided into permanent employees, 86 people and 15 non-permanent employees. Companies ideally have employees with a high commitment to the company. Organizational commitment can improve performance because employee commitment will motivate them to do a good job [9].

PT Fan Solusindo Bersama, as a parking management company in North Sumatra, this company is committed to providing the best and trustworthy service in providing parking equipment and installation of parking bars to technical matters and parking management services. And several companies that use the services of PT Fan Solusindo Bersama, among others :

Table 2. List of Service Users of PT Fan Solusindo Bersama

No	Company name	Location
1	Deli Serdang General Hospital	Lubuk Pakam
2	Metrolink Street Market	Medan
3	Madani Hospital	Medan
4	Rasyida Hospital	Medan
5	Kualanamu International Airport	Deli Serdang
6	Ringroad City Walks	Medan
7	Tiara Hotel	Medan

Source: PT Fan Solusindo Bersama, 2020

Parking management service companies are needed by various building managements to manage vehicle parking both cars and motorbikes on land or parking locations. Parking management or regulation involves human resources and reliable equipment or machines, which in the process work in an integrated manner. At first glance, the parking problem does not appear to be an important problem. But in reality, parking is a need for people who have high economic activity. In essence, the community does not really question who the parking manager is. People's expectations are only on the level of service and the amount

of fees charged. Parking is a facility that must be met in an efficiency. Where this facility has an important role for the advancement of such efficiency.

The provision of a parking barrier system is currently booming and is being used in several strategic areas as a parking area business management. The expansion of the business area into a parking area is very beneficial for the developers, such as shopping center building areas, hotels, offices, modern markets, shops to expansion of tourist sites or areas. The reason is, the developer of a place can benefit by providing a parking area for visitors as well as the security of the visitor's vehicle.

Based on the description above, the authors are interested in conducting research with the title "The Influence of Organizational Culture, Motivation, and Communication on Employee Job Satisfaction with Organizational Commitment as Moderating Variable at PT Fan Solusindo Bersama".

II. METHODS

Uji Moderated Regression Analysis (MRA)

According to Liana, Moderated Regression Analysis (MRA) is a special application of linear multiple regression where the regression equation contains an interaction element (multiplication of two or more independent variables) with the following equation formula [10]:

$$Y = a + b_1X_1 + b_2X_2 + b_3 X_1X_2 + e$$

The multiplication variable between X_1 and X_2 is also called the moderating variable because it describes the moderating effect of the X_2 variable on the relationship between X_1 and Y . Meanwhile, the X_1 and X_2 variables are the direct influence of the X_1 and X_2 variables on Y . $X_1 X_2$ is considered a moderate variable because:

$$Y = a + b_1X_1 + b_2X_2 + b_3 X_1X_2 + e$$

Provisions: If the variable X_2 is a moderating variable, then the coefficient b_3 must be significant at the specified significance level.

$$dY/dX_1 = b_1 + b_3X_2$$

This equation means that dY/dX_1 is a function of X_2 or the variable X_2 moderates the relationship between X_1 and Y . According to Ghazali, Moderated Regression Analysis (MRA) is different from subgroup analysis, because it uses an analytical approach that maintains sample integrity and provides a basis for to control for the effect of moderator variables [11].

According to Liana, the mathematical model of the relationship between regression variables and moderating variables is as follows [10]:

$$Y = a_1 + b_1X_1 + b_4X_3 + b_5 X_1X_3 + e_1$$

$$Y = a_2 + b_2X_2 + b_3X_3 + b_6 X_2X_3 + e_2$$

Description:

Y = Job Satisfaction

a = constant

X_1 = Organizational Culture

X_2 = Motivation

X_3 = Communication

$X_1 * X_3$ = Organizational Culture * Communication

$X_2 * X_3$ = Motivation * Communication

E = standard error.

III. DISCUSSION

Analisis Moderating:

Table 3. Analysis of Equation I
Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Correlations	Collinearity Statistics
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	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	2.682	1.256		2.135	.035					
Organizational culture	.036	.142	.031	3.257	.018	.666	-.026	-.016	.270	3.703
Motivation	.259	.072	.322	3.577	.001	.677	.343	.223	.481	2.079
Comunication	.560	.113	.567	4.974	.000	.755	.453	.311	.301	3.323

a. Dependent Variable: Organizational Commitment

Source: SPSS Processing Results

Based on table 1.3 above, the standardized beta value for organizational culture is 0.031, motivation is 0.322 and communication is 0.567.

