

The Impact of Organizational Culture and Human Resource Quality on Employee Job Satisfaction in Social Services

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Abstract

This research aims to analyze the positive influence of organizational culture and the quality of human resources on employee performance through job satisfaction. We involved 100 employee respondents in the research and conducted the analysis using the descriptive model and multiple linear regression analysis with the SPSS 25 program. The results of the research show that organizational culture has a positive and significant influence on performance, as does the quality of human resources, which also has a positive and significant influence on employee performance. Apart from that, simultaneously, organizational culture and the quality of human resources also have a positive and significant effect on performance. Another finding is that organizational culture has a positive and significant influence on job satisfaction, as does the quality of human resources, which has a positive and significant influence on employee job satisfaction. Research has proven that job satisfaction significantly and positively affects employee performance. Finally, simultaneously, organizational culture and the quality of human resources have a positive influence on employee performance through job satisfaction. Thus, this research contributes to understanding the complex interactions between organizational culture, quality of human resources, job satisfaction, and employee performance so that it can become a basis for improving and developing management strategies in the organizational environment.

Keywords: organizational culture, quality of human resources, job satisfaction, employee performance.

INTRODUCTION

Organizations consciously coordinate patterns of human interaction within relatively identifiable boundaries to work continuously towards achieving goals (Robbins, 2001). Explicitly, the definition assumes the need to coordinate patterns of human interaction. Human resource interaction patterns within an organization must be balanced and harmonious for the organization to continue to exist. The quality of human resources (HR) in

an employee can theoretically also influence the employee's performance. One of the HR indicators is the skills possessed by an employee. An employee's performance is good if they have high skills (Tampubolon, 2007). So employees with better-quality human resources will also have good performance abilities, so there is a positive correlation between the quality of human resources and employee performance.

Problems related to HR in an organization demand attention because, no matter how big and sophisticated the technology used in the organization, it is the employees who will ultimately run the problem. This shows that without the support of good-quality human resources from employees in carrying out their duties, organizational success will not be achieved. Employee contributions to an organization will determine the success or failure of the organization. The contribution of an organization's employees will be important if they act effectively and behave appropriately. The characteristics that exist in employees, the effort or willingness to work, as well as various things that constitute support from the organization, have a very big meaning for employee performance (Suhardi Sigit, 2001). Thus, each employee needs to understand exactly what their main responsibilities are, what kind of performance must be achieved, and be able to measure themselves according to their indicators of success. Many things are the center of attention for management in order to encourage employee performance, including those related to organizational culture, quality of human resources, and job satisfaction for employees.

Organizational culture is a driving factor in the formation of performance. Because organizational culture is the set of values and norms that apply and can be accepted by all members of the organization. A good assessment of organizational culture can encourage employees to work better, which ultimately can improve the performance of individuals in the organization. As stated by Tiemay, quoted by Djokosantoso (2003), the better the quality of the factors contained in organizational culture, the better the performance of the organization. Employees who already understand the rