



The Influence of Organizational Culture and Work Environment on Job Satisfaction of Sharia Insurance Employees in Surabaya

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Abstract

Employee satisfaction is an important factor that can influence organizational productivity and performance. This research aims to analyze the influence of organizational culture and work environment on employee satisfaction. The research method uses a quantitative approach with data collection techniques using questionnaires. The research sample was 50 employees of Sharia Insurance Companies in Surabaya. The data analysis technique uses multiple regression analysis and classical assumption tests consisting of normality tests, multicollinearity tests and heteroscedasticity tests. The results of the analysis show that both organizational culture and work environment have a significant positive influence partially and simultaneously on employee satisfaction

Keywords: Organizational Culture, Work Environment, Job Satisfaction

INTRODUCTION

In human life, there are always various activities carried out. One of these activities is carried out through movement which is called work. Working means completing tasks and creating a work that can be enjoyed by the individual. An important factor that drives people to work is the needs that must be met. Work activities involve involvement in social activities, producing goods or services, and aim to meet needs and improve living standards (As'ad, 2012).

Employee job satisfaction can cause ups and downs in company performance. Several things related to employee job satisfaction need to be considered, such as placements that are not in accordance with job analysis, promotion systems that do not comply with procedures, lack of cooperation between colleagues, and lack of appreciation for good performing employees. Such situations must be anticipated immediately because dissatisfied employees usually have low motivation. The impact on their performance is that they lack enthusiasm, are lazy, slow, and prone to making mistakes, which can result in wasted costs and time.

Someone will feel comfortable and loyal to the company if they feel satisfied with the work they do. Job satisfaction has an important meaning for a worker, namely a feeling of satisfaction in

doing work. Satisfaction is a feeling experienced by someone when their hopes are met or even exceed expectations. Work is a person's effort to achieve goals and receive income as compensation for their contribution at work (Koesmono, 2020).

The quality of human resources will be met when job satisfaction influences performance well. To ensure employee satisfaction remains consistent, companies must always pay attention to the organizational culture and work environment where they work. Factors such as relationships with coworkers, leadership, work atmosphere, and other things that can influence job satisfaction must be carefully considered. The research results show that organizational culture and work environment have a positive impact on employee job satisfaction (Kurniyanto, 2022).

Organizational culture is the norms, values, assumptions, beliefs, philosophy, organizational habits, and so on (the content of organizational culture) developed over a long time by the founders, leaders and members of the organization which are socialized and taught to new members and applied in activities. organization. This influences the mindset, attitudes and behavior of organizational members in producing products, serving consumers and achieving organizational goals. (Wirawan, 2017).

The work environment is something that surrounds the worker and can influence him in carrying out the assigned tasks (Nitisemito, 2016). Working environment indicators include: Coloring, Cleanliness, Air exchange, Lighting, Safety, Noise. By maintaining the conditions of the work environment, a sense of comfort at work will be maintained and the quality of work will be maximized. This helps achieve goals and improve employee performance.

The work environment is important for management. Even though the work environment is not involved in the production process in the company, the work environment has a direct influence on the employees involved in the production process. A work environment that focuses on employees can improve performance, while an inadequate work environment can reduce employee performance (Khoiriyah, 2019).

Working environmental conditions are considered good or suitable when people can work optimally, healthily, safely and comfortably. The suitability of the work environment can be seen over a long period of time. The worse the work environment, the more labor and time required. This hampers the efficiency of the work system. (Sedarmayanti, 2021). Management feels the need to anticipate by developing work patterns that are able to coordinate the company's goals and objectives and are able to adapt to changes that occur.

Job satisfaction

Job satisfaction is a positive emotional response that arises from an assessment of a job or work experience. These theories conclude that job satisfaction is a positive or pleasant emotion that arises from an assessment of one's work or work experience (Alhamdi, 2018). There are many factors or variables related to job satisfaction. Indicators of job satisfaction include psychological, social, physical and financial (Hapsari, 2019).

According to (Aristyanto et al., 2019), job satisfaction is defined as an individual's general attitude towards their work which is evaluated through feelings of satisfaction or dissatisfaction. This is a complex issue for organizational managers and has a major impact on personnel motivation, productivity and performance. Attitudes reflect individual judgments about how they feel about their work.

According to (Trinovela Simanjuntak & Vera Sylvia Saragi Sitio, 2021), job satisfaction is an emotional state that is pleasant or unpleasant for employees to see their work. Job satisfaction reflects a person's feelings towards his job. This appears in the positive attitude of employees towards work and everything they encounter at work. According to (Meithiana Indrasari, 2017) job satisfaction is a general attitude towards a person's work as the difference between the amount of rewards a worker receives and the amount of rewards they believe they should receive. According to (Rosmaini, Hasrudy Tanjung, 2019), job satisfaction is an individual characteristic so that it has different levels of satisfaction according to the system that applies to employees. This is due to differences in each

individual. The more aspects of the job that suit the individual's desires, the higher the level of satisfaction and vice versa.

Organizational culture

Organizational culture is the result of the process of blending individual cultural and behavioral styles into new norms and philosophies, which increase the group's energy and pride in achieving goals. (Fahmi, 2017). Another opinion is that organizational culture must be formed, developed, strengthened, or changed by practices that unite the cultural values of members and the organization. (Sopiah & Sangadji, 2018). Indicators of organizational culture are innovative, taking into account risks, results-oriented, oriented to all employee interests, and detail-oriented to tasks.

A bad organizational culture will have an impact on decreasing levels of job satisfaction and reducing employee productivity which will ultimately trigger a decrease in company efficiency and effectiveness. Organizational culture is the initial process of forming individual values and shared beliefs in employee behavior (Hanny and Adiputra, 2020). Employee behavior in the form of their thinking patterns, whether intentional or not, is greatly influenced by organizational culture.

The relationship between organizational culture and job satisfaction is supported by research conducted by Mesfin et al (2020) which proves that respondents feel the positive influence of organizational culture on job satisfaction. Subsequent research by Purwadi et al (2020) confirmed that organizational culture has a significant effect on job satisfaction.

Work environment

The work environment includes everything around workers that can influence them while performing their tasks. The work environment must be considered to create job satisfaction and improve performance (Nitisemito, 2016). Employees want a comfortable, safe and calm work environment. Always fresh air and enjoyable work provide a sense of satisfaction. In this way, waste of time and costs, decline in employee health, and work accidents can be reduced or avoided. The type of work environment is divided into 2, namely: Physical work environment and non-physical work environment (Sedarmayanti, 2021). Several indicators that can be used to measure work environment variables include coloring, cleanliness, air exchange, lighting, music, security and noise (Nitisemito, 2016).

In the research journal Niciejewska (2017), the work environment needs to pay attention to employee safety, job security, good working relationships between employees, recognition of efforts and best performance so as to create a sense of satisfaction and being appreciated within the company. Each company has different working environment conditions due to various internal and external factors. Therefore, the level of job satisfaction for each employee is different. Implementing a conducive work environment can help achieve job satisfaction.

The relationship between work environment and job satisfaction is supported by several studies such as the following. Kukiqi (2017) conducted research on the influence of the work environment on job satisfaction in Kosovo and found that the work environment had a significant effect on employee job satisfaction. Not much different from this research, Stella Ngozi Anasi (2020) analyzed and expanded it with workload and work relationship variables to get the result that the work environment had a positive effect on job satisfaction.

RESEARCH METHOD

This research is quantitative research. The independent variables are organizational culture and work environment, while the dependent variable or dependent variable is job satisfaction. The research population was all employees of the Sharia Insurance Company totaling 50 employees. The samples taken in this research were all 50 Sharia Insurance employees using total sampling. Primary data was obtained by distributing questionnaires to respondents who had determined criteria. The data collection method used in this research is a questionnaire or questionnaire given to respondents, namely Sharia Insurance employees. The data analysis technique uses multiple regression analysis and classical assumption tests consisting of normality tests, multicollinearity tests and heteroscedasticity tests.

RESULTS AND DISCUSSION

a. Validity and Reliability Test Results

The results of the data validity test for the organizational culture variable obtained an rcount between 0.589 - 0.887, the work environment obtained an rcount between 0.623 - 0.857, and job satisfaction obtained an rcount between 0.685 - 0.874. alpha coefficient value for organizational culture data = 0.957, work environment = 0.922, and job satisfaction = 0.957.

