The Influence of Organizational Culture, Organizational Climate, and the Promotion of the Position of Employee Job Satisfaction in PT. Surabaya Graphics Media Temprina

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Abstract

This research aims to know and test the influence of organizational culture, organizational climate, and the promotion of the position of job satisfaction in PT. Surabaya Graphics Media Temprina.

The research method used was a quantitative approach, this research population totaled 178 and taken samples of 64 employees with the calculation formula slovin, while data analysis techniques using multiple linear regression analysis.

The results of this research is that hypotheses which reads the organizational culture, Organizational Climate, and the promotion of the position effect on job satisfaction of employees, with a value of determination $(R2) = 0.712$ or 71.2% in the calculation of the three variables above it turns out Organizational Climate variables has the strongest influence (dominant) is supported with the results of r =-346 and then organizational culture with the result r =-255 and the promotion of the position with the results of r =-072.

Keywords: organizational culture, organizational climate, promotion tenure and job satisfaction

1. Introduction

Historically, there are countless definitions of organizational culture, defined in various ways in the literature. Perhaps the most commonly known definition is "the way we do things around here" (Cowling & Lundy, 1996). Organizational culture manifested in the typical characteristics of the Organization

Organizational culture can affect every aspect of an organization (as saffold, 1988) and the impact of the various organizational outcomes such as commitment, performance, productivity, self-confidence, and ethical behavior (Deal & Kennedy, 1982; Denison, 1984; Ōuchi, 1981; Kouzes, Posner, & Schmidt, 1985; Pritchard & Karasick, 1973; Translation, 1985). Several definitions have been proposed to describe the culture. Tichy (1982) defined culture as "the team that holds an organization together" (p. 63).

Forehand and von Gilmer (1964) stated that organizational culture consists of the typical characteristics that distinguish a particular organization from another. Jones, Felps, and Bigley (2007) suggests a more complicated definition of organizational culture. The author describes the organizational culture in the following way: in General, the culture belongs to an organization that was formed by (1) the members are taken-for-granted beliefs about the nature of reality, which is called the assumption; (2) a set of normative guidelines, morals, and functional or criteria for making the decision, called values; and (3) practice or way of working together that follows from the assumptions and values, called artifacts (Geertz, 1973; Hatch, 1993; Pettigrew, 1979; Schein, 1985, 1990; Trice & Beyer, 1984).

Organizational culture reflecting the kind of negotiating that (Fine, 1984) that appear and flourish as members work together, revealed preferences indicate more or less, the demands-style (Swidler, 1986), and manage, at least satisfactorily effective troubleshooting of external and internal coordination and integration needs (Schein, 1990). As a result, the culture is an aspect of environmental organizations in helping members understand their own and

others' behavior is Golden, 1992). (p. 142)

According to Schein (1992), "organizational culture can determine the effectiveness of the organization either through force or through its kind" (p. 24). Weese (1995) conducted a study on the sports programs of the University and the result showed that transformational leaders have an organization with a strong culture and better than other leaders to provide activities that continue to build culture.

H2 transformational leadership style will have a positive impact on the long-term.

commitment, sense of purpose, and shared interests of the leaders and followers of the Culture is the social glue that helps unify the organization by providing a standard as to what should be said and done the last cultural employees, and act as a mechanism of sense-making and control Guide and shape the attitudes and behavior of employees. (Robbins, 2007).

Eugene McKenna and Nic Beech (2000) divides organizational culture or the culture of the company responsible for some of the components of the shaper, namely: (1) Philosophers, who became the Organization's good policy assignment guidelines that deal with employees or clients. (2) The dominant values held by the organizations. (3) The norms applied in the work. (4) Rules of the game for good with the closely related within the organizations that must be studied by a new Member in order to be accepted by the organization. (5) Certain typical behavior. in interact being routinely performed. Feeling or atmosphere that was created in your organization

2. Literature Review

2.1 Previous Studies

Previous research conducted by others and can be used as a comparison and input for this study are as follows:

Dyah widyarini (2009), the result of his research is the bureaucratic culture has a negative influence on job satisfaction and creativity an auditor/employee Inspectorate. While the culture of innovation and a culture supportive of positive influence on job satisfaction and creativity the auditor employees Inspectorate.

