A CONCEPTUAL MODEL OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON JOB SATISFACTION WITH WORK MOTIVATION AS THE MEDIATOR

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ABSTRACT

Based on organizational psychology and human resource management theories, this study investigates the complex relationships between job satisfaction, work environment, and organizational culture, particularly emphasizing the role of work motivation as a mediator. This study examines the relationship between job satisfaction, work environment, and organizational culture, with work motivation as a moderator. Personal values alignment underpins job satisfaction, whereas work environment and culture influence employee performance and contentment. The study employs an associative survey method with a quantitative approach, collecting data from logistics company employees via a Likert scale questionnaire. The analysis employs partial least squares (PLS) path analysis to assess the effects between variables. The paper contributes a conceptual model that emphasizes the complex interplay of factors influencing job satisfaction and emphasizes the role of work motivation as a mediator.

KeyWords
Conceptual Model, Job Satisfaction, Organizational Culture, Work Environment, Work Motivation.

INTRODUCTION

Job satisfaction implies a favorable characteristic found at the workplace, which includes the emotions and actions employees exhibit due to their work assessments (Afandi, 2018). The attitude of a worker toward their job (Donnelly, 2018). Job satisfaction is "an employee's attitude toward the work situation, teamwork among employees, the rewards received for work, and factors involving physical and psychological aspects." (Sutrisno, 2019). According to Sutrisno (2019, p. 75), job satisfaction is characterized by employee emotions toward their work. Job satisfaction as emotional states like happiness or discontent at work.

The case study examines PT. ACT International Logistics is a Jakarta-based NVOCC maritime and export consolidation company. To meet client demand for better and more extensive services, the company added air freight, import and air consolidation, customs, trucking, and project cargo shipping to its exclusive container shipping stations and container yard areas in Tanjung Priok. For the fiscal year 2020-2021, the data shows PT. ACT International Logistics employee satisfaction. In 2020, employment satisfaction was 46%, wage 39%, and promotions 67%. In 2021, job-related aspects were 42%, compensation 38%, and promotions 52%. Three employees left at this time, and each indicator's pleasure declined. The COVID-19 pandemic reduced job availability and led to work-from-home solutions.

The workplace affects job happiness (Handoko, 2019). A friendly working environment boosts productivity, job satisfaction, and task performance (Handoko, 2019). Faishal (2022) notes that a pleasant workplace boosts job happiness, loyalty, and performance.

It is commonly known that work environments improve worker satisfaction as stated by Ganesha & Saragih (2019). This contradicts Andre and Santoso's (2022) findings that non-physical work environment components did not affect job satisfaction. Compensation boosts job satisfaction (Herispon & Firdaus, 2022). Compensation can improve the work environment and job satisfaction by increasing happiness and motivation.

Based on the data and research background, this paper will discuss factors that influence job satisfaction involve the work environment and organizational culture. Employees who are motivated tend to experience higher levels of fulfillment with their work. Therefore, motivation can be the mediated variable. These relationships between variables have the potential to assist organizations in enhancing job satisfaction and enhancing employee performance.

LITERATURE REVIEW

A. Job Satisfaction

Job satisfaction is an individualistic phenomenon, and it is rooted in the alignment between job elements and personal values, which drives motivation and contentment (Hasibuan, 2016, p. 202). Based on Hasibuan (2016), satisfaction is achieved when expectations are successfully met.

Job satisfaction is defined by Sutrisno (2019, p. 74) as the employee's attitude toward their work, and it includes the working environment, the ability to collaborate with coworkers, the benefits received, and psychological elements. In Badeni's (2017, p. 43) words, it is when a person feels a positive emotional connection to their work. Research has shown that increasing job satisfaction can boost morale, devotion, and discipline. According to Afandi (2018), having positive attitudes and behaviors that are related to work appreciation and values might lead to job happiness. As stated by Afandi (2018, pp. 74-75), job satisfaction is determined by five factors:

1) Need Fulfillment: Job characteristics influencing personal needs fulfillment.
2) Job Discrepancy: Gap between expectations and experience shaping satisfaction.
3) Value Attainment: Perception of job fulfilling vital personal values.
4) Fairness: Equitable treatment impacting satisfaction.
5) Organizational Culture: Positive culture enhancing satisfaction and performance.
   While Afandi (2018, p. 82) claimed that there are several indications of job satisfaction, some of them include the following:
1) Job Content: Tasks' impact on satisfaction.
2) Compensation: Fairness and adequacy of remuneration.
3) Promotion: Opportunities for advancement.
4) Supervision: Interaction with supervisors.
5) Colleagues: Relationships' effect on satisfaction.

