The Effect of Work Motivation and Organizational Culture on Job Satisfaction That Impact on Employee Productivity at PT. Reza Karya Abadi in Tangerang Selatan

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Abstract

This study aims to determine the effect of work motivation and organizational culture on job satisfaction which has an impact on employee productivity at PT Reza Karya Abadi in South Tangerang. The method used is explanatory research with a sample of 96 respondents. The analysis technique uses statistical analysis with regression, correlation, determination and hypothesis testing. The results of this study work motivation has a significant effect on job satisfaction by 38.9%, hypothesis testing obtained a significance of 0.000 <0.05. Organizational culture has a significant effect on job satisfaction by 42.6%, hypothesis testing obtained a significance of 0.000 <0.05. Work motivation and organizational culture simultaneously have a significant effect on job satisfaction by 52.2%, hypothesis testing is obtained a significance of 0.000 <0.05. Job satisfaction has a significant effect on employee productivity by 28.3%, hypothesis testing obtained a significance of 0.000 <0.05.

I. Introduction

Business is an activity that seeks to get the desired profit or result with all the resources it has. humans are the main source in running a business, business managers and at the same time become executor in the production process in the business. A manager is a person who does things through other people, by dividing and allocating tasks to his subordinates.

The company is an organization that has various goals. The activities of a company in achieving these goals require professional human resource management, thus companies are required to manage as well as possible in the field of human resources so that they are able to work more effectively and efficiently.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

The importance of human resources needs to be realized by all levels of company management. Human resources are the most important factor in an organization because human resources have talent, energy and creativity that are needed by the company to achieve its goals.

In accordance with the current phenomenon to motivate employees, few companies are able to do so, because companies do not see the good effect of these rewards on employee productivity. Importance The provision of compensation or rewards to employees must be managed properly. This will help the company achieve its goals otherwise without adequate compensation, employee productivity will decrease, strike, take physical actions and in the end the employee will leave the company.

According to research results (Anwar 2016) said that this organizational culture will reflect the specifications and character of an organization. The corporate culture belongs to and guides all levels of individuals in an organization in carrying out their duties. A strong culture and good HR management are tools to compete with competitors in an organization. The result of a strong culture is that the culture will increase consistent behavior that can create organizational effectiveness that is influenced by employee productivity.

The incessant global competition has resulted in companies in Indonesia now thinking more about their core business. The core business is the main work that is the focus to achieve the company's main goals. Thus, it requires the company to use all available resources for its achievement. To keep the main focus of the company, some companies choose outsourcing strategies to carry out activities or company support activities.

PT. Reza Karya Abadi is one of the outsourcing companies. According to (Herawati 2010:1) said that outsourcing is a form of employment relationship that is included in the category of precarious work, a term commonly used internationally to indicate the situation of a work relationship that is not fixed, a certain time, freelance work, not always guaranteed or uncertain. Outsourced companies are companies in the service sector as providers of temporary workers. Through outsourcing, the company's workforce can reorganize the need for labor to increase business productivity, have access to the needed manpower, reduce the emergence of employment problems because the risk of employment shifts to outsourcing service managers.

PT. Reza Karya Abadi in managing the company has been implementing organizational culture through top-down or policies from superiors to subordinates. where the company's management takes the initiative and acts according to the wishes of the company's leadership. This can be seen if the company leadership in determining promotions for employees looks more at seniority or closeness not on the basis of educational background, skills and work experience for the field. There is excessive loyalty related to working hours, excessive pressure from superiors with targets and an authoritarian leadership style. In addition, with regard to rewards, or compensation applicable to PT. Reza Karya Abadi shows that so far, companies rarely give awards to employees who have good productivity. It also gives a lot of hope for promotions for employees who have good productivity.

Furthermore, the results of research from (Akbar 2018) say that productivity is a maximum effort issued by workers in order to achieve a satisfactory work performance, meaning that if a job can be completed with satisfactory results it will have a positive impact on the worker's personality and the environment. where he works. This study of productivity is very important, to be able to provide an understanding to all elements in the world of work regarding the importance of work productivity at work.