Sholikhan and Churiyah (2006), research results was influential organizations significantly to climate commitment; employee commitment, organizational climate influence significantly to job satisfaction of employees; organizational climate, employee commitment, job satisfaction of employees contributing significantly to achievement of work employees either directly or indirectly.

While the Hiya (2009), the result of his research was the influential post of promotions employee job satisfaction at the significant level of 5%. Job satisfaction of employees influenced by promotional position amounted to 62.3%, while the remaining 37.7% are influenced by factors other than the indicator of promotion of the Office and employee job satisfaction.

Hofstede (1980; 1991), through his studies successfully identified the 5 model characteristics to assess a community's culture of cross country. By taking samples in 40 countries, Hofstede found that managers and employees have five dimensions of national cultures of different value.

Researchers debate whether the old organizational culture can be compared and measured. Some researchers have concluded that "deeper" level of symbolic meaning, semiotics of culture as, and faith the underlying assumptions and are not subject to a comparative analysis and best understood through clinical or Ethnography method (Schein, 1992; Van Maanen, 1988). While other cultural researchers, while acknowledging the limitations of comparative research to understand the deeper level culture, has survived in the development of a systematic approach for comparison measurements.

A qualitative approach is used in the initial research about the culture of the organization assess the culture along the dimensions that are unique, reflecting the inner view of member organizations. Though rich in detail, it has two processes the inherent weaknesses: (a) Cultural dimensions identified in this environment through single A special approach and not necessarily relevant in other contexts, (b) of this

This approach can produce a coherent cultural information linkable great results such as organizational performance (for example, Cameron & Freeman, 1991) and an individual's behavior (e.g., Koberg & Chusmir, 1987). To allow for comparisons at the Organization and studying the relationship between organizational culture and the other construction, some quantitative measurement instrument has been designed. For example, one of the first approaches to be developed (Cooke & Lafferty, 1989) creates an inventory of the Organization's culture, which is based on the perceptions and expectations about behavior norms. This approach identifies twelve cultural styles in three categories: constructive style, passive defensive/style and aggressive/defensive style. The second approach to the measurement of comparison of the organizational culture has evolved from the work of Hofstede (1980) in the national differences in working practices.

2.2 The Cornerstone of the Theory

2.2.1 Definition of Organizational Culture

Glaser in (Kreitner & Kinicki, 2005) States that the organizational culture is often depicted in the sense of belonging together. Patterns of beliefs, symbols, rituals and myths that develop over time and serves as an adhesive that unifies the organization.

According to Cushway B and Lodge D cited Nawawi (2003), a cultural relationship with the culture of the Organization, that "organizational culture is a faith and values that become the main philosophy held by members of the Organization in carrying out organizational activities or operationalize". While Schemerhom, Hurn and Osborn cited Nawawi (2003), says "organizational culture is a system of dissemination of the beliefs and values that developed in an organization as its members ' conduct".

According to Moorhead and Ricky (1999), gives a definition of culture is a set of values that help members of your organization understand the actions that are acceptable and which are unacceptable in the organization. These values are usually communicated through stories or other symbols that have a specific meaning for the organization.

According to Triguno (2000), that an "organizational culture is a mix of values of trust and norms defined as patterns of behavior in an organization.

Of the various definitions of organizational culture that has been expressed above, can be drawn the conclusion that the company culture is a system of values that is believed by all members of the company and learned, applied and developed continuously, the system acts as an adhesive, and referable to behave within the company to achieve the goals that have been set.

According to Edgar Schein cited Pabundi Tika (2006, p. 3) defines the culture of the organization is: "Culture is A pattern of basic assumption invented, discovered, or developed by the score group as it learns to cope with it problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be though to new members as the correct way to perceive, think and feel in relation to those problems".

