

# The Influence of Organizational Culture on Job Satisfaction towards Improving the Quality of Education in University of Riau

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Received: August 1, 2013 Accepted: August 16, 2013 Online Published: August 30, 2013

doi:10.5539/ass.v9n12p60

URL: <http://dx.doi.org/10.5539/ass.v9n12p60>

## Abstract

This study aims to determine the influence of organizational culture on job satisfaction of employees at University of Riau, Pekanbaru. The study used survey methods with correlational techniques. This study involves 60 employees from University of Riau who were selected by simple random sampling. Questionnaires were administered to collect data on job satisfaction and organizational culture among the employees. A pilot study involving 30 employees was conducted for validity and reliability of the instrument. The analysis of the pilot study showed Cronbach alpha value of 0.87 and 0.90 which indicates a high reliability. In this study, the descriptive analysis involves frequencies, percentages, mean, mode and median while the inferential analysis involves linear regression. The findings showed that organizational culture and job satisfaction among employees is at a sufficient level, and there is a positive influence of organizational culture on employees' job satisfaction. The better the organizational culture the higher the employees' job satisfaction. The results of this study show that employees' job satisfaction can be improved through an organizational culture that is conducive. The findings of this study have implications for the management of the University of Riau to involve employees in taking part in cultural activities and conduct trainings to improve their skills in administrative management.

**Keywords:** organizational culture, job satisfaction, employees, quality education

## 1. Introduction

A high productivity level is the target of all organizations including higher educational institutions which serve the community. National Education System CHAPTER XI chapter 39, stated that: Educational staff perform administrative work, governor, developers, supervisors, and technical services in order to support the educational process in the education unit. As government institutions that help and serve the community, universities are expected to give the maximum in service to the community, in this case the educational community (UU (Law), R.I. No. (Decree No) 20, 2003).

University of Riau is an educational institution with the duty to maintain Tridarma Universities and the national educational development. The University of Riau has a vision and mission to achieve national education goals. Its vision in 2020 is to become a research university as a center of research, discovery, and development of science and technology as well as art to achieve excellence in preference to patterns of basic knowledge, moral values, culture and civilization that are beneficial to the welfare of the society and humanity particularly in Riau and generally in Indonesia. The mission is, (1) to establish the quality of human resources with merit and ability in management. (2) to leverage autonomous system of government in Riau based on the pattern of development policy in Riau province. (3) to establish human faith or fear of Almighty God and the moral sublime. (4) to establish a capable person in his academic, professional, entrepreneurial and enthusiastic. (5) to establish the human capacity to implement education, research and community service in order to increase well-being, community, country and the people of Indonesia.

Personnel who in-charge of administration, which is the cutting edge and critical for the success of education field are needed to realize the vision, mission and goals of the University of Riau. This is because this educational institution has an important role in making advances and progress in education, which is determined by its human resources. The development of human resources in an organization, particularly in terms of administrative staff, is influenced by the attitudes of individuals within the organization. The attitudes of individuals in the organization will affect their commitment to the organization while organizational commitment

is important and related to behavior management and human resources.

Interactive model of organizational behavior in Colquitt, LiPine and Wesstone (2007) suggests that organizational commitment is influenced by individual mechanisms consisting of job satisfaction, stress, motivation, honesty, justice and ethics, learning, decision-making. Job satisfaction and decision-making are factors that determine their organizational commitment. Further, individual mechanisms are influenced by three groups of factors, namely organizational mechanisms, mechanisms and characteristics of individual clusters. Colquit, Lepine and Wesson describe the organizational culture as a factor that influences the individual mechanisms (job satisfaction and decision-making) and individual outcomes (organizational commitment). The workers must have job satisfaction to achieve organizational goals. University of Riau as an educational institution requires administrative personnel who have job satisfaction.

## **2. Problem Statement**

It has been observed in the University of Riau that not all the employees complete their work with fun, take charge of their employment, are interested in their job, or work to achieve good results in their work. This phenomenon raises questions about the employees' job satisfaction in the University of Riau, Pekanbaru in performing their duties in the education department.

There are many factors influencing employees' job satisfaction. An employee should be satisfied with his ability to do the job well in accordance with the organization's goals. The following factors are most likely to affect employees' job satisfaction in performing tasks in an organization: minimum compensation, discouraging quality of communication, minimum level of work ethics, unpleasant personal characteristics of employees, disproportionate team characteristics, unfulfilled motivation, minimum level of job motivation, unconvinced or lack of employees' trust in the organization, unpleasant employee's work attitude, physical resistance rather than optimal labor, low emotional intelligence of employees, insufficient ability of workers, less interesting leadership style, imprecise organizational structure, lack of conducive organizational culture, inaccurate decisions taken by leaders.