The success of a manager is determined by how far his employees carry out the tasks that have been given well. Decisions made by a manager is not only influenced by its success, but also the behaviors of their employees, organizational culture, work motivation

and their productivity can ultimately make the company run according to what managers want for the betterment of the company.

Job satisfaction is important to study in the study of organizational behavior, because knowing job satisfaction will make it easier for organizations to develop their organizations. Job satisfaction is a form of feeling happy about what he has done, but job satisfaction is subjective. As expressed by (Putu 2013, p. 636) states that job satisfaction and performance have a positive and significant influence, meaning that the higher the satisfaction received by the employee, the higher the employee performance will be.

Employee productivity at PT. Reza Karya Abadi is not optimal, this is shown by the presence of employees who are not optimal when carrying out their work, such as talking with other employees during working hours, there are still employees who are late to enter the factory area and do not concentrate on carrying out their work. As workers, they should get sufficient attention to their needs as social beings, so they will be encouraged to carry out their duties as well as possible which in the end can achieve maximum power and results.

Based on the above phenomenon, the authors are interested in researching further about "The Influence of Work Motivation and Organizational Culture on Job Satisfaction with an Impact on Employee Productivity at PT. Reza Karya Abadi in South Tangerang".

II. Review of Literature

2.1 Work Motivation

According to Sunyoto (2016), motivation talks about how to encourage one's work spirit, so that they want to work by providing their abilities and expertise optimally in order to achieve organizational goals. Motivation is important because with motivation it is expected that every employee will work hard and be enthusiastic to achieve high work productivity. A person's behavior is influenced and stimulated by desires, fulfillment of needs and goals and satisfaction. Stimuli arise from within and from without. This stimulus will create an urge to do something.

2.2 Organizational Culture

Robbins (2014) argues "Organizational culture is a set of values, principles, traditions, and ways of working that are shared by organizational members and influence the way they act".

2.3 Job Satisfaction

According to Sutrisno (2016) "Job satisfaction is a fairly interesting and important problem, because it has proven to be of great benefit to the interests of individuals, industry and society. For individuals, research on the causes and sources of job satisfaction enables efforts to increase their happiness in life. For industry, research on job satisfaction is carried out in an effort to increase production and influence costs through improving employee attitudes and behavior. Furthermore, society will certainly enjoy the maximum capacity results from the industry as well as the increase in human value in the context of work.

2.4 Employee Productivity

According to Sutrisno (2016) productivity is the relationship between output (goods or services) and inputs (labor, materials, money). Productivity is a measure of productive efficiency. A comparison between the output and input. Inputs are often limited by labor, while outputs are measured in physical units, forms, and values.

2.5 Research Model

According to Sugiyono (2018) "The research model is a synthesis that reflects the relationship between the variables studied and is a guide for solving research problems and formulating hypotheses in the form of a flow chart equipped with qualitative explanations".

2.6 Research Hypothesis

According to Sugiyono (2018) "The hypothesis is a temporary answer to problems, because it is temporary, it needs to be proven true through the empirical data collected". The formulation of the hypothesis proposed is as follows.

H1: There is a significant effect of work motivation on job satisfaction at PT Reza Karya Abadi in South Tangerang.

H2 : There is a significant influence of organizational culture on job satisfaction at PT Reza Karya Abadi in South Tangerang.

H3 : There is a significant effect of work motivation and organizational culture simultaneously on job satisfaction at PT Reza Karya Abadi in South Tangerang.

H4 : There is a significant effect of job satisfaction on employee productivity at PT Reza Karya Abadi in South Tangerang.

