

Employee Job Satisfaction of PT. Indo Acidatama Tbk Reviewed From Organizational Culture, Communication and Work Stress



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ABSTRACT: Employee Job Satisfaction is something that is quite crucial and must be paid attention to by employees. Good Job Satisfaction experienced by employees will have a good impact on the activities and development of the company. The purpose of this study was to learn more about how PT. Indo Acidatama employees' job satisfaction is impacted by organizational culture, communication, and work stress. This research uses a data collection method by distributing questionnaires using Google Form. The population and sample are employees of PT Indo Acidatama and a sample of 79 employees was obtained. Generally, multiple linear regression analysis was used to analyze the research data. Job satisfaction was found to be positively and significantly impacted by organizational culture and communication, with work stress having a little negative impact.

KEYWORDS: Employee satisfaction, Organizational Culture, Communication, Work Stress

I. INTRODUCTION

The ability to effectively manage human resources is one of a company's most important assets since they play a key role in driving all business activities and determining whether the business will be successful in achieving its own objectives. Every company really needs control related to the business it operates to achieve certain company goals. One of them is human resource management, which includes the duties of organizing, planning, overseeing, and managing in addition to helping to improve the quality of human resources.

Job satisfaction is something that is difficult to see from naked eye, because each employee has their own level of openness. Employee satisfaction is an employee's emotional state about pleasant or unpleasant feelings about their work. Employee job satisfaction can affect employee work results. This can be caused by a lack of opportunity to express what is hindering them in working, or the employee feels embarrassed for one reason or another. The company should continue to strive to pay attention to the satisfaction of its employees, because if the company is late in taking action regarding job dissatisfaction from its employees, it can cause disruption to activities in the company.

Organizational culture is the first aspect that may contribute to employee work satisfaction among the many factors that might impact its creation. Organizational culture can be an instrument for the main competitive advantage if the organizational culture itself can support the organization's, be responsible, overcome the challenges of competition and changes that have occurred appropriately and quickly (Muhammadin et al. 2022). Every organization has a unique culture that varies from one to another. Organizational culture can be used as a medium in forming relationships between employees and the organization culture, it can form employee satisfaction in working. The next factor that can influence job satisfaction is communication. In everyday life, communication is quite important and crucial, if there is poor communication it can cause problems, as well as in companies that have various activities so that good communication between employees is needed so that company goals can be achieved. Communication is a means that can be used by employees to share information, convey news and work to fellow co-workers. Communication is very important in a company, but if communication does not go well, it can cause problems between employees, such as misinterpretation and lack of understanding or misinterpretation of the message sender's intentions. If poor communication often occurs and invites disputes due to misunderstandings between employees, it can result in an uncomfortable atmosphere for employees which can lead to employee dissatisfaction with the company. Employees will feel disturbed by the poor communication and feel disturbed in carrying out their activities in the company.

In addition to communication, work stress can also have an impact on employee job satisfaction. Work stress is a feeling of pressure experienced by employees about their work. Work stress can be caused by several things such as pressure from leaders,

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inharmonious relationships with coworkers, excessive workload and other causes that cause discomfort in employees. Work stress can make employees lazy to do activities in the company, become unfocused and have difficulty concentrating. This situation can cause employees to become dissatisfied because they feel their work stress is caused by their work in the company. Based on each of these descriptions, this study takes the title "Employee Job Satisfaction at PT. Indo Acidatama Tbk Reviewed from Organizational Culture, Communication and Work Stress".

II. LITERATURE REVIEW

A. Job Satisfaction

Suristy & Adi (2021) define job satisfaction as an employee's emotional state, whether it occurs or not, and as the point at which the employee's desired level of remuneration and the company's or organization's value of employee compensation meet. According to Julizen and Sitorus (2021), The difference between an employee's take-home compensation and what they believe they should be paid is known as job satisfaction, as is their overall attitude toward their employment. Indicators of job satisfaction, according to Kristin (2021), include: (1) The work itself; (2) The caliber of supervision; (3) Coworker relationships; and (4) Promotion opportunities (5) Remit Payment.

B. Organizational Culture

Organizational culture, according to Wahyudi & Tupti (2019), is a characteristic that exists within an organization and acts as a set of guidelines to help it differentiate itself from other organizations. The definition of organizational culture is "behavior within the organization and the values that guide human resources in fulfilling their responsibilities". According to Fitriani et al. (2023), these values will indicate if a conduct is advised or not and whether an action is right or wrong. According to (Ningsih, 2022) the indicators for measuring organizational culture are as follows (1) Integrity, (2) Consistency, (3) Professionalism, (4) Responsibility, (5) Communication.

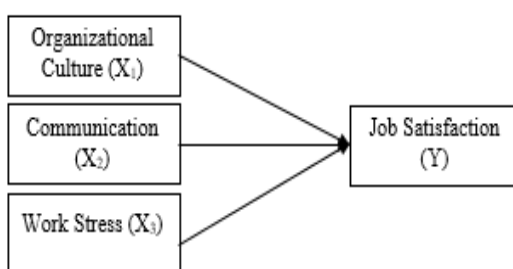
C. Communication

The transfer of information from the sender to the recipient through spoken word, written word, or the use of communication instruments is known as communication (Supriadi, et al., 2022). According to (Fitriani, et al., 2023) Communication in an organization is the process of creating and exchanging messages in a network, a relationship that is interdependent with each other to overcome an uncertain or ever-changing environment. The communication process starts from the thoughts of someone who will (convey) a message or information. What is thought is then symbolized with (symbols) either in the form of speech. The indicators for measuring communication refer to (Saranggih & Silvia, 2019) comprising: (1) comprehension; (2) enjoyment; (3) attitude-influencing; (4) improved connections; and (5) action.

D. Work Stress

Sandiartha and Suwandana (2020) define work stress as a state in which tensions both mental and physical develop, leading to an imbalanced state that significantly impairs worker performance. Workplace stress is a condition or emotion that employees may experience. It can influence a business or organization and lower employee satisfaction. An emotional state, mental processes, and working situations that are negatively impacted by tension is known as stress. (Almaida & Purnomo, 2021). Task demands, role expectations, and interpersonal demands are the three primary indicators of work stress, as stated by Massie (2018). (4) Structure of organizations; (5) Leadership in organizations.

E. THEORITICAL FRAMEWORK



Picture 1. Theoretical Framework

F. HYPOTHESIS

The culture of an organization has a significant impact on how quickly it grows (Sranggih & Silvia, 2019). If a firm can instill a sense of work ethic in all of its workers, leading to an improvement in overall performance, then that company will flourish. That

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being said, it is not unusual for organizations to fail due to a failure to sustain a positive organizational culture. The degree of job satisfaction among employees increases with a stronger and healthier organizational culture.

H₁: Organizational Culture have significant positive effect on job satisfaction of PT. Indo Acidatama Tbk employee

The formation of communication where information can always be conveyed well to management, employees are able to communicate all forms of information to all coworkers, the establishment of good relationships as a result of communication can increase job satisfaction (Supriadi, et al., 2022).

H₂: Communication have significant positive effect on job satisfaction of PT. Indo Acidatama Tbk employee

(Putra, et al., 2022) define stress as an internal state brought on by environmental factors, social circumstances, and physical demands on the body that have the potential to be harmful and uncontrollable. This condition can hinder daily activities including at work. One sign or emotion that might occur in a worker is work stress, which can harm a firm or organization and lower job satisfaction. (Sandiartha & Suwandana, 2020).

H₃: Work Stress have significant positive effect on job satisfaction of PT. Indo Acidatama Tbk Employee

III. RESEARCH METHODOLOGY

Using a Likert scale as the measurement tool, the questionnaires included a set of questions or statements pertaining to the research variables and were sent online via Google Form as part of the data collection technique for this study. There were 380 workers at PT. Indo Acidatama Tbk who made up the study's population. Sampling was done using the Random Sampling Method. The sample for this inquiry was determined using the Slovin formula. A 10% acceptable error rate percentage was used to choose the study's sample from a homogeneous population in the service sector.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{380}{1 + (380 \times (0.1)^2)}$$

$n = 79,17$ rounded to 79 sample

Data analysis methods will be used in this investigation 1) The data instrument test, which includes the validity and reliability tests; 2) The classical assumption test, which includes the tests for heteroscedasticity, multicollinearity, and normality; 3) Multiple linear regression analysis; and 4) The hypothesis test, which includes the t-test and determination coefficient.

IV. RESEARCH METHODS

A. Data Instrument Test

1. Validity Test

The purpose of the test is to determine whether or not the research questionnaire's question items are accurate. The estimated r value must be greater than the r table in order to pass the validity test.

Table 1.
Result of Validity Test

Variable	Indicator	r count	r table	Description
Organizational Culture (X ₁)	X1.1	0,650	0,2213	Valid
	X1.2	0,724		
	X1.3	0,652		
	X1.4	0,776		
	X1.5	0,765		
Communication (X ₂)	X2.1	0,624	0,2213	Valid
	X2.2	0,733		
	X2.3	0,700		
	X2.4	0,562		
	X2.5	0,613		
Work Stress (X ₃)	X3.1	0,724	0,2213	Valid
	X3.2	0,762		
	X3.3	0,735		
	X3.4	0,776		
	X3.5	0,733		
Job Satisfaction (Y)	Y.1	0,655	0,2213	Valid
	Y.2	0,727		
	Y.3	0,683		
	Y.4	0,778		
	Y.5	0,768		

Source : Processed Primary Data, 2024

Since each research variable indicator's computed r value is greater than the r table, as indicated by the aforementioned results, the research's data is deemed legitimate.

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2. Reliability Test

The test conducted in measuring the consistency of the research questionnaire that has been distributed to respondents which is an indicator of the research variable (Ghozali, 2018). The reliability test criteria are cronbach alpha > Critical Value.

Table 2.
Result of Reliability Test

Variable	Cronbach's Alpha	Critical Value	Description
Organizational Culture (X ₁)	0,751	0,60	Reliable
Communication (X ₂)	0,654	0,60	Reliable
Work Stress (X ₃)	0,797	0,60	Reliable
Job Satisfaction (Y)	0,765	0,60	Reliable

Source : Processed Primary Data,2024

The data used in this study is regarded as credible since it is known that each variable indicator's Cronbach's Alpha value is higher than the crucial threshold.

B. Classic Assumption Test

1. Normality Test

In this study, the normality test is utilized to determine if the data are regularly distributed or not.. A Sig. value greater than 0.05 is one of the study criteria for the normalcy test.

Table 3.
Normality Test Result

Asymp. Sig (2-tailed)	Sig	Description
0,200	0,05	Distributed Normally

Source : Processed Primary Data,2024

This data is regularly distributed, as indicated by the significance value of 0.200 > 0.05 obtained from the normality test utilizing the Kolmogorov-Smirnov test method utilized in this study.

2. Multicollinearity Test

Multicollinearity, or the examination's multifacetedness, is used to determine the level of correlation between the independent variables in the regression model. Two requirements must be met for a regression model to be considered non-multicollinear: tolerance value > 0.01 and variance index < 10.

Tabel 4.
Multicollinearity Test Result

Variable	Collinearity Statistic	
	Tolerance	VIF
Organizational Culture (X ₁)	0,721	1,386
Communication (X ₂)	0,808	1,238
Work Stress (X ₃)	0,755	1,324

Source : Processed Primary Data,2024

The results of the multicollinearity test in this research show that the known values of all models in the equation show a VIF value < 10 and a tolerance value, so there are no symptoms of multicollinearity

3. Heteroscedasticity Test

Finding out if there is residual or variance inequality between observations is the goal of the heteroscedasticity test in a regression model. Heteroscedasticity is absent from the data according to the research criterion, which is at the Sig. value > 0.05.

Table 5.
Heteroscedasticity Test Result

Variabel	Sig
Organizational Culture (X ₁)	0,513
Communication (X ₂)	0,313
Work Stress (X ₃)	0,424

Source : Processed Primary Data,2024

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C. Multiple Linear Regression

Table 6
Multiple Linear Regression Result

Variable	B	T	Sig.
Constant	2,627	1,231	0,222
Organizational Culture (X ₁)	0,546	5,975	0,000
Communication (X ₂)	0,416	4,623	0,000
Work Stress (X ₃)	-0,078	-1,066	0,290

Source : Processed Primary Data,2024

Based on calculation obtained from SPSS computer program version 21.00 the results are:

$$Y = 2,627 + 0,546X_1 + 0,416X_2 - 0,078X_3$$

Based on the aforementioned regression equation, the coefficients of each variable can be interpreted as follows:

- 1) Job satisfaction has a positive value of 2.627 if the variables of organizational culture, communication, and work stress are all simultaneously 0. This is indicated by the constant's value of 2.627.
- 2) The regression coefficient for organizational culture is positive, at 0.546, indicating that as organizational culture rises, job satisfaction will follow suit.
- 3) The communication variable's regression coefficient has a positive sign of 0.416, indicating that an improvement in employee communication will lead to an increase in work satisfaction.
- 4) Job satisfaction will rise if employee work stress declines, the job stress variable's regression coefficient, which has a value of 0.078 with a negative sign, indicates

D. Hypothesis Test

Table 7.
Hypothesis Test Result

Fhitung	31,333	0,000
Adjusted R Square	0,538	

Source : Processed Primary Data,2024

a. Partial Significance Test (t test)

For every independent variable, the dependent variable's partial significant value is shown in Table 6 of the significant table:

- 1) Variable organizational culture Job satisfaction is significantly impacted by organizational culture, as indicated by the Sig. value of $0.000 < 0.05$.
- 2) The communication variable's Sig. value is $0.000 < 0.05$, indicating a significant relationship between communication and job satisfaction.
- 3) The variable of work stress there is no discernible relationship between work stress and job satisfaction, sig. value $0.290 > 0.05$.

b. Simultan Test (F test)

Within Table 7. Given that it has a Sig. value of $0.000 < 0.05$ and a F count value of 31.333, it is established that work stress, organizational culture, and communication all significantly impact employee job satisfaction.

c. Coefficient Determination

53.8% of the variances in employees are known to be accounted for by organizational culture, communication, and work stress; the remaining 46.2% may be explained by other variable elements not included in this study. The adjusted R Square value for this study is 0.538.

V. RESULTS REVIEW

1. Organizational Culture on Job Satisfaction

Employee job satisfaction at PT. Indo Acidatama, Tbk is significantly positively impacted by organizational culture, according to the results of a hypothesis test conducted utilizing a partial test. The results of the questionnaire that was given out indicate that each employee has a high level of responsibility for their responsibilities and authority, which is one way that organizational culture can contribute to employee job satisfaction. This evidence comes from employees PT. Indo Acidatama, Tentativek. While the findings of the study with (Izzah, et al., 2021) contrast from those of research from

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(Saranggih & Silvia, 2019) and (Fitriani, et al., 2023) indicating that organizational culture has a strong beneficial effect on job satisfaction

2. Communication on Job Satisfaction

Job satisfaction is considerably and favorably impacted by communication, according to the results of the t-test hypothesis test. The results of the questionnaire stated that the communication used by employees of PT. Indo Acidatama, Tbk is in the form of Action so that it greatly minimizes misunderstandings between employees. Here, direct action communication has the potential to have a big impact on each employee's level of job satisfaction. The results of this study are in accordance with research from (Supriadi, et al., 2022), (Handoko, et al. 2022) and (Saranggih & Silvia, 2019) but there are differences in the results with research from (Fitriani, et al., 2023).

3. Work Stress on Job Satisfaction

The findings of the t-hypothesis test indicate that work stress has a small but detrimental effect on job satisfaction. The results of the questionnaire show that interpersonal demands are generally associated with the work stress that employees encounter, indicating that the work stress of a single employee has no effect on the total job satisfaction of PT. Indo Acidatama, Tbk employees. Research by (Ariansy & Kurnia, 2022) and (Almaida & Purnomo, 2021) also indicated that job satisfaction is negatively and marginally impacted by work stress.

VI. CONCLUSION & SUGGESTION

a. CONCLUSION

1. At PT. Indo Acidatama Tbk, employee work satisfaction is significantly positively impacted by organizational culture
2. At PT. Indo Acidatama Tbk, communication significantly improves worker job satisfaction
3. At PT. Indo Acidatama Tbk, work stress has a detrimental and negligible impact on employees' job satisfaction

b. SUGGESTION

The writer will provide beneficial suggestions predicated on the aforementioned findings:

1. Since each employee has a unique stress level and is unique from the others, businesses should focus more on the stress levels of their staff. In order to prevent employee work stress from interfering with business operations.
2. In order to have a major impact on employee work satisfaction, additional research can be conducted by future researchers.

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