According to Robbin in his book Organizational Behavior cited Priyono (2011, p. 47) "organizational culture refers to a system of shared meaning shared by members - members who distinguish the organization from other organizations - organization. This system of shared meanings, when observed carefully, is a set of main characteristics valued by the organization". While the Giant (2004, p. 186), argues that organizational culture is a tradition which is reflected in the implementation of the values or norms applicable rules within a company, and is consistently applied to members of the company, whether in behave, work, and communicate within their environment based on traits and characteristics of the community.

Goffee and Johns (2000) identify four main types of organizational culture is based on two dimensions:, hospitality and solidarity. It is possible to categorize organizational culture as: clan-culture characterized by loyalty, commitment, teamwork, and consensus; bureaucracy-characterized by a culture of entrepreneurship, innovation, and freedom; hierarchical-culture characterized by formalism, structure, and stability; cultural market, a goal-and results-oriented and competitive (Quinn, 1999; quoted in Martin, 2007, p. 399).

Based on the basic theories in pointed out above then you can pull the conclusion that cultural organizations are the patterns or basic assumptions as well as the norms and values shared by the Member organizations of the Organization, which then affects the way work and behavior of members of a group or organization

2.2.2 Understanding Climate Organism

According to Davis and Newstrom (1996, p. 21), organizational climate is the human environment in which the employees of an organization do work them. From this it appears that the understanding of the climate of the organization concerned all the existing environment or being faced by officers who are in an organization that affects the employees in carrying out the duties of her organization.

Meanwhile, according to Owen (in Wirawan, 2007, p. 122) organizational climate is the "study of perceptions that individuals have of various aspects of the environment in the organization" (study of the perceptions of individuals regarding various aspects of the environmental organization).

Then Simamora (2004, p. 81) that the Organization's internal environment is climate or organizational psychology. organizational climate affect Human Resources practices and policies that are accepted by the Member organizations. Please note that each organization will have a different organizational climate. Diversity of work designed in the Organization, or individual properties that will illustrate the difference.

Based on the theoretical foundations of several experts expressed above, the author draws the conclusion that the Organization's internal environment is the climate of an organization which are perceived and experienced by members of the Organization as an individual or group who has a relationship with the organization.

2.2.3 Promotion Office

Malayu SP Hasibuan (2003, p. 108) asserts that: "Promotion means the displacement increase the authority and responsibility of employees to a higher position within an organization so that the obligations, rights, status and the larger her income".

By Fathoni (2006, p. 112) Promotion Office is "a positive development from a worker or employee because his duty is assessed both by the competent authority. Therefore, the giving of responsibility and a higher authority should be given to those who Excel ".

According to Edwin b. Flipo in Hasibuan (2006, p. 108) Promotion Office is.

"A Promotion involves a change from one job to another job that is better in terms of status and responsibility. The change to the ordinary higher job is accompanied by increased pay and privileges, but not always". (Promotion means moving from one position to another position have a status and a higher responsibility. Usually move to a higher position is accompanied by an increase in salary/wages of others, although not always the case).

From an understanding of the above, the authors draw the conclusion that the promotion of the position of the movement of the Office earlier to a new position, so that the authority and responsibilities were higher.

2.2.4 Job Satisfaction

According to Malayu SP. Hasibuan (2003, p. 202) job satisfaction is "emotional attitude and loves his work. This attitude is reflected by the working morale, discipline and work achievement". Sondang p. Siagian (2006, p. 295) holds that: job satisfaction is a way someone's point of view, either a positive or negative nature of his job. Many factors to get attention in analyzing a person's job satisfaction. When a person has autonomy in his work or act, there are variations, contributions are important in the success of organizations and employees obtain feedback about the results of the work that it does, the question will be satisfied.

With opinion Robbins et al. (2008, p. 107) that: job satisfaction (job satisfaction) as positive feelings about the work of someone who is the result of an evaluation of its characteristics.

According to Sutrisno (2012, p. 75), in fact, the job satisfaction is "feeling excited or happy worker in respect and execute his job. When someone is happy to work, then the person is satisfied with respect to his work ".

