
ORGANIZATIONAL CULTURE, COMMUNICATION AND JOB SATISFACTION

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Abstract

There is increasing high competition in the textile industrial world, and Indonesia is one of the ASEAN Economic Community members who have the opportunity to win that competition, requires excellence employees. The satisfaction of employee becomes very important because if the employee is not satisfied, their performance will be not optimal. Some factors that influence employee job satisfaction are organizational culture and communication. This research aims to examine and analyze the influence of organizational culture and organizational communication on employee job satisfaction in the textile manufacturing companies in Cimahi, either partially and simultaneously. This research is verification research-causal relationship with the explanatory research survey approach. The population and respondents in this study are employees of the weaving section of a textile company in Cimahi. The technique of data collecting using observations, interviews and questionnaires that have been tested for validity and reliability. Data analysis method used in this research is Path Analysis. The results of this study are simultaneous, organizational culture and communication give effect to the employee job satisfaction of employees in Cimahi textile company, where communication has a greater influence. Partially, communication gives a significant effect on employee job satisfaction, while organizational culture has not given effect.

Keywords: Job satisfaction, organizational culture, communication, organization.

JEL Classification: D23, M12

Introduction

Development of business, which grew rapidly resulting in tight competition. It spurred many countries are racing to enter the world market by developing the business sector in the competitive advantages of the country. As well as countries in Southeast Asia which are members of the ASEAN Economic Community (AEC) or the ASEAN Economic Community (AEC) competing to strengthen the national economy of each State. State of Indonesia is a member of ASEAN Economic Community (AEC) that has a chance to win the competition, one of the non-oil business sector is expected to be superior Indonesia in the face of competition in the textile industry. Proven in Q1 2018, growth in textile and clothing industry group reaches 7,53% year on year (yoy) in January-July 2018 the value of the second-largest export after palm oil exports are apparel exports (convection) of the textile approximately USD 7.74 billion. (Ministry of Industry of the Republic of Indonesia)

The growth of the textile industry in Indonesia is reflected in the increase of textile enterprises in several regions in Indonesia. Various types of fabrics produced by textile companies, one of which is the denim fabric. Bandung has been known as one of the denim fabric producer in Indonesia, seen from the competition between the denim fabric textile company in Bandung. Efforts to deal with the competition, companies need to pay attention to important aspects that encourage and enable employees to work optimally. As well as a textile company in Cimahi who runs his business by selling products to a number of denim fabrics trading centers in major cities in Indonesia even to penetrate the international market, so the company is expected to improve the performance of employees.

Organizational culture becomes an element that can make a company thrive and differentiate from one another, if the values of the organizational culture are maintained and implemented well. Even a strong organizational culture can be used to enhance the competitive advantage (Indiyati., 2018; Indiyati, 2014). According to Robbins and Judge (2018) found a strong culture will reduce employee turnover rate because it showed a high agreement concerning what is represented by the organization. Based on the results of interviews about the prevailing organizational culture in the company that is simple (easily understood and can be implemented consistently), equality, camaraderie and mutual respect, not distorted and sought better than legislation, and as the foundation of coaching. The organizational culture has been disseminated to the employees since it was first accepted as an employee, even all employees equipped with books CB (Collective Bargaining), which contains the values and rules of the organization.

Communication within the company has a very important role because it can facilitate the interaction that exists and help members achieve the goals of individual companies and enterprises, implementing corporate change, as well as coordinating the activities of the company and play a role in almost all of the relevant company's actions. In the opinion of Agustini et al (2016) ineffective communication will ultimately hamper the achievement of the company, even employee satisfaction will decrease and lead to deteriorating performance and the job is not done properly.

Communication within the organization is one indicator of the growth of the organization. Even communication is declared as the key to uniting people within the organization to achieve certain goals (Meitisaria, et al, 2018; Ali and Haider, 2012). Based on the results of interviews about the communication process in the company there are some problems, such as the occurrence of miss communication between employees Weaving Part-time coordinate to continue the process of weaving, as well as employees, are still less flexibility or feel reluctant to communicate with their immediate supervisor.

