

EMPLOYEE JOB SATISFACTION: IN TERMS OF ANALYSIS OF JOB DESCRIPTION AND ORGANIZATIONAL CULTURE OF DINAS PENDIDIKAN KOTA MALANG

SUYITNO

Universitas Islam Balitar

email: drsuyitno03@gmail.com

SUDARJO

Sekolah Tinggi Ilmu Ekonomi Indonesia Malang

email: sudarjokusumo@gmail.com

ABSTRACT

The purpose of this study was to determine and analyze the influence of job description and organizational culture both partially and simultaneously on employee job satisfaction at the Dinas Pendidikan Kota Malang. This study used a quantitative approach using the explanatory survey method with a sample of 76 respondents who were employees of the Dinas Pendidikan Kota Malang. Data processing was carried out using the assistance of IBM SPSS Statistics 24. The study found that (1) The job description variable has a significant effect on employee job satisfaction with an influence value of 68%. (2) The organizational culture variable has a significant effect on employee job satisfaction with an influence value of 44.2%. Simultaneously, the job description and organizational culture variables have a significant effect on employee job satisfaction at the Dinas Pendidikan Kota Malang.

Keywords: *job description, organizational culture, and job satisfaction*

INTRODUCTION

Human resources are the most important assets in an organization because of their role as the subject of implementing policies and operational activities of the organization. Resources owned by the organization, such as capital and machinery, cannot provide optimal results if they are not supported by human resources in their management (Putri and Gaol 2021). Therefore, as an effort to optimize organizational performance, one of them is the division of positions and work/tasks or job descriptions for its employees (Akbar, Fajri, and Ririh 2023). Job descriptions will maximize each employee to work with their respective authorities,

positions and responsibilities correctly (Gooier and Sutapa 2023). A job description is a systematic and orderly record of the duties and responsibilities of a position, based on the reality of what, how, why, when, and where the work is carried out and the qualifications of the person who will occupy the position (Rivai in Suryani, Sulistyaningrum, and Murwaningsih, 2021).

Understanding of job descriptions and the expected contributions of the position is not considered by every organization, both government and private agencies, so we can see irregular work, neglected routine work and employees are less

responsible for their work because they do not understand the function of the main job descriptions that must be done and the responsibilities that must be borne by employees in the section where they are placed (Tanjung, Sudiro, and Jati 2016). In addition, employee fatigue also arises in working, because the work will feel complicated because employees do not understand the job description of their position which has an impact on low employee job satisfaction ((Pratiwi and Tiorida 2021); (Anon n.d.-a). The existing organizational culture is also applied as a dominant value that is supported by the organization and is able to be a guideline for employees about something important to do and obey, like a rule (Suyitno, 2024); (Widjajani et al. 2022).

Organizational culture is a system that is believed in and values are developed by the organization where it guides the behavior of members of the organization itself, for example, familiarity, togetherness, communication patterns between employees and so on. Organizational culture plays a role in the behavior of members of the organization because the value system in organizational culture can be used as a reference for human behavior in an organization that is oriented towards achieving goals or work results that have been set (Suyitno, 2024). If behavior and work are shown negatively, it will result in low job satisfaction. Conversely, if behavior and work are shown positively, it will result in a high level of job satisfaction. Several research results show that organizational culture has a significant effect on employee satisfaction (Vebranis 2021); (Wahyuddin et al. 2021); (Tumbelaka, Alhabsji, and Nimran 2016), in addition, several research results show the opposite, namely that organizational culture does not have a significant effect on employee satisfaction ((Hidayat and Chandra 2018); (Prasetyo 2022). Employee satisfaction, often referred to as job satisfaction, is related to how happy or satisfied an employee is with their current position and with their superiors.

Job satisfaction is a combination of psychological, physiological, and environmental conditions. In short, many factors influence employee satisfaction in an organization, such as working conditions, employee benefits, managerial style, company culture, salary scale, career development, and others. Employee satisfaction can be intrinsic or extrinsic. First, intrinsic employee satisfaction relates to how employees feel about their daily tasks. Second, extrinsic employee satisfaction is related to how they think about their working conditions, salary, and work environment.

Job satisfaction is basically a very individual thing (Handoko in Jamaluddin, 2021) Each individual staff has a different level of satisfaction according to their desires and value systems. The more aspects of their work that are in accordance with the desires and value systems adopted by the individual, the higher the level of satisfaction obtained (Priyono 2023). In the context of increasing job satisfaction, a manager is required to provide a good and pleasant working atmosphere, job security/safety so that employees will feel satisfied. Employee job satisfaction is a pleasant or unpleasant emotional state of how employees view their work. Job satisfaction reflects a person's feelings about their work (Wiliandari 2019)). Thus, job satisfaction is a form of a person's feelings about their work, work situation and relationships with coworkers (Putri Sanuddin, 2023). Thus, job satisfaction is something important for an employee to have, both in their position, relationships with coworkers and interactions in their work environment.

The issue of job satisfaction is also inseparable from the daily performance of employees of the Dinas Pendidikan Kota Malang, which indicates that job satisfaction is still not fully met. Based on observations and observations at the Dinas Pendidikan Kota Malang, several problems were found, namely starting from punctuality, employee work results that are not in accordance with the time that has been given. Because there are still some employees who still like to delay the work given even

though the data is a task that must be completed. Thus, considering the importance of employee work productivity in a government agency, it is so important to always be carried out in order to be able to provide a good impact on the quality of the world of education.

Based on the background above, the purpose of the study is to determine and analyze the influence of job descriptions and organizational culture on employee job satisfaction both partially and simultaneously at the Dinas Pendidikan Kota Malang. Meanwhile, based on theoretical and empirical reviews, the purpose of this study is to determine and analyze: 1) the influence of job descriptions and organizational culture partially on employee job satisfaction; 2) the influence of job descriptions and organizational culture simultaneously on employee job satisfaction; and 3) which of the job descriptions has a dominant influence on employee job satisfaction at the Dinas Pendidikan Kota Malang.

RESEARCH METHOD

This research was conducted with a quantitative research design using a survey method consisting of two independent variables, namely Job Description (X_1), Organizational Culture (X_2), and the dependent variable, namely Job Satisfaction (Y). To obtain primary data in the field, a questionnaire was used which was compiled based on the indicators in the research variables. This research focused on employees of the Dinas Pendidikan Kota Malang, where the sample in this study was all employees at the Dinas Pendidikan Kota Malang (total sampling) totaling 76 people. The research instrument was tested for validity and reliability before being used in data collection. Meanwhile, the inferential statistical test was conducted using Multiple Linear Regression with the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y = Employee Job Satisfaction

α = constant number

X_1 = Job Description

X_2 = Organizational Culture

β_1 = Job Description coefficient

β_2 = Organizational Culture coefficient

Hypothesis testing in this study used the t-test (t-test), F-test and determination coefficient test, while to ensure the feasibility of the model in this study, classical assumption tests were carried out, including normality tests, multicollinearity tests, and heteroscedasticity tests (Suyitno, 2024).

RESULTS AND DISCUSSION

Multiple regression analysis was used to determine the magnitude of the influence of job description (X_1) and organizational culture (X_2) on job satisfaction (Y) of employees of the Dinas Pendidikan Kota Malang. The results of the calculations using the SPSS version 25 for Windows program are presented in the following table:

Table 1. Recapitulation of Multiple Regression Analysis Results

Variable	Discription	Koefisien Regresi	t count	Sig.
X_1	Job Description	0,680	4,572	0,000
X_2	Organizational Culture	0,442	3,358	0,002
Contant	-0,025			
R	0,734			
R ²	0,538			
Adjusted R Square	0,505			
F _{count}	16,319			
Sig. F	0,000			
n	76			
Variabel terikat = Job satisfaction (Y)				

Tabel 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.538	.505	2.82142

Based on table 1, it shows that From the table above, it can be explained as follows:

1) Variable X_1 (job description)

The results of the regression analysis obtained a calculated t value = 4.572 while the t-table value = 2.048 so that t-count > t-table or a significance value of 0.000 < 0.05 so H_0 is rejected or H_a is accepted, and it is proven that variable X_1 (job description) has a significant effect on job satisfaction.