Keith Davis (in the Mangkunegara, 2011, p. 117) posited that "job satisfaction is the favorableness or unfavorableness with employees views their work". (Job satisfaction is a feeling of support or not supports the experienced employees in the works). Wexley et al. (in Mangkunegara, 2011, p. 117) defines job satisfaction "is the way an employee feels about his or her job". (Are the way employees felt himself or his work)

From the definition put forward by the experts above can be drawn the conclusion that job satisfaction is a positive or negative feelings from an employee-related improvements as well as the condition itself, as a result of human interaction with the environment it works.

2.2.5 The Factors That Affect Job Satisfaction

According to Hasibuan (2003, p. 203), employee job satisfaction is influenced by the following factors: Retribution is fair and feasible, proper Placement in accordance with expertise, light weight work, the atmosphere and the environment work, equipment support implementation work, Attitude and leadership, the monotonous nature of work or not.

Based on some of the opinions above it can be concluded that job satisfaction will be created when the factors which affected it are met. But if those factors are not met then the employees feel discontent. Result from the employee dissatisfaction could create negative behavior such as withdrawal of the objection, and can lead to aggressive behavior.

2.2.6 The Measurement of Job Satisfaction

According to the Mangkunegara (2011, p. 126) to measure job satisfaction can be used to scale the index position description, job satisfaction scale based on facial expressions, and Minnesota job satisfaction questionnaire.

2.3 The Conceptual Framework

A conceptual framework by Sapto Haryoko in Iskandar (2008, p. 54) describes the conceptual model of theoretical variables of the study, about how docking between the theories related to the variables research wants to canvassed,

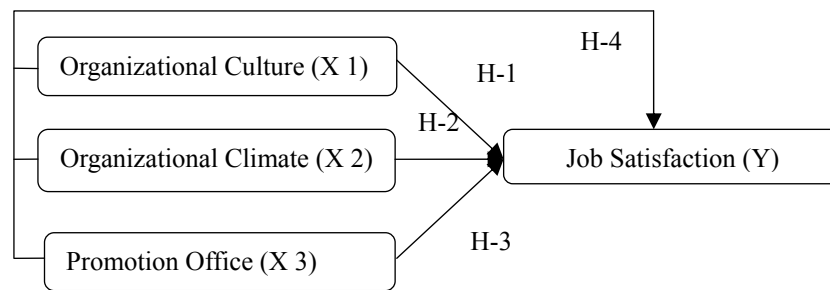the free variables with variables bound.

Figure 1. Picture frame concept

Source: Previous research made writer.

3. Research Methods

This research type is explanatory research and this research using a quantitative approach to the survey method. According to Singarimbun, (1995) a survey of the research method is the research that takes samples from a population and use questionnaire as the principal means of data collection. This research will be aware of the influence of variables that have the specified explains the influence of organizational culture, organizational climate and the promotion of the position of employee job satisfaction. In PT. Surabaya Graphics Media Temprina.

This research was conducted at the office of PT. Temprina Surabaya Graphic Media.

The population in this research as much as 178 people. Samples taken as many as 64 people, based on Slovin formula with technique of proportional stratified random sampling procedures. Engineering data collection method survey using a questionnaire.

The instruments that are used in collecting data must meet two conditions, namely the validity and reliability. And the results were all valid and reliability. So that the instrument can be used in the research. Methods of analysis in this research is descriptive and statistical analysis analysis of inferential using Multiple Linear Analysis, and test the hypothesis (F-test and t-test).

4. Results and Discussion

4.1 Test Results F

The first test is performed against the hypothesis that States that "factors of organizational culture, organizational climate and Promotion Office simultaneously had a significant influence on job satisfaction. This test is performed with the SPSS program, Version 20 To test these variables had a significant influence of simultaneous job satisfaction can be proved by a Test F as follows: If the value of the probability of 0.05 or 5% of the value of the Sig (1-tailed), then rejected and accepted. This means that the coefficients of regression tested significantly.

Meaning: organizational culture factors (X_1), organizational climate (X_2), and Promotion Office (X_3) has a significant relationship simultaneously towards job satisfaction variable (Y).

If the value of the probability of 0.05 or 5% of the value of the Sig (1-tailed), then the received and rejected. This means that the coefficients of regression tested is not significant.