The more satisfied employees tend to have more high productivity; therefore, the company should be able to meet the job satisfaction of its employees (Rofiq, 2014). One method the company can do in measuring performance is the measurement of job satisfaction (Robbins, 2018).

Based on the results of interviews about labour turnover that took place in the company during the period from January to December, 2017, showed that Section Weaving has a turnover rate of

employees is quite high compared with other parts, where the employee turnover rate is still relatively high at 14.08%, while according to Dessler (2017) and Roseman in Widjaja et al (2008) that the annual turnover in a company exceeds 10%, the turnover in the company's high categorized.

Based on the above phenomenon, the level of job satisfaction low employee allegedly because the intensity of a lack of communication between employees and the boss, but it also may be due to less employees fully understand the organizational culture contained in the company.

This study aims to examine and analyze the influence of organizational culture and organizational communication on job satisfaction of employees at a textile manufacturing company in Cimahi, either partially or simultaneously.

Literature Review

Organizational Culture

Organizational culture is one of the important aspects that need to be considered in the continuity of the company because it can create a smooth in all aspects of running the company and can guide the company to achieve its objectives.

Organizational culture is considered as a set of beliefs, values, norms, and assumptions, which are believed and shared by all members of the organization (Newstrom; 2007: 14).

In line with the statement of Robbins and Judge (2016), organizational culture is a system to share the sense of meaning, which is believed and run by its members, so that the organization has the distinguishing feature with other organizations.

Furthermore, Indiyati (2014&2018), states that organizational culture is something that is fundamental, which contains beliefs, core values together, something that is a core characteristic, which is believed and is run jointly by all members of the organization.

Sirait (2016) states that organizational culture is a pattern of basic assumptions created or developed by certain groups, where they learn in solving problems, adapting to the external environment, and integrating with the internal environment. Furthermore, these basic assumptions have been believed and implemented well and are valid, and in turn, are taught to new members of the organization.

Supartha et al (2017) stated that culture refers to a system of mutual understanding that held by members of an organization, which distinguishes the organization from other organizations.

So it can be stated that organizational culture is a system of formation of values, attitudes, and norms of the organization that taught or passed on to members of the organization so that they can understand, think and feel the difference with other organizations.

The main characteristics of organizational culture, as conveyed by Robbins and Judge (2016), are:

1. Innovation and risk-taking: human resources are always motivated to innovate and have the courage to take risks.
2. Pay attention to details: human resources are expected to pay more attention in detail, in more detail, by showing analysis and precision.
3. Orientation on results: Management prefers results rather than techniques, and the processes used to achieve them.
4. Orientation in people: Management is more concerned with human resources in the organization as an effect of the results.
5. Team orientation: work activities in the organization are preferred working in teams.
6. Aggressiveness: members of the organization work and think more aggressively and competitively.
7. Stability: organizational activities that prioritize maintaining the status quo.

Communication

Communication has a central role in the survival of the company. Through communication, information and ideas can be sent and interchangeable.

In achieving the goals and objectives of the organization, communication is stated as an important factor in directing employees towards these achievements (Nabi, et al, 2017).

Communication is the transferring process of understanding or meaning from the sender to the recipient, which includes the sender, receiver, and successful delivery of meaning (Siburian, 2013).

Sirait (2016) proposed that communication is expressed as the delivery of ideas, information, emotions, skills, which are expressed in the form of words, pictures, symbols, graphics, and other signs.

It can be concluded that communication is a process of exchange, delivery, as well as the translation of messages between individuals both orally and in writing in order to achieve the same perception.

According to Robbins and Judge (2016), communication can flow vertically and laterally. Vertical communication consists of downward communication and upward communication.

1. Downward communication: communication that flows from a group or organization to a lower level on one level.
2. Upward Communication: communication that flows in groups or organizations, which comes from the lower level to a higher level.
3. Lateral communication is communication that occurs between several employees who are equal horizontally; among managers at the same level, or among members of the same workgroup, or members of the workgroup at the same level.