2) Variable X_2 (organizational culture)

The results of the regression analysis obtained a calculated t value = 3.358 while the t-table value = 2.048 so that $t\text{-count} > t\text{-table}$ or a significance value of $0.002 < 0.05$ so H_0 is rejected or H_a is accepted, and it is proven that variable X_2 (organizational culture) has a significant effect on job satisfaction.

3) From the calculation results obtained F count value of 16.319 while F table at $\alpha = 5\%$, $df_1 = 2$, and $df_2 = 74$ is 3.33; this means $F\text{ count} > F\text{ table}$ ($16.319 > 3.33$) while the probability value is smaller than $\alpha = 0.05$ ($0.000 < 0.05$), then H_0 is rejected and H_a is accepted which also means that the variables job description (X_1) and organizational culture (X_2) simultaneously or together have a significant effect on job satisfaction (Y).

Based on table 2 shows that the multiple correlation coefficient (R) is 0.734; indicating that simultaneously there is a fairly positive and unidirectional relationship between the variables job description (X_1) and organizational culture (X_2) on job satisfaction (Y) of 73.4%. This relationship can be categorized as strong, as it is known that a relationship is said to be perfect if the correlation coefficient reaches 100% or 1 (either with a positive or negative number). From the results of the regression analysis, the determination coefficient R Square is 0.538. The magnitude of the influence of the independent variable on the dependent variable is 53.8% while the remaining 46.2% is other variables that are not studied. The value of the determination coefficient shows the strong influence of the variables from the independent variables together on the dependent variable. Judging from the magnitude of the regression coefficient, the magnitude of the regression coefficient of the independent variable job description (X_1) (0.680) > organizational culture (X_2) (0.442), this means that the independent variable job description (X_1) has a dominant influence on job satisfaction (Y). In addition, it can also be seen from the standardized

coefficient of job description (X_1) (0.587) > organizational culture (X_2) (0.431), this means that the independent variable job description (X_1) has a dominant influence on job satisfaction (Y).

The results of the first hypothesis test as a finding of this study are in accordance with Rivai's opinion (in Suryani et al. 2023) which states that a job description is a process of stating the tasks and responsibilities of a job. Tasks need to be clearly known what type they are, then what responsibilities must be held by employees who carry out the task, so that employees do not make mistakes with the clarity of the work that employees must do. This is in line with research conducted by (Pratiwi and Tiorida 2021) which states that the division of labor variable is in the sufficient category and the job satisfaction variable is in the good category. The results of this study are that there is a positive and significant influence of the division of labor on the job satisfaction of Perum DAMRI Bandung employees with an influence value of 24.4%.

The results of the second hypothesis test are in accordance with (Wahyuddin et al. 2021) opinion which states that organizational culture is a set of values, beliefs, assumptions, or norms that have long been in effect, agreed upon and followed by members of an organization as a guideline for behavior and solving organizational problems. This is in line with research conducted by (Vebranis 2021) which shows that organizational culture has a positive and significant effect on job satisfaction at PT. Bumi Sarimas Indonesia, Padang Pariaman Regency. The contribution of organizational culture to job satisfaction is 16.4% and the remaining 83.6% is influenced by other variables outside the research variables.

CONCLUSION

As one of the efforts to optimize employee performance at the Dinas Pendidikan Kota Malang is to maximize employee job satisfaction. Based on the results of data analysis in this study, it shows that a clear and non-overlapping understanding of the

division of work formulated in the job description for employees will be able to increase employee job satisfaction. In addition, the organizational culture that is developed will inspire employee work behavior and also increase job satisfaction. Therefore, the leadership of the Dinas Pendidikan Kota Malang should pay attention to and improve the two variables that have been studied in order to optimize employee job satisfaction which will then be able to improve the performance of the Dinas Pendidikan Kota Malang.

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