B. Organizational Culture

As defined by Moeheriono (2014), organizational culture encompasses shared basic values upheld and respected within an organization. This differentiation between organizations, fostering member identity, and facilitating collective commitment is crucial. Mangkunegara (2005) views it as a set of assumptions, values, and norms that guide members in addressing internal and external adjustments. Robbins (2016) highlights organizational culture as a collective system of meanings that sets an organization apart.

Cultures evolve amidst public policy and management challenges during developmental transitions (Minogue et al., 1998, pp. 3-4). Hofstede et al. (1991) emphasize the influence of institutional values, beliefs, and norms alongside individual attitudes. Organizational culture comprises values, beliefs, and behaviors individuals or groups demonstrate (Hofstede, 1991). It forms gradually, influenced by internal, external, and broader cultural factors. Key cultural dimensions include trust, open communication, supportive leadership, group problem-solving, autonomy, and information sharing.

Moorhead et al., (1999) define organizational culture as a set of values guiding acceptable actions within an organization. Robbins (2016) identifies seven critical characteristics for understanding organizational culture: innovation, attention to detail, outcome and people orientation, team orientation, aggressiveness, and stability. Hofstede (1991) identifies six dimensions of organizational culture: professionalism, management accessibility, coworker trust, orderliness, antagonism, and integration.

Moreover, Robbins (2016) outlines organizational culture dimensions: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. Using these dimensions to assess an organization's characteristics creates a shared understanding among members, influencing behavior and performance (Robbins, 2016).

C. Work Environment

Afandi (2018, p. 65) emphasizes the importance of the work environment in a company, stating that a secure work environment promotes optimal employee performance. The physical and non-physical features of the work environment play an essential influence in improving employee performance. Providing employees with a safe and comfortable environment, providing safety facilities and tools, keeping the workplace clean, and increasing employee morale all contribute to higher performance (Afandi, 2018, p. 67). Employee behaviors are highly influenced by the work environment (Afandi, 2018, p. 67), affecting job satisfaction and performance. A positive work environment leads to organizational success, whereas a negative one might decrease motivation and productivity (Afandi, 2018, p. 68).

Sedarmayanti (2019, p. 135) defines the work environment as a space provided with amenities to support organizational goals. It includes elements influencing employees' comfort, pleasure, and task completion (Sedarmayanti, 2019, p. 136). Physical and

psychological factors influence the workplace environment (Afandi, 2018, p. 66). Workplace layout, job design, illumination, and privacy are examples of physical work environment elements, whereas workload, supervision, frustration, change, and interpersonal conflicts are psychological work environment components (Afandi, 2018, p. 66). Afandi (2018, p. 69) divides the work environment into numerous components, including service, working conditions, and employee relations, all impacting employee productivity.

Afandi (2018, p. 71) introduces work environment parameters and indicators such as lighting, color, sound, and air quality. Proper lighting, office arrangement, pleasant colors, and proper noise levels all substantially impact employee satisfaction and productivity. Temperature and humidity are also important factors that affect employee comfort and health. Maintaining an ideal work environment is critical for improving employee well-being and overall organizational effectiveness.

D. Work Motivation

According to Afandi (2018), on page 23, effective organizational management depends on optimizing human resources, motivating people, and aligning their activities with the organization's goals. Hasibuan (2016) explains that motivation is the fundamental force that propels individuals towards achieving optimal performance and personal satisfaction in their professional endeavors, ultimately contributing to their overall job satisfaction. As stated in McClelland (2020, p. 161), motivation is the internal or external forces that originate, guide, maintain, and end behavior following certain goals.

Afandi (2018, pp. 23-24) identifies the necessity for a livelihood, prospects for the future, high self-esteem, and acknowledgment as factors that influence job motivation. As stated by Afandi (2018) on page 25, the fundamental elements of inspiring employees are involvement, effective communication, recognizing contributions, empowerment, and attentiveness. According to Afandi (2018), one of the dimensions and indicators of work motivation is the pursuit of tranquility while also aiming for optimal performance. These factors include monetary compensation, the quality of working circumstances, recognition for contributions, a satisfying job, and personal progress.

CONCEPTUAL MODEL

Work environment and organizational culture are considered to have an effect on job satisfaction with work motivation serving as the mediator, according to the results of a literature analysis and previous study. Figure 1 displays the resulting conceptual model, which depicts the structure of the study's ideas.
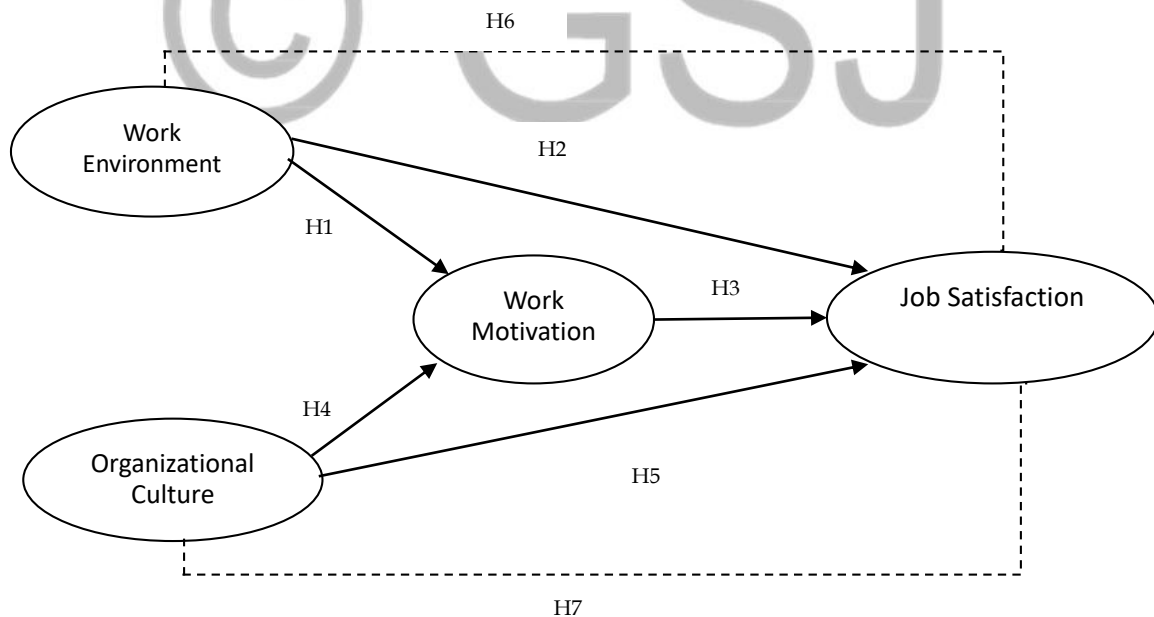

Figure 1. The Conceptual Model

Description:
⟶ : Direct Effect
- - - -▶ : Indirect Effect (Mediated)

HYPOTHESES

This study formulates a hypothesis using the theoretical framework and existing research to inform the conceptual research model depicted in Figure 1.

H1: Work environment has a direct impact on work motivation.

H2: Work environment has a direct impact on job satisfaction.

H3: Work motivation has a direct impact on job satisfaction.

H4: Organizational culture has a direct impact on work motivation.

H5: Organizational culture has a direct impact on job satisfaction.

H6: Work motivation acts as a mediator between work environment and job satisfaction.

H7: Work motivation acts as a mediator between organizational culture and job satisfaction.

METHODOLOGY

The method used to support the strategy in this study is an associative survey method with a quantitative approach. Data collection and data analysis by seeking opinions from the subjects studied by using a questionnaire to determine the effect between the variables studied. The population in this study are all employees of PT. ACT International Logistics. The sample technique used was total sampling or saturated sampling and obtained a sample of 85 employees.

The research instrument was measured by a Likert scale. The analysis used in this study is a linear partial analysis (Partial Least Square/PLS) to see the direct and indirect effects between variables. Researchers used path analysis for this study because researchers could test propositions and theories regarding causal relationships between variables (Ghozali, 2018).

CONCLUSION

The purpose of this paper is to develop a conceptual model. of organizational culture and work environment on job satisfaction with work motivation as the mediator. This paper includes research background, literature review, conceptual models, hypotheses, and research methods of job satisfaction with corporate culture, work environment, and work motivation of PT. ACT International Logistics. The objective of this study is to analyze the mediating role of work motivation in the relationship between organizational culture, work environment, and job satisfaction.

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