III. Research Method

The population in this study amounted to 96 respondents to PT Reza Karya Abadi in South Tangerang. The sampling technique in this study is a saturated sample, where all members of the population are used as samples. Thus the sample in this study amounted to 96 respondents. The type of research used is associative, where the aim is to find out the relationship between. In analyzing the data used instrument test, classical assumption test, regression, coefficient of determination and hypothesis testing.

IV. Results and Discussion

4.1 Results

a. Instrument Test Results

1. From the test results, it was obtained that all questionnaire items on the work motivation variable obtained a 2-tailed significance value of 0.000 <0.05, thus the instrument was valid.

2. From the test results, it was obtained that all questionnaire items on organizational culture variables obtained a 2-tailed significance value of 0.000 <0.05, thus the instrument was valid.

3. From the test results, it was obtained that all questionnaire items on the job satisfaction variable obtained a 2-tailed significance value of 0.000 <0.05, thus the instrument was valid.

4. From the results of reliability testing, the following results were obtained.

Table 1. Reliability Test Results

Variabel	Cronbach's Alpha	Standar Kritis Alpha	Information
Work motivation (X1)	0,620	0,600	Reliabel
Organizational Culture(X2)	0,632	0,600	Reliabel
Job satisfaction (Y)	0,615	0,600	Reliabel
Employee Productivity(Z)	0,621	0,600	Reliabel

Based on the results of the above examination, the overall variables of work motivation (X1), organizational culture (X2), job satisfaction (Y) and employee productivity (Z) obtained a Cronbach alpha value greater than 0.600. Thus it is declared reliable.

b. Classical Assumption Test Results

1. Normalitiy Test

The results of the normality test using the Kolmogorov-Smirnov Test are as follows:

Table 2. Normality Results Kolmogorov-Smirnov Test

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job satisfaction (Y)	.076	96	.200[*]	.973	96	.048

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

Based on the test results in the table above, a significance value of 0.200 is obtained where the value is greater than the value of = 0.050 or (0.200 > 0.050). Thus, the assumption of the distribution of the equations in this test is normal.

2. Multicollinearity Test

The multicollinearity test was carried out by looking at the Tolerance Value and Variance Inflation Factor (VIF). The test results are as follows:

Table 3. Multicollinearity Test Results with Collinearity Statistics.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	8.496	3.035			
	Work motivation (X1)	.355	.083	.374	.680	1.471
	Organizational Culture(X2)	.446	.088	.441	.680	1.471

a. Dependent Variable: Job satisfaction (Y)

Based on the test results in the table above, the tolerance value of each independent variable is 0.680 < 1.0 and the Variance Inflation Factor (VIF) value is 1.471 < 10, thus this regression model does not occur multicollinearity.

3. Autocorrelation Test

The test was carried out using the Darbin-Watson test (DW test). The test results are as follows:

Table 4. Autocorrelation Test Results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.722^a	.522	.511	2.435	1.792

a. Predictors: (Constant), Organizational Culture(X2), Work motivation (X1)
b. Dependent Variable: Job satisfaction (Y)

The test results in the table above obtained the Durbin-Watson value of 1,792, the value is between the interval 1,550 – 2,460. Thus the regression model stated that there was no autocorrelation disorder.

4. Heteroscedasticity Test

The test was carried out with the Glejser Test Model test tool. The test results are as follows:

Table 5. Heteroscedasticity Test Results with Glejser Test Model
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.389	1.814		1.317	.191
	Work motivation (X1)	-.140	.049	-.341	-2.837	.066
	Organizational Culture(X2)	.125	.053	.286	2.382	.079

a. Dependent Variable: RES2

The results of the test using the glejser test obtained the value of Sig. > 0.050. Thus the regression model has no heteroscedasticity disorder.