Job Satisfaction

Companies need to consider several aspects related to the job satisfaction of employees in order to achieve the desired objectives of the company. Job satisfaction is an attitude that workers have as a result of Reviews their perception as a whole on jobs Whether or not it can Facilitate the achievement of the important job value for them (Ivancevich et al., 2010). Another opinion was delivered Khadar (2018) that job satisfaction a positive or negative sentimental state that expresses the extent of the work and the Achieving organizational objectives implemented by the employees. Job satisfaction is employee attitudes shown towards Reviews their work, this attitude comes from the perception of employees about his work (Sapada, et al, 2017). Another opinion was delivered by Robbins and Judge (2018) that job satisfaction is a positive feeling towards work resulting from the evaluation of its characteristics. Means that job satisfaction is a condition where a positive feeling arising from employee evaluation results of its work as well as the condition itself.

According to Mangkunegara (2013), job satisfaction can be measured using indicators :

1. Turnover. Employees with higher levels of job satisfaction usually have lower turnovers. Whereas employees with low satisfaction levels usually have a higher turnover.
2. Level of Absenteeism. Dissatisfied employees are likely to have a high absence rate.
3. Age. Older employees tend to feel satisfied than younger employees. Older employees are considered more experienced in adjusting to the work environment. Meanwhile, young employees usually have ideal expectations about the world of work, so that if their expectations have gaps or imbalances with reality, these conditions can cause them to be dissatisfied.
4. Job Level. Employees who occupy a higher level of work tend to be more satisfied than employees who occupy a lower level of work. Employees with higher levels of work, who show good work skills, are active in expressing ideas, and are creative at work.
5. Size of Organization. The size of the organization can affect employee satisfaction because it relates to the communication of employee participation, as well as coordination between employees.

Methodology

This study is verification - a causal relationship with explanatory research survey approach. Population and respondents in this study were employees of Section Weaving textile company in Cimahi with the status of a permanent employee with a minimum term of 3 years which amounted to 56 people. Data collection technique used observation, interview and questionnaire already tested its validity and reliability. Methods of data analysis used in this study, namely path analysis.

Results & Analysis

Instruments in this study have been tested through the validity and reliability by using SPSS, it can be compared r_{table} between r_{count} , with r_{table} the value significant at 0.05 with $df = nk$, then $r_{table} = 0.2656$. Based on Table 1 it can be seen that the entire statement is valid, because of $r_{count} > r_{table}$.

Table 1. Test The Validity Of Variables

Variables	Item	Corrected Item-Total Correlation	Description
Organizational Culture (X1)	BO1	0.632	valid
	BO2	0.548	valid
	BO3	0.463	valid
	BO4	0.603	valid
	BO5	0.311	valid
	BO6	0.543	valid
	BO7	0.580	valid
	BO8	0.595	valid
	BO9	0.427	valid
	BO10	0.686	valid
	BO11	0.481	valid
	BO12	0.562	valid
	BO13	0.696	valid
	BO14	0.648	valid
Communication (X2)	K1	0.653	valid
	K2	0.801	valid
	K3	0.838	valid
	K4	0.770	valid
	K5	0.667	valid
	K6	0.727	valid
	K7	0.480	valid
Job Satisfaction (Y)	KK1	0.482	valid
	KK2	0.414	valid
	KK3	0.591	valid
	KK4	0.606	valid
	KK5	0.468	valid

Source: Processed SPSS, 2019

Based on Table 2 can be seen that the entire statement is declared unreliable because of the value of Cronbach's Alpha $> r_{table}$.

Table 2. Reliability Test Variables

Item	Cronbach's Alpha	Description
X1	0.883	reliable
X2	0.897	reliable
Y	0.728	reliable

Source: Processed SPSS, 2019

After the calculation of the path coefficients using SPSS version 22.0 of the obtained hypothesis testing path diagram in Figure 1.