Various factors identified have shown unexpected possibilities that may have relevance in affecting employees' job satisfaction. Due to practical constraints, this study does not examine all of the factors identified as potentially influencing employees' job satisfaction. The scope of this study is limited to the question whether employee job satisfaction is influenced by the culture of the organization.

## **3. Literature review**

### *3.1 Employees' Job Satisfaction*

Job satisfaction is a positive feeling about the job which results from evaluating the job characteristics. Job satisfaction is a positive emotional statement resulting from one's recognition towards one's job or job experience. (Nelson & Quick, 2006). Level of job satisfaction is a positive feeling or attitude towards work. If someone says that one has a higher job satisfaction, it means that one really likes the job, is pleased with nothing better to do and has a good work evaluation. Job satisfaction is closely linked to an employee's attitude towards one's own work. The higher the job satisfaction level the more positive the employee's attitude towards one's work. On the other hand, dissatisfaction creates a negative attitude in an employee. Job satisfaction as a pleasant emotional state results from the evaluation of a job or work experience. When a person has a high level of job satisfaction, it means he likes his job, feels good about the job and duties that come with it (Chandan, 2005). A higher level of job satisfaction motivates a person to work more actively, more diligently and more intensely (Colquit, LePine & Wesson, 2009). A job requires one to interact with colleagues and leaders, obey the organization's rules and policies, meet the performance standards, work in working conditions that are often less than ideal, and the like. Workers who are satisfied tend to speak positively about the organization, help other people, and have normal expectations in their work (Robbins & Judge, 2009). Job satisfaction is an assessment of job characteristics, work environment and emotional experience in the workplace (McShane & Glinow, 2008). Job satisfaction involves one's emotion, feeling, attitude and perception. It includes what one likes or dislikes towards one's extrinsic and intrinsic needs such that it concerns one's beliefs, attitudes and perceptions towards one's job (Mullins, 2005).

Job satisfaction or job dissatisfaction is an attitude that describes the level of one's satisfaction to perfect their work (Griffin & Pustay, 2007). A workers' perception about job satisfaction is about how one's work may give something that is considered as important. It is possible to increase job satisfaction through these matters: (1) challenging mental work, (2) worth rewards (3) encouraging conditions (4) encouraging colleagues (Luthans, 2008). As a consequence of job satisfaction, a good member in an organization may exhibit behaviors beyond the

call of duty. A worker who is satisfied with one's job does not watch the time spent at work and does not expect appreciation from others about his work (Kreitner & Kinicki, 2007).

Based on the description, the concept of job satisfaction is someone's pleasant feelings in relation to one's level of satisfaction or dissatisfaction towards one's work to achieve organizational goals efficiently and effectively.

### *3.2 Organizational Culture*

Organizational culture is a set of shared values, beliefs, and norms that influence ways of thinking, feeling, and behaving towards each other and to those outside the organization (George & Jones, 2005). Organizational culture is the assumption which is held and implicitly accepted by a group, determining how the group of people feel, think, and react to diverse environments (Schein cited in Kreitner & Kinicki, 2007). Organizational culture, created by members of an organization, is the elements that exist in the environment in which they work (Newstrom, 2007). Organizational culture is a shared social knowledge within an organization about rules, norms, and values that shape one's attitudes and behaviors (O'Reilly, Chatman & Caldwell as cited in Colquitt, LePine & Wesson, 2009). Organizational culture is a perspective to understand the attitudes, restrictions, perceptions and how these create a form of beliefs, values and expectations of individuals and groups in an organization (Ivancevich, Konopaske & Matteson, 2005). Organizational culture is the pattern of basic assumptions that are considered valid and that are taught to new members as the way to perceive, think, and feel as a part of the organization. Culture is the social glue that unites organizations with appropriate standards.

Organizational culture serves as a mechanism in making sense and a control that guides and shapes attitudes and behaviors (Nelson & Quick, 2006). Organizational culture is defined as the norm attached to hold organizational togetherness or belongingness (in Tichy as cited by Ritchie 2001). Organizational culture has three functions: control the system, create a sense of social cohesiveness and create meaning (McShane & Ginow, 2008). Members of the organization instill a culture by teaching each other about the values, beliefs, expectations, and behaviors and equipping with one or more mechanisms, among others, (1) Statement of formal philosophy, mission, vision, and organization of material used for the recruitment, selection, and socialization, (2) Slogans, language, acronyms, and words (Kreitner & Kinicki, 2007).