Equation I : $Z = 0.031 X_1 + 0.322 X_2 + 0.567 X_3$

Table 4. Analysis of Equation II
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	-.477	.720		-.662	.509					
Organizational culture	.362	.079	.318	4.573	.000	.868	.425	.165	.270	3.705
Motivation	.140	.043	.180	3.241	.002	.765	.316	.117	.425	2.356
Cominication	.378	.071	.395	5.354	.000	.887	.481	.193	.239	4.180
Organizational Commitment	.140	.057	.145	2.452	.016	.776	.244	.089	.375	2.669

Dependent Variable: Job satisfaction

Source: SPSS Processing Results

Based on table 1.4 above, the standardized beta value for organizational culture is 0.318. The standardized beta value for motivation is 0.180, the standardized beta value for communication is 0.395 and the standardized beta value for organizational commitment is 0.145. Equation II : $Y = 0.318 X_1 + 0.180 X_2 + 0.395 X_3 + 0.145 Z$

The Influence of Organizational Culture on Job Satisfaction Through Organizational Commitment

The results show that the magnitude of the direct effect is 0.318, while the magnitude of the indirect effect must be calculated by multiplying the indirect coefficient, which is $0.031 \times 0.145 = 0.449$. Because of the value ($P_3 < P_1 \times P_2$), organizational culture affects job satisfaction through organizational commitment.

The effect of motivation on job satisfaction through organizational commitment

The results show that the magnitude of the direct effect is 0.180, while the magnitude of the indirect effect must be calculated by multiplying the indirect coefficient, which is $0.322 \times 0.145 = 0.047$. Because of the value ($P_3 < P_1 \times P_2$), motivation affects job satisfaction through organizational commitment

The effect of communication on job satisfaction through organizational commitment

The results show that the direct effect is 0.395, while the indirect effect must be calculated by multiplying the indirect coefficient, namely $0.567 \times 0.145 = 0.082$. Because of the value ($P_3 < P_1 \times P_2$), communication has an effect on job satisfaction through organizational commitment

The Influence of Organizational Culture on Job Satisfaction

The results show that $t_{count} 4.573 > t_{table} 1.986$ and significant $0.000 < 0.05$, then H_a is accepted and H_0 is rejected, which states that organizational culture partially has a significant effect on employee job

satisfaction. Employees will feel satisfied at work after comparing the performance that is thought to the expected performance (results). In another sense, someone feels satisfied if the results obtained are at least able to meet their expectations, while someone feels dissatisfied if the results obtained are not able to meet their expectations.

The Effect of Motivation on Job Satisfaction

The results show that $t_{count} 3.241 > t_{table} 1.986$ and significant $0.002 < 0.05$, then H_a is accepted and H_0 is rejected, which states that motivation partially has a significant effect on job satisfaction. The more often employees get motivated, it will also increase the quality of employee work so that by itself will lead to job satisfaction for employees.

The Effect of Communication on Job Satisfaction

The results show that $t_{count} 5.354 > t_{table} 1.986$ and significant $0.000 < 0.05$, then H_a is accepted and H_0 is rejected, which states that communication partially has a significant effect on job satisfaction. The better the communication between fellow employees and with superiors, it will form a sense of self-confidence in these employees. And that confidence will form a quality that will lead to employee job satisfaction,

The influence of organizational culture, motivation and communication simultaneously on job satisfaction

The results show that F_{count} is 168,048 while F_{table} is 2.70 which can be seen at $\alpha = 0.05$ (see attachment table F). Significant probability is much smaller than 0.05, namely $0.000 < 0.05$, so the regression model can be said that in this study organizational culture, motivation, and communication simultaneously have a significant effect on job satisfaction. Then the previous hypothesis is Accept H_a or the hypothesis is accepted.

The Influence of Organizational Culture on Job Satisfaction Through Organizational Commitment

The results show that the magnitude of the direct effect is 0.318, while the magnitude of the indirect effect must be calculated by multiplying the indirect coefficient, which is $0.031 \times 0.145 = 0.449$. Because of the value ($P_3 < P_1 \times P_2$), organizational culture affects job satisfaction through organizational commitment.

The Effect of Motivation on Job Satisfaction Through Organizational Commitment

The results show that the magnitude of the direct effect is 0.180, while the magnitude of the indirect effect must be calculated by multiplying the indirect coefficient, which is $0.322 \times 0.145 = 0.047$. Because of the value ($P_3 < P_1 \times P_2$), motivation affects job satisfaction through organizational commitment.

The Effect of Communication on Job Satisfaction Through Organizational Commitment

The results show that the direct effect is 0.395, while the indirect effect must be calculated by multiplying the indirect coefficient, namely $0.567 \times 0.145 = 0.082$. Because of the value ($P_3 < P_1 \times P_2$), communication has an effect on job satisfaction through organizational commitment

IV. CONCLUSION

Based on the results of research and analysis that has been carried out, several conclusions can be obtained that can answer the formulation of the problem in this study, namely: Organizational Culture has a significant effect on Employee Job Satisfaction at PT. Fan Solusindo Bersama. Motivation has a significant effect on employee job satisfaction at PT. Fan Solusindo Bersama. Communication has a significant effect on Employee Job Satisfaction at PT. Fan Solusindo Bersama. Organizational Culture, Motivation, and Communication have a simultaneous effect on Employee Job Satisfaction at PT. Fan Solusindo Bersama. Organizational Commitment can strengthen the influence of Organizational Culture on Employee Job Satisfaction at PT Fan Solusindo Bersama. Organizational commitment can strengthen the influence of motivation on employee job satisfaction at PT Fan Solusindo Bersama. Organizational Commitment can

strengthen the influence of Communication on Employee Job Satisfaction at PT Fan Solusindo Bersama.

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