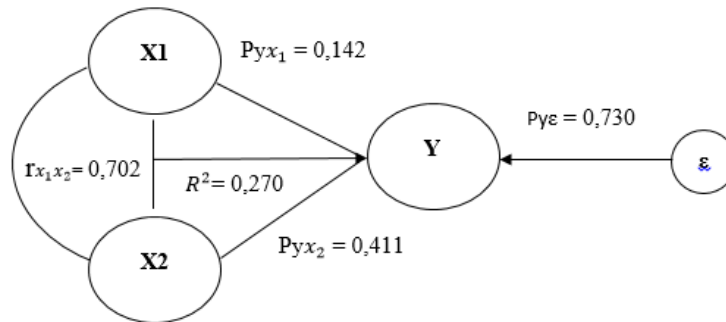


Figure 1. The Influence of Organizational Culture and Communication on Job Satisfaction
Source: Processed SPSS, 2019

Can also be written in a structural equation as follows:

$$Y = P_{yx1} \text{organizational culture} + P_{yx2} \text{communication} + \epsilon$$

$$Y = 0,142 X_1 + 0,411 X_2 + 0,730 \epsilon$$

Partial influence organizational culture and communication on employee job satisfaction weaving section can be seen in Table 3.

Table 3. The Influence of Organizational Culture and Communication on Job Satisfaction

Variable	PL	PTL	PT
Organizational culture	2,02%	4,10%	6,11%
Communication	16,89%	4,10%	20,99%

Source: Output SPSS v.22, Data in processed, 2019.

Based on the above, it can be obtained that the communications impact on employee job satisfaction Weaving Part of 20.99%, the effect of proficiency level is greater than the influence of organizational culture on job satisfaction, namely 6.11%. This means that the positive changes taking place in the communication will have a greater impact on job satisfaction compared with the organization's culture.

In addition, the data processing results also show that the effect of jointly between organizational culture and communication on job satisfaction at 0,270. These results illustrate that 27.0% change in the variable job satisfaction can be explained by changes in organizational culture and communication variables. Meanwhile, at 73.0% change in the variable job satisfaction can be

explained by other variables not examined. The other variables that are not investigated are suspected as personal factors (personality, education, intelligence and ability, age, marital status, and work orientation), organizational factors (nature and size, the formal structure, human resources policies and procedures, relations employee, nature of work, technology and work organization, (Mullin in Nurcahyaningrum, 2015).

Further testing the hypothesis, in which the hypothesis testing was conducted to test the hypothesis whether accepted or rejected. In this research hypothesis testing was done with the partial test (t-test) and a simultaneous test (F test).

Table 4. The Influence of Organizational Culture on Job Satisfaction

Variable	Path Coef	t-value	Sig	Prob	Description
Organizational culture (X1)	0,142	0,859	0,394	0,05	Not Sig

Source: Output SPSS v.22, Data in processed, 2019.

Statistical hypothesis formulation, to test partial hypothesis is:

Ho: $\beta_1 \leq 0$ (Culture organization has no effect on employee job satisfaction Section Weaving).

Ha: $\beta_2 > 0$ (positive influence organizational culture on employee job satisfaction Section Weaving).

Based on Table 4, it can be seen the influence of organizational culture on employee satisfaction Section Weaving standard deviation of 0.142 with a significance value of 0.394. Sig value is greater than the probability value used is 0.05. It can be concluded that Ho is accepted and Ha is rejected, which means that organizational culture no significant effect on employee job satisfaction Weaving section. Organizational culture variable has a value $t_{count} < t_{count}$ or 0.859 < 1.67469, where t_{count} obtained from tables dk t-test (N-k-1 = 32). Then Ho is accepted and Ha is rejected, which means that organizational culture has no effect on employee job satisfaction weaving section.

This is supported by research conducted by Purba (2016), in which the results of his research stating that organizational culture does not significantly affect the job satisfaction of PDAM Tirta Bina Labuhan Batu.

Table 5. The Influence of Communication on Job Satisfaction

Variable	Path Coef	t-value	Sig	Prob	Description
Communication (X2)	0,411	2,493	0,016	0,05	Sig

Source: Output SPSS v.22, Data in processed, 2019.

Statistical hypothesis formulation, to test partial hypothesis is:

Ho: $p_2 \leq 0$ (Communication does not affect the job satisfaction of employees Section Weaving).

Ha: $p_2 > 0$ (Communications positive effect on employee job satisfaction Section Weaving).