Based on the descriptions, concept of organizational culture is an assessment of the values and norms which are believed to be a set of designated behaviors in the organization in order to facilitate the achievement of organizational goals.

### *3.3 The Influence of Organizational Culture towards Job Satisfaction*

Job satisfaction is a positive feeling or attitude towards their work. If someone says that they have a higher job satisfaction, this means that one really likes one's job. Job satisfaction is closely linked to attitudes towards one's work. The higher a person's level of job satisfaction the more positive one's attitude towards work. On the other hand, work dissatisfaction will cause a negative attitude, not excluding the task to manage an education unit.

Organizational culture refers to a system of shared meaning held by members in an organization. Organizational culture is a common agreement on shared values in the life of the organization and binding agreement of all people in the organization concerned. Organizational culture as a set of implicit assumptions which have been shared within the organization that are held by a group and that determines how to feel, think and react to a wide variety of environments. Organizational culture provides benefits to the organization as well as organizational development and human resources which foster loyalty and dedication to the organization.

Job satisfaction is feeling satisfied with all aspects related to the work. Job satisfaction would be obtained if all desires can be fulfilled on the job. It will also allow great ideas to change monotonous, boring and difficult ways of implementing some tasks.

Job satisfaction is a pleasurable feeling which is related to satisfaction levels in carrying out tasks to be able to achieve organizational goals effectively and efficiently. Job satisfaction can be indicated by being able to bear with work, working with no time limit, expecting nothing in return, helping a friend at work and having respect for the job.

Organizational culture is a social adhesiveness that helps unite the organization by providing appropriate standards for what should be said and done. Organizational culture has an important function to provide an organizational identity to the members of the organization, facilitate or facilitate collective commitment, improve the stability of the social system, and shape behaviors. Organizational culture benefits an organization and foster loyalty and dedication to the organization. Organizational culture that is pleasing will lead to job satisfaction among workers in performing their duties in an organization.

Kreitner and Kinicki (2007) stated that organizational culture has a function to "promote social system stability" that reflects the extent to which the work environment is perceived as positive and supportive while conflicts and changes are managed effectively. Organizations also seek to increase stability through the promotion of the culture, strategic recruitment policy, and dismissal policies that provide a grace period.

Based on this discussion, it is believed that there is a direct positive influence of organizational culture on job satisfaction especially in the education management unit. In other words, the better the organizational culture, the higher the job satisfaction level in managing the educational unit.

#### 4. Purpose of Study

This study aims to identify the dominant aspects which lead to high or low job satisfaction in managing educational unit. In this study, organizational culture consists of these aspects: togetherness, common perception of the work, mutual understanding, slogan, compliance to organizational rules and honesty. While job satisfaction consists of the followings: being able to bear with work, working with no time limit, expecting nothing in return, helping a friend at work and having respect for the job.

#### 5. Methodology

A survey method was conducted to determine the organizational culture and job satisfaction at the University of Riau, Indonesia. The study was conducted using a questionnaire to obtain information from a total of 60 respondents. Slovin's formula was used to recruit the sample (Mamang and Sopiah, 2010). A pilot study was conducted to obtain valid and reliable instrument. Cronbach alpha value for the aspect of organizational culture that is 0.87, and for job satisfaction is 0.90. This shows that the instrument used to measure organizational culture and job satisfaction has remained highly reliable and is used in this study. Descriptive analysis and inferential analysis are also used in this study.

Based on the description, the intended concept of job satisfaction, that is a pleasant feeling related to the level of job satisfaction so as to achieve the organization's goals efficiently and effectively is indicated by: a) being able to bear with work, b) working with no time limit, c) expecting nothing in return, d) helping a friend at work e) having respect for the job. Organizational culture is an assessment of the values and norms which are believed to be molded to behave in the organization to facilitate the achievement of organizational goals with these indicators a) togetherness b) common perception of the work c) mutual understanding d) slogan, e) compliance with organizational rules and f) honesty. These indicators are translated into 30 statement items.

#### 6. Results and Discussions

Description of the data presented in this study includes data for variables Organizational Culture (X) and Job Satisfaction (Y). Data described are the frequency distribution and results of descriptive statistical analysis of the frequency distribution, the mean (M), median (Me), mode (Mo), and standard deviation (SD).

Table 1. Frequency distribution for organizational culture

No	Interval class	$f_{\text{absolute}}$	$f_{\text{relative}} (\%)$	$f_{\text{cumulative}}$	$F_{\text{cum rel}} (\%)$
1	85 – 90	3	5,00	3	5,00
2	91 – 96	1	1,67	4	6,67
3	97 – 102	15	25,00	19	31,67
4	103 – 108	16	26,67	35	58,34
5	109 – 114	14	23,33	49	81,67
6	115 – 120	9	15,00	58	96,67
7	121 – 126	2	3,33	60	100,00
	Total	60	100,00		-

The analysis shows the following results:

mean (M) = 106,53; median (Me) = 106,63; mode (Mo) = 104,50 and standard deviation (s) = 9,18. Table 1 shows that 31.67% score is below the average, 26.67% were around the average score, and 41.66% above the average score. Based on the analysis, it can be concluded that the organizational culture variable is in sufficient

category. The spread of scores on organizational culture variable is made in score distribution histogram in Figure 1.

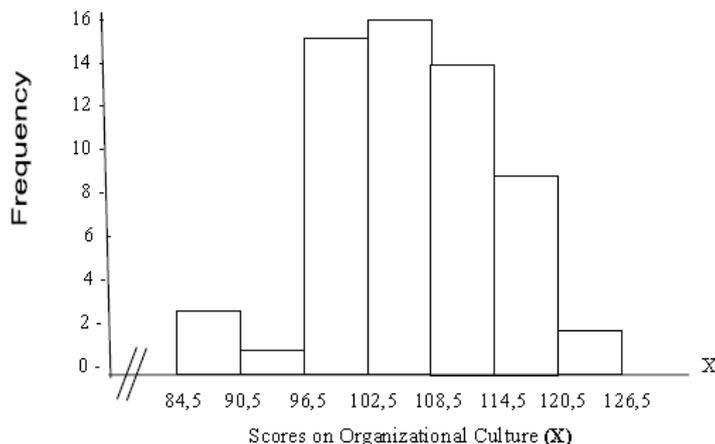


Figure 1. Score distribution - histogram for organizational culture (X)

Table 2. Satisfactory distribution scores (Y)

No	Interval class	f <sub>absolute</sub>	f <sub>relative (%)</sub>	f <sub>cumulative</sub>	F <sub>cum rel (%)</sub>
1	61 – 66	2	3,33	2	3,33
2	67 – 72	7	11,67	9	15,00
3	73 – 78	11	18,33	20	33,33
4	79 – 84	22	36,67	42	70,00
5	85 – 90	12	20,00	54	90,00
6	91 – 95	3	5,00	57	95,00
7	96 – 103	3	5,00	60	100,00
	Total	60	100,00	-	

The results, as shown in Table 2, indicate that the mean score (M) was = 81,08; median (Me) = 81,23; mode (Mo) = 82,64 and standard deviation (SD) = 7,97. In table 2, the variable job satisfaction is explained that 38.33% score below the mean; 31.67% score from the mean, and 30.00% score above the mean. Based on a calculated variable, it can be concluded that job satisfaction in in sufficient category. The spread of scores for organizational culture variable is made in the score distribution histogram in Figure 2 below.

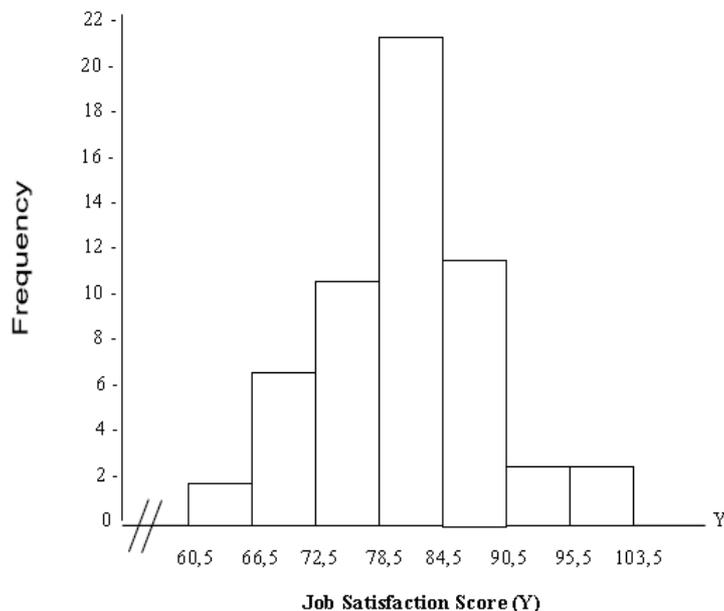


Figure 2. Score distribution histogram - for organizational culture (Y)

The results of calculation and dissemination of score for Cultural Organization vs Job Satisfaction are summarized in schedule 5.

Table 3. Data formulation variables Y, and X

Variables	N	M	Me	Mo	S D
Y	60	81,08	81,23	82,64	7,97
X	60	106,53	106,63	104,50	9,18

6.1 Significance testing of Predictors and Linear Regression

The regression analysis of organizational culture (X) to job satisfaction (Y) revealed the following results:

- 1) Regression equation is  $\hat{Y} = 23,58 + 0,54 X$ .
- 2) Significance test of regression equation  $F_{-test} = 25,42$ , and  $F_{-schedule} = 0,707$
- 3) Linear regression equation test  $F_{-test} = 0,62$ , and  $F_{-schedule} = 1,84$ .

Further statistical tests on significance and linear regression equation test revealed a significant regression between organizational culture and decision making ( $F_{-test} = 25,42 > F_{-schedule} = 7.07$  pada  $\alpha = 0,01$ ) and the linear regression ( $F_{-test} = 0,62 < F_{-schedule} = 1,84$  at  $\alpha = 0,05$ ), as shown in Table 4.

Table 4. Analysis of variance on significance and linearity test  $\hat{Y} = 23,58 + 0,54 X$

Source of Variance	Dk	JK	RJK	F <sub>test</sub>	F <sub>schedule</sub> α=	
					0,05	0,01
Total	60	398221		-	-	-
Regression (a)	1	394470.42	394470.42			
Regression (a/b)	1	1142.82	1142.82	25,42	4.01	7.07
Rest	58	2607.76	44,96			
Fine tuning	24	792.21	33,01			
Error	34	1815.55	53,4	0,62	1,84	2,38

Based on significant testing and linear regression test, it can be concluded that the regression equation  $Y = 23.58 + 0.54 X$ , is very significant and linear. The regression equation states that each increase of one organizational culture scores is followed by an increase in job satisfaction score of 0.54 on a constant 23.58. The strength of the effect is illustrated in Figure 3. From the calculation of the influence of organizational culture strength (X) to job satisfaction (Y), correlation coefficient ( $r_{xy}$ ) = 0.552,  $t_{\text{test}} = 5.043$  and  $t_{\text{schedule}} = 2.41$ . So the coefficient of correlation between organizational culture and job satisfaction is very significant. Coefficient value is terminated ( $r_{xy}$ ) 2 at 0.3047. It means that the influence of organizational culture on decision-making is 0.2938 or 30.47%. It can be concluded that organizational culture affects job satisfaction.

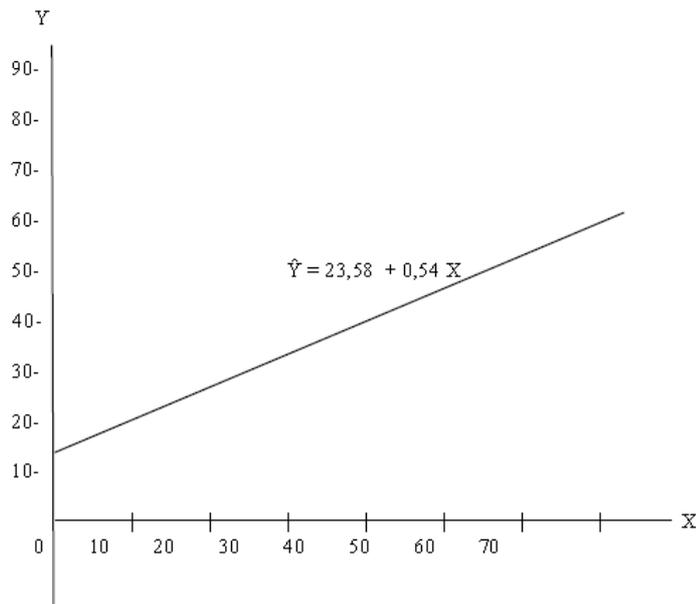


Figure 3. Graphs for linear regression between organizational culture and job satisfaction