Meaning: organizational culture factors (X_1), organizational climate (X_2), and Promotion Office (X_3) has a significant relationship simultaneously towards job satisfaction variable (Y).

Statistics: formulated the hypothesis:

Ho: $\beta = \beta_1 \_\_\_ = 2\beta_3 = 0$, meaning the free variables of organizational culture, organizational climate and Promotion Office simultaneously is not influential variable is bound significantly to job satisfaction PT. Surabaya Graphic Media Temprina.

$H\_1 = \beta\beta \neq \_1 \_2 \_3 \beta \neq \neq \neq 0 4 \_\beta$, meaning free variable organizational culture, organizational climate and Promotion Office of the simultaneous effect of variable is bound significantly to job satisfaction PT. Surabaya Graphic Media Temprina. After testing done obtained results:

Table 1. Anova (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	143.260	3	47.753	4.346	.008[a]
Residual	659.649	60	10.989		
Total	802.609	63			

a. Predictors: (Constant), the Promotion of the Office, the climate of the Organization, Organizational Culture;

b. Dependent Variable: Job Satisfaction.

Source: Processed data SPSS v20.

From the results of the test, Anova table in this section display the results obtained is the value Fhitung = probability level with 4,346 sig. 0.000. Therefore the probability (0.008) is less than 0.05 (0.000 < 0.05) then reject Ho and receiving the Ha which means the factors that comprise the organizational culture, organizational climate and Promotion Office simultaneously had a significant influence on job satisfaction. This means that the value of the regression coefficients are significant and tested the hypothesis can be accepted.

4.2 Test Results-t

T value significance test used to test how far the significance of each independent variable to the dependent variable. To test the hypothesis that States that "factors of organizational culture, organizational climate and Promotion Office of partially or singly has a significant influence on the determination of job satisfaction. The data used for this analysis is quantitative data assuming a normal Gaussian data and number of samples for a bit. Hypothesis testing using t-test, with a significant level of 5%. Testing against each hypothesis put forward is set with the following conditions:

If the p-value (sig) α (0.05) < then Ha successfully supported.

If the p-value (sig) > α (0.05) the Ha does not successfully backed up.

1. Hypothesis with probability techniques were tested statistically formulated as follows:

: $\neq$ 0

: = 0

Form a hypothesis sentence

: organizational culture partially significant impact on job satisfaction.

: organizational culture has no effect against a partially significant job satisfaction.

influential organizations: climate significantly partially towards job satisfaction.

Climate: the Organization has no effect against a partially significant job satisfaction.

: Office of the influential promotions significantly partially towards job satisfaction.

: promotional title has no effect against a partially significant job satisfaction.

Decision Rule:

If the value of the probability 0.05 Sig. then rejected and accepted meaning is significant.

If the value of the probability 0.05 Sig. accepted and then rejected it means not significant.

Table 2. Test t and coefficients of the regression equation (Coefficients[a])

Model	Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	74.366	9.875		7.531	.000
Organizational Culture	-.326	.168	-.231	-1.936	.058
Organizational Climate	-.249	.087	-.337	-2.873	.006
Promotion Office	-.051	.146	-.042	-.351	.727

a. Dependent Variable: Job Satisfaction

Source: processed data SPSS v20

Table Coefficients variable obtained organizational culture value Sig. of 0,058, then compared with the value of the probability 0.05 turns $0,058 \geq 0.05$, then accepted and rejected it means not significant so that the variable organizational culture (X 1) has no significant relationship partially towards job satisfaction. For the climate of the organization by value of 0.006. Gis are then compared with the value of the probability of 0.05 was $0.006 \leq 0.05$, then rejected and accepted that organizational climate variables so significant (X 2) has a significant relationship partially towards job satisfaction. For the promotion of the position with a value of $ 0,727. Gis are then compared with the value of the probability 0.05 turns $0,727 \geq 0.05$, then accepted and rejected it means not significant so that the variable Promotion Office (X 3) have no significant relationship partially towards job satisfaction. For the value of the variable t count on the organizational culture of 1.936, then t-calculate the variable climate organization registration-2,873 and t-calculate the variable Promotion Office of the 0,351-t-value then the count will be compared with a value of the t-table, which can be calculated in the following way

DF or dk (degrees of freedom) = amount of data - 2 or 64 - 2 = 62 so obtained = 1,669

For variables of organizational culture (X 1) turns out to be value-or $1.936 < < 1,669$ then accepted and rejected it means not significant. Thus, the organizational culture is not partially significant impact on job satisfaction.