Table. Validity Test of Organizational Culture

	BO	LK	KK
BO 1	0,589	LK1 0,629	KK 1 0,806
BO 2	0,788	LK2 0,786	KK 2 0,818
BO 3	0,845	LK3 0,857	KK 3 0,685
BO 4	0,856	LK4 0,780	KK 4 0,745
BO 5	0,872	LK5 0,609	KK 5 0,839
BO 6	0,788	LK6 0,623	KK 6 0,831
BO 7	0,845	LK7 0,846	KK 7 0,825
BO 8	0,856	LK8 0,792	KK 8 0,741
BO 9	0,887		KK 9 0,786
BO 10	0,828		KK 10 0,738
			KK 11 0,823
			KK 12 0,874
<i>Cronbach's Alpha</i>	0,957	0,922	0,957

b. Classic Assumption Test Results

The results of the classical assumption test show that the One-Sample Kolmogorov-Smirnov Test results show that the data is normally distributed because the significance value is 0.200 above 0.05. From the output data, it was found that the values of all VIF values < 10, this means that there is no multicollinearity and it can be concluded that the multicollinearity test is fulfilled. The results of the Glejser test show that all independent variables have probability values greater than the 0.05 significance level, so it can be concluded that in the regression model there are no symptoms of heteroscedasticity.

Table. Classic Assumption Test Results

Independent	Dependent	One-Sample Kolmogorov-Smirnov Test		Collinearity Statistics		Multicollinearity	
		Z	Tolerance	Tolerance	VIF	t	Sig.
BO	KK	0,075	0,200	0,261	3,832	0,030	0,976
LK				0,304	3,287	-0,313	0,756

c. Hypothesis Test Results

The results of significance testing show that the organizational culture variable (X1) has a value of tcount = 2.928 > rtable = 1.6788 with a significance value of 0.005 < 0.05. This means that H1 is accepted. The results of the significance test show that the work environment variable (X2) has a value of tcount = 3.765 > rtable = 1.6788 with a significance value of 0.000 < 0.05. This means that H2 is accepted. The calculated F value is 99.638 with a significance value of 0.000 < 0.05. This means, H4 is accepted. The adjusted R2 value is 0.858, which means that all independent variables (organizational culture and work environment) in this study are able to explain 85.8% of the variation that occurs in the dependent variable (job satisfaction), while the remaining 14.2% is influenced by other factors that are not analyzed and included in regression analysis.

Table. Hypothesis Test Results

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>	<i>F</i>	<i>Sig.</i>	<i>Adjusted R Square</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>					
(Constant)	30,254	3,665		8,255	0,000	99,638	0,000	0,858
Budaya organisasi	0,331	0,113	0,309	2,928	0,005			
Lingkungan kerja	0,723	0,192	0,368	3,765	0,000			

a. Dependent Variable: Komitmen organisasi

DISCUSSION

Interpretation of the Effect of Quality on Job Satisfaction

The results of significance testing show that the organizational culture variable (X1) has a value of $t_{count} = 2.928 > t_{table} = 1.6788$ with a significance value of $0.005 < 0.05$. This means that organizational culture influences job satisfaction. This value can prove that H_0 is rejected or H_a is accepted, which means that there is a significant influence of organizational culture variables on employee job satisfaction.

Basically, someone at work will feel comfortable and have high levels of loyalty to the company if at work they get job satisfaction in accordance with what they want. With this job satisfaction, employee performance will improve. Job satisfaction has two meanings for a worker, namely satisfaction and work. Satisfaction is a feeling experienced by someone, where what is expected has been fulfilled or even what is received exceeds what was expected, while work is an effort to achieve goals. Job satisfaction is an individual's feelings and reactions to their work environment (Dole, Schroeder, & G, 2011), while another opinion, job satisfaction is joy or a positive emotional statement resulting from an assessment of one's work or work experiences (Alhamdi, 2018).

Job satisfaction is employee satisfaction with their work, including what employees expect from their work. Job satisfaction is characterized by the way employees behave. The way employees behave can be shown if their behavior and work are shown negatively, it will result in a low level of job satisfaction. On the other hand, if behavior and work are shown positively it will result in a high level of job satisfaction. Job satisfaction can be caused by several factors, one of which is organizational culture within the company.

Organizational culture can also be said to be habits that are repeated over and over again and become values and lifestyles of a group of individuals in an organization which are followed by subsequent individuals (Torang, 2014). Meanwhile, organizational culture is defined as norms, values, assumptions, beliefs, philosophy, organizational habits, and so on which are developed over a long time by the founders, leaders and members of an organization which are socialized and taught to new members and applied in organizational activities. in producing products, serving consumers, and achieving organizational goals (Effendy, 2020).

Organizational culture that is formed, developed, strengthened or even changed requires practices that can help unite members' cultural values with organizational cultural values (Sopiah & Sangadji, 2018). Another opinion explains that organizational culture is a commonly held belief, attitude and value that arises in an organization, stated more simply, culture is the way we do things here (Sedarmayanti, 2021). Meanwhile, organizational culture is a habit that has been going on for a long time and is used and applied in work activities as a driving force for improving the work quality of company employees and managers (Edison & Komariyah, 2016).

The results of this research strengthen the research results of (Khan, Mariyum, & Pasha, 2021), and (Emami, Moradi, Idrus, & Almutairi, 2022), which show evidence of a positive and significant influence between organizational culture and job satisfaction. According to research, organizational culture has a positive and significant effect on job satisfaction. The same results were found in research that organizational culture has a positive effect on job satisfaction (Tajuddin, 2020)

Interpretation of the Influence of the Work Environment on Job Satisfaction

The results of the significance test show that the work environment variable (X2) has a value of $t_{count} = 3.765 > t_{table} = 1.6788$ with a significance value of $0.000 < 0.05$. This means that organizational culture influences job satisfaction. This value can prove that H_0 is rejected or H_a is accepted, which means that there is a significant influence of work environment variables on employee job satisfaction.

The work environment is everything around workers that can influence them in carrying out their assigned tasks. The work environment is one of the factors that must be considered in order to create job satisfaction in order to improve performance (Nitisemito, 2016). In general, employees want their workplace to be pleasant, safe and quite calm. The air is always fresh and the work is enjoyable, which also means creating a feeling of satisfaction among workers. So that in this way we can reduce or avoid waste of time and costs, deterioration of employee health and the number of work accidents. Thus, if a company can create a pleasant work environment in the sense of good relations between employees and superiors as well as maintaining health and safety in the work space and supported by a company location that is not remote, it is thought that this can create job satisfaction for employees.

Every employee always expects a work environment that is familiar, comfortable and mutually supportive. Therefore, employees expect a work environment where work facilities and infrastructure are complete and good. The work environment consists of physical and non-physical environments. The physical environment consists of work equipment, buildings, locations, and space design. If employees feel that the physical environment where they work is good, it will give them satisfaction and a sense of pride. A good physical environment can also provide prestige. Apart from that, a good physical environment will also reduce the level of employee errors in carrying out their duties.

A work environment that is able to create harmonious relationships between superiors and subordinates, co-workers, and relationships with subordinates. In order to create a harmonious environment, it is necessary to create clear company regulations, a clear communication system that can encourage employees to be motivated, and so on. If employees feel that the non-physical work environment is good, employees will feel that their need for affiliation in the workplace is met, thereby creating satisfaction because their needs are met.

Based on the explanation above, it appears that there is a relationship between the work environment and employee job satisfaction. Researchers in their research explain that there is an influence of organizational culture, work environment, and work motivation on employee performance through job satisfaction as an intervening variable (case study of employees at PT Pakar Usaha Gemilang) (Nelly & Erdiansyah, 2022). The results of other research also confirm that there is a positive and significant impact of the work environment and organizational culture on job satisfaction and its implications for the performance of elementary school teachers in Bandar Baru District, Pidie Jaya Regency (Konadi, 2022).

Interpretation of the influence of organizational culture and non-physical work environment on employee job satisfaction

The F test results show an F_{count} value of 99.638 with a significance value of $0.000 < 0.05$. Based on the test results above, it shows that H_0 is rejected and H_a is accepted, meaning that there is a simultaneous influence of organizational culture and work environment on employee job satisfaction.

The results of previous research show that there is an influence of organizational culture and work environment on job satisfaction. Other researchers in their research showed that organizational culture and work environment had a direct influence on teacher performance at SMK NU Kedungtuban Blora (Kurniyanto, 2022). Organizational culture and work environment have an indirect effect on teacher performance through teacher job satisfaction at SMK NU Kedungtuban Blora. The results of other research provide an explanation that the work environment has a positive and significant influence on the job satisfaction of millennial generation employees in Rw. Organizational culture has a positive and significant effect on job satisfaction of millennial employees in Rw 11. Transformational leadership has a positive and significant effect on job satisfaction of millennial generation employees (Sulistiyawati, Setyadi, & Nawir, 2022).

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research that has been conducted, it can be concluded that organizational culture and work environment partially and simultaneously have a positive effect on employee job satisfaction. Based on the research results, the suggestion of this research is that other research can add other variables related to job satisfaction. Respondents are not only limited to employees, but several organizational management can be carried out so that the research results are stronger.

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