Based on Table 5, it can be seen the influence of communication on employee job satisfaction Weaving section of 0.411 standard deviations with a significance value of 0.016. Sig value is smaller than the probability value used is 0.05. Communication variables have values $t_{count} > t_{count}$ or $2,493 > 1.67469$, where t_{count} obtained from tables dk t-test ($N-k-1 = 52$). Then Ho is rejected and Ha accepted which means communication positive and significant effect on employee job satisfaction weaving section.

This is supported by research conducted by Astuti et al (2016), where the research results suggest that there is a positive influence on the internal communication on employee satisfaction. Similarly, a study conducted by Hidayat et al (2018) which states that interpersonal communication positive and significant impact on job satisfaction means higher effectiveness of interpersonal communication then the employee satisfaction will increase.

Table 6. The Influence of Organizational Culture and Communications on Job Satisfaction

Variable	R ²	F-table	F-value	Sig	Prob	Description
Organizational Culture and Communication on Job Satisfaction	0,270	2,78	9,816	0.000	0,05	Sig

Source: Output SPSS v.22, Data in processed, 2019.

Statistical hypothesis formulation, to test partial hypothesis is:

Ho: $p_1, p_2, = 0$ (Culture and Communication Organization has no effect on employee job satisfaction Section Weaving).

Ha: $p_1, p_2, \neq 0$ (Culture and Communications Organization effect on employee job satisfaction Section Weaving).

Based on table 6, can produce information that determination coefficient calculation results showed a value of 0,270 this result illustrates that 27.0% change in the variable job satisfaction can be explained by changes in organizational culture and communication variables. While 73.0% change in the variable job satisfaction can be explained by other variables not examined. F test statistic calculation gives a value F_{count} of 9.816 with a significance of 0.000. The significance value is less than the probability of being used is 0.05. It shows that $F_{count} > F_{table}$ or $9.816 > 2.78$, where F_{table} obtained from F test table with Dk numerator ($k = 3$) and denominator df ($Nk-1 = 56-3-1 = 52$). It can be concluded that Ho refused and Ha is received, means that there are variables simultaneously influence organizational culture and communication on employee job satisfaction weaving section, where communication has a greater influence than organizational culture. This is supported by research conducted by Astuti et al (2016), in which the research results stated that there is an influence of internal communication and organizational culture on employee job satisfaction. In line with the research

results Rahayu (2017) which states that interpersonal communication and organizational culture have a simultaneous and significant influence on job satisfaction of teachers.

Conclusion & Recommendation

From the results and discussion that has been described previously, it can be concluded that partial, communication positive and significant effect on job satisfaction, but organizational culture had no effect on employee job satisfaction section weaving, while, then, simultaneously, organizational culture and communication affect the weaving section employee satisfaction, while communication has a greater influence than organizational culture. So to improve employee job satisfaction weaving section, suggested the company pay attention to communication beforehand with managing employee communication weaving section good communication upward and lateral communication by holding gathering so employees get to know each other so as to create effective communication. After that companies need to socialize back the organizational culture so that all employees part weaving better understand and apply in our daily lives at work, to be more innovative in operate loom by giving directives periodically, benchmarking and training in the form of demonstration and example to employees regarding operate loom well and given how techniques to create fabric patterns to be diverse, and companies need to provide more flexibility by providing space to sample first before the idea was applied to the actual weaving process, so that employees are more daring to pour his ideas on the weaving process. As well as about the aggressiveness, should company conducted back on SOP to employees and provide space or a specific time for employees to ask if there are standard operating procedures that are still not understood, and give rewards to employees who issued the creative ideas that motivate other employees to be more aggressive in thinking of creative ideas that will be poured in the weaving process.

For further research, researchers should conduct research on other companies. As well, researchers can further examine other factors that may affect job satisfaction, such as personal factors (personality, education, intelligence and ability, age, marital status), organizational factors (nature and size, the formal structure, personnel policies and procedures, employee relations, nature of work, technology and work organization, leadership, management systems, and working conditions), environmental factors (economic, social, and the influence of the government).

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