For organizational climate Variables (x 2) Turns the value $< or-2,873 > 1,669$ then accepted and rejected it means not significant. So, the climate of the Organization has no effect against a partially significant job satisfaction.

For promotional Variable terms (X 3) turns out to be value-or $0,351 < 1,669$ accepted and then < denied that is insignificant. So, the Promotion Office of no effect against a partially significant job satisfaction.

Table of Coefficients in the model equation can be her regressions as follows:

$$Y = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + \epsilon \tag{1}$$

$$Y = 74,366 - 0,326 \ X \ 1 - X \ 2 - 0, \ 0,249 \ 051X3 \tag{2}$$

From the regression model equations above can be interpreted as follows:

1) The value of constants (α) of 74,366 shows that if there is organizational culture, organizational climate and Promotion Office of the job satisfaction will increase amounting to 74,366, then the value of Y is equal to 74,366 in the sense of job satisfaction will increase 74,366 to organizational culture, organizational climate and Promotion Office.

2) Coefficient of regression (b_1) of x_1-0,326 showed a negative factors influence organizational culture with respect to job satisfaction. Meaning if the organizational culture is getting better, the job satisfaction is increasingly uncertain. Thus meaning if job satisfaction score was down 1 point, then the score will be dropped by job satisfaction-0,326 points or vice versa.

3) Coefficient of regression (b_2) x_2 registration-0,249 showed a negative climate factors influence the Organization of job satisfaction. Meaning if the better organizational climate, the job satisfaction is increasingly uncertain. Thus meaning if job satisfaction score was down 1 point, then the score will be dropped by job satisfaction-0,249 points or vice versa.

4) Coefficient of regression x_3 (b_3) registration-0,051 showed a negative influence factor Promotion Office of job satisfaction. Meaning if the promotion of the better positions, the job satisfaction is increasingly uncertain. Thus meaning if job satisfaction score was down 1 point, then the score will be dropped by job satisfaction-0,051 points or vice versa.

4.3 Discussion

Based on the results can be known that analysis organizational culture, organizational climate and Promotion Office in PT. Surabaya Graphics Media Temprina has significant effects on job satisfaction of employees. This can be understood using SPSS program version 20.0 which has done research, below the results of the deliberations of the multiple regression analysis, test, and test-f-t:

1. From the results Summary or Multiple regression analysis showed that value of R = 0,844 and coefficient of Determination () by 0,712 (correlation coefficient of squaring is or 0,844 x 0,844 = 0,712). This shows that there is a strong influence among the free variables of organizational culture (X 1), organizational climate (x 2), promotion Office (X 3) against the variable. job satisfaction (Y). This is evidenced from the value of the coefficient of determination of 0,712 which shows that job satisfaction (Y) influenced by 71.2% by organizational culture (X 1), organizational climate (x 2), promotion Office (X 3), while the remainder (100%-71.2% = 28.8%) was explained by causes (variables) to another.

2. from the results of the Anova Test or test-f, on the results obtained are shown is the value F count = probability

level with 4,346 sig. 0.000. Therefore the probability (0.008) is less than 0.05 (0.000 < 0.05) then reject Ho and receiving the Ha which means the factors that comprise the organizational culture, organizational climate and Promotion Office simultaneously had a significant influence on job satisfaction. Then the hypothesis which States that "organizational culture, organizational climate, and the promotion of Office jointly against the job satisfaction of employees at PT. Surabaya Graphics Media Temprina". Accepted.