5. Descriptive Analysis

In this test, it is used to determine the minimum and maximum scores, the highest score, the rating score and the standard deviation of each variable. The results are as follows:

Table 6. Results of Descriptive Statistics Analisis Analysis
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work motivation (X1)	96	30	46	37.84	3.672
Organizational Culture(X2)	96	31	46	38.16	3.447
Job satisfaction (Y)	96	32	46	38.95	3.483
Employee Productivity(Z)	96	31	50	39.18	3.592
Valid N (listwise)	96				

Work motivation obtained a minimum variance of 30 and a maximum variance of 46 with a rating score of 37.84 with a standard deviation of 3.672. Organizational culture obtained a minimum variance of 31 and a maximum variance of 46 with a rating score of 38.16 with a standard deviation of 3,447. Job satisfaction obtained a minimum variance of 32 and a maximum variance of 46 with a rating score of 38.95 with a standard deviation of 3.483. Employee productivity obtained a minimum variance of 31 and a maximum variance of 50 with a rating score of 39.18 with a standard deviation of 3.592.

c. Quantitative Analysis

This analysis is intended to determine the effect of the independent variable on the dependent variable. The test results are as follows:

1. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows:

Table 7. Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.496	3.035		2.799	.006
	Work motivation (X1)	.355	.083	.374	4.305	.000
	Organizational Culture(X2)	.446	.088	.441	5.070	.000

a. Dependent Variable: Job satisfaction (Y)

Based on the test results in the table above, the regression equation Y = 8.496 + 0.355X1 + 0.446X2 is obtained. From this equation, it is explained as follows:

a) A constant of 8.496 means that if work motivation and organizational culture do not exist, then there is a job satisfaction value of 8.496 points.
b) The regression coefficient of work motivation is 0.355, this number is positive, meaning that every time there is an increase in work motivation of 0.355 points, job satisfaction will also increase by 0.355 points.
c) Organizational culture regression coefficient is 0.446, this number is positive, meaning that every time there is an increase in organizational culture of 0.446 points, job satisfaction will also increase by 0.446 points.

2. Coefficient of Determination Analysis

The analysis of the coefficient of determination is intended to determine the percentage of the influence of the independent variable on the dependent variable either partially or simultaneously. The test results are as follows:

Table 8. Test Results of the Coefficient of Determination of Work Motivation on Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624^a	.389	.383	2.736

a. Predictors: (Constant), Work motivation (X1)

Based on the test results obtained a determination value of 0.389, meaning that work motivation has a contribution of 38.9% influence on job satisfaction.

Table 9. Results of Testing the Coefficient of Determination of the Work Environment on Work Ethic

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653^a	.426	.420	2.652

a. Predictors: (Constant), Organizational Culture(X2)

Based on the test results obtained a determination value of 0.426, meaning that organizational culture has a contribution of 42.6% influence on job satisfaction.

Table 10. Results of Testing the Coefficient of Determination of Work Motivation and Organizational Culture Simultaneously on Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722[a]	.522	.511	2.435

a. Predictors: (Constant), Organizational Culture(X2), Work motivation (X1)

Based on the test results obtained a determination value of 0.522, meaning that work motivation and organizational culture simultaneously have a contribution of 52.2% influence on job satisfaction, while the remaining 47.8% is influenced by other factors.

Table 11. Results of Testing the Coefficient of Determination of Job Satisfaction on Employee Productivity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.532[a]	.283	.275	3.059

a. Predictors: (Constant), Job satisfaction (Y)

Based on the test results obtained a determination value of 0.283, meaning that job satisfaction has a contribution of 28.3% influence on employee productivity.

3. Partial hypothesis test (t test)

Hypothesis testing with t test is used to determine which partial hypothesis is accepted. The test results are as follows:

Table 12. Results of Hypothesis Testing of Work Motivation on Job Satisfaction

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.542	2.907		5.690	.000
Work motivation (X1)	.592	.076	.624	7.743	.000

a. Dependent Variable: Job satisfaction (Y)

Based on the test results in the table above, the value of t arithmetic > t table or (7.743 > 1.986), thus the hypothesis proposed that there is a significant influence between work motivation on job satisfaction is accepted.

Table 13. Organizational Culture Hypothesis Test Results on Job Satisfaction Ethic

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.769	3.025		4.553	.000
Organizational Culture(X2)	.660	.079	.653	8.358	.000

a. Dependent Variable: Job satisfaction (Y)

Based on the test results in the table above, the value of t count > t table or (8.358 > 1.986), thus the proposed hypothesis that there is a significant influence between organizational culture on job satisfaction is accepted.

Table 14. Job Satisfaction Hypothesis Test Results on Employee Productivity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.827	3.523		5.060	.000
	Job satisfaction (Y)	.548	.090	.532	6.084	.000

a. Dependent Variable: Employee Productivity(Z)

Based on the test results in the table above, the value of t count > t table or (6.084 > 1.986), thus the hypothesis proposed that there is a significant influence between job satisfaction on employee productivity is accepted.

4. Simultaneous Hypothesis Testing (F Test)

Hypothesis testing with the F test is used to determine which simultaneous hypothesis is accepted. The third hypothesis: There is a significant influence between work motivation, organizational culture and motivation on job satisfaction.

Table 15. Hypothesis Test Results Work Motivation and Organizational Culture Simultaneously on Job Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	601.340	2	300.670	50.712	.000^b
	Residual	551.399	93	5.929		
	Total	1152.740	95			

a. Dependent Variable: Job satisfaction (Y)
b. Predictors: (Constant), Organizational Culture(X2), Work motivation (X1)

Based on the test results in the table above, the calculated F value > F table or (50.712 > 2,700), thus the fourth hypothesis proposed that there is a significant influence between work motivation and organizational culture simultaneously on job satisfaction is accepted.

4.2 Discussion
a. The Effect of Work Motivation on Job Satisfaction

Work motivation has a significant effect on job satisfaction with a coefficient of determination of 38.9%. Testing the hypothesis obtained the value of t arithmetic > t table or (7.743 > 1.986). Thus the hypothesis proposed that there is a significant effect between work motivation and job satisfaction is accepted.

b. The Influence of Organizational Culture on Job Satisfaction

Organizational culture has a significant effect on job satisfaction with a coefficient of determination of 42.6%. Testing the hypothesis obtained the value of t arithmetic > t table or (8.358 > 1.986). Thus the hypothesis proposed that there is a significant effect between organizational culture on job satisfaction is accepted.

c. The Influence of Work Motivation and Organizational Culture on Job Satisfaction

Work motivation and organizational culture have a significant effect on job satisfaction with the regression equation Y = 8.496 + 0.355X1 + 0.446X2, with a coefficient of determination of 52.2% while the remaining 47.8% is influenced by other factors. Testing the hypothesis obtained the calculated F value > F table or (50.712 > 2,700). Thus the hypothesis proposed that there is a significant effect between work motivation and organizational culture on job satisfaction is accepted.

d. The Effect of Job Satisfaction on Employee Productivity

Job satisfaction has a significant effect on employee productivity with a coefficient of determination of 28.3%. Testing the hypothesis obtained the value of t arithmetic > t table or (6.084 > 1.986). Thus the hypothesis proposed that there is a significant effect between job satisfaction on employee productivity is accepted.

V. Conclusion

a. Work motivation has a significant effect on job satisfaction with a contribution of 38.9%. Testing the hypothesis obtained the value of t arithmetic > t table or (7.743 > 1.986).
b. Organizational culture has a significant effect on job satisfaction with a contribution of 42.6%. Hypothesis test obtained value of t arithmetic > t table or (8.358 > 1.986).
c. Work motivation and organizational culture simultaneously have a significant effect on job satisfaction with a contributing influence of 52.2% while the remaining 47.8% is influenced by other factors. Hypothesis test obtained value F arithmetic > F table or (50.712 > 2,700).
d. Job satisfaction has a significant effect on employee productivity with a contribution of 28.3%. Hypothesis test obtained value of t count > t table or (6.084 > 1.986).

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