The results showed a correlation coefficient of 0.552, and the  $t_{\text{test}}$  of the correlation coefficient of 5.043.  $T_{\text{test}}$  value is greater than the  $t_{\text{schedule}}$ , it can be concluded that there is a positive influence of the organizational culture on job satisfaction in University of Riau, Pekanbaru. The results of the study are consistent with studies by Sri Indriastuti (2007), about the influence of organizational culture on job satisfaction, job commitment and job performance for Health Employee in Riau Province Health Center (Journal SIATAT volume 16 October 2007). The purpose of the study was to clarify the influence of organizational culture on job satisfaction, job commitment and job performance of employees while the purpose of this study is to examine and analyze empirically the influence of organizational culture on job satisfaction, job commitment and job performance of employees. 30 employees were recruited as a sample for the study. The results of this study pointed to a significant difference between organizational culture on job satisfaction and work commitment of the Health Employee in Riau Province Health Center.

Based on empirical evidence, these findings demonstrate organizational culture as a variable that affects the job satisfaction especially in the education unit. Organizational culture that is conducive to job satisfaction will affect education units such as University of Riau. The results of this study support the theory of the following experts.

O'Reilly, Chatman & Caldwell as cited by Colquitt, Lepine & Wesson (2009) stated that organizational culture is a social science with an organization of rules, norms and values that shape one's attitudes and behavior. This highlights a number of organizational cultural assets. First, organizational culture is a social knowledge between members and organizations to learn about important aspects of organizational culture. This knowledge transfer may be done through explicit communication, simple observation, or other means. Organizational culture is also as shared knowledge for members of the organization to understand and have a degree of consensus about what that culture is all about. Second, organizational culture explains the rules, norms and values that prevail in the organization. Third, the organizational culture forms a certain attitude by creating an upper control system.

Culture is a social adhesive that helps unite an organization by providing appropriate standards for what should

be said and done by people. Organizational culture serves as a sense-making and control mechanism that guides and shapes attitudes and behavior of employees. Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This means that organizational culture arises due to the system adopted together as shared meaning which makes the basic difference between an organization with other organizations. A system of shared meaning is a set of key characteristics that is upheld by the organization.

Organizational culture is a binding collective agreement about the values that are adopted within the organization. Organizational culture is beneficial to the organization, its development and human resource development to foster loyalty and dedication to the organization. Kreitner and Kinicki (2008) state that organizational culture has a function to "promote social system stability" that reflects the extent to which the work environment is perceived as positive and supportive while conflicts and changes are managed effectively.

According to Organ as cited in Kreitner dan Kinicki (2008), the consequences of job satisfaction is that members of the organization behave well beyond the call of duty such as appreciating enthusiastic behavior and maintain orderly behavior according to the rules, and presence far beyond standard or regulation. Chandan (2005) agrees that job satisfaction is a positive feeling about their jobs. Someone who is highly satisfied with one's job also loves his job. Job satisfaction is closely linked to attitudes towards one's job, and the higher a person's level of job satisfaction the more positive attitude is reflected towards work.

Based on the discussion and empirical testing carried out in this study showing that organizational culture and job satisfaction is reflected in the Education Unit at the University of Riau Pekanbaru, the result indicates that organizational culture has a positive influence on job satisfaction.

## 7. Implication and Recommendation

The findings showed that organizational culture and job satisfaction among workers is at a moderate level low. This shows that it takes more effort to improve organizational culture among employees. It is becoming important as organizational culture is a factor that influences job satisfaction. Efforts to increase job satisfaction can be done with a pleasant organizational culture. It is recommended that these efforts should be done in improving the culture of the organization; (1) Leadership can instill the value of togetherness, trust, mutual respect and norms that will influence how to think, feel and behave towards each other and to the outside organization. Confidence values and culture of the organization is the policy of the organization. (2) Leadership and implementation of organizational characteristics. (3) Leadership and fellow employees cultivate a similar perception and mutual understanding towards the job, compliance with organizational rules and mutual honesty. Further work needs to be done not only quantitatively but also qualitatively such as interviews and observations in order to establish a greater degree of accuracy and a better understanding about factors that help improve organizational excellence towards attainment of work satisfaction among employees in an organization.

## 8. Conclusion

Organizational culture and job satisfaction among employee still needs to be improved. One of the ways to increase job satisfaction among is to improve the organizational culture as it influences positively on job satisfaction. This suggests that the more conducive organizational culture the higher job satisfaction in performing the management duties in the education unit. Therefore there is a need to strengthen the organizational culture particularly within the University of Riau and generally within all organizations.

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