3. Coefficients retrieved Table variable organizational culture value Sig. of 0,058, then compared with the value of the probability 0.05 turns $0,058 \geq 0.05$, then accepted and rejected it means not significant so that the variable organizational culture (X 1) has no significant relationship partially towards job satisfaction. For the climate of the organization by value of 0.006. Gis are then compared with the value of the probability of 0.05 was $0.006 \leq 0.05$, then rejected and accepted that organizational climate variables so significant (X 2) has a significant relationship partially towards job satisfaction. For the promotion of the position with a value of \$ 0.727. Gis are then compared with the value of the probability 0.05 turns $0,727 \geq 0.05$, then accepted and rejected it means not significant so that the variable Promotion Office (X 3) have no significant relationship partially towards job satisfaction.

4. Based on testing the hypothesis test of t, i.e. it can be concluded that the organizational culture of variables (X 1) has no effect significant partially because their significance level value of $0,058$ $(0,058 > \alpha)$, organizational climate variables (x 2) partially significant impact due to their significance level value of 0.006 $(0.006 < \alpha)$ and promotional variable terms (X 3) does not affect significantly partially due to their significance level value amounting to $0,727$ $(0,727 > \alpha)$, thus the dominant influence of job satisfaction is the organizational climate variables, it can be seen a regression coefficient of organizational climate (b2) a-0,249 and tcount-2,873.

The findings of this research can help PT. Surabaya Graphics Media Temprina in the management of resource management is primarily to improve the job satisfaction of employees through organizational culture and organizational climate is good, so that employees will be getting a promotion position. In general the findings of this research organization can acknowledge and identify the things that become the needs and desires of the employees so that it can be a consideration and evaluation organization in a comprehensive manner in the preparation of the human resource management policy within the Organization in times to come, such as giving equal opportunities to all employees to participate in education and training, improvement of physical ability and intellectual capability of the employees who performed on an ongoing basis through a variety of activities organized by the employees

Further implications of theory based on the results of this research is the need to do research to find out indicators of organizational culture, organizational climate and the promotion of the proper position and in accordance with the requirements in PT. Surabaya Graphics Media Temprina, so it can affect job satisfaction of employees. In addition, it is necessary also to add other variables so that results of similar research will give you complete scientific information, insightful and tested that will eventually be able to make a contribution in the interest of advancing the academic field or in the development of science.

5. Conclusions and Suggestions

5.1 Conclusion

Based on the results of the research and testing of hypotheses that have been elaborated simultaneously and partial, then below the writer can draw conclusions as follows:

1. From the results of testing a hypothesis first obtained that simultaneously free variables of organizational culture, organizational climate and Promotion Office has significant influence on the bound variables i.e. job satisfaction is acceptable, it can be seen from the R Squared of 0.712 or of 71.2% with F count of significance levels of the 4,346 0.008, so the first hypothesis is attributed to the author are acceptable.

2. the second hypothesis test based on a submission that can be known that regression coefficient of organizational culture (b1) registration-0,326; organizational climate (b2) a-0,249; and Promotion Office (b3) registration-0,051 thus dominant influence of job satisfaction is the organizational climate variables, it can be seen the regression coefficient of the organizational climate (b2) a-0,249 and t count -2,873.

3. Based on testing the hypothesis test of t, i.e. it can be concluded that the organizational culture of variables (X 1) has no effect significant partially because their significance level value of $0,058$ $(0,058 > \alpha)$, organizational climate variables (x 2) partially significant impact due to their significance level value of 0.006 $(0.006 < \alpha)$ and promotional variable terms (X 3) does not affect significantly partially due to their significance level value amounting to $0,727$ $(0,727 > \alpha)$, thus the dominant influence of job satisfaction is the organizational climate variables, it can be seen a regression coefficient of organizational climate (b2) a-0,249 and tcount-2,873.

5.2 Any Suggestions

Referring to the analysis of the hypotheses and conclusion who are the writers give advice that is:

1. In enhancing the job satisfaction of employees should PT. Surabaya Graphics Media Temprina need to pay attention to and improve job satisfaction in the company in order to get better, especially on the organizational climate variables related to job satisfaction or working satisfaction.

2. This research can be used as a basis for further research, and can be used as a basis in determining policy relating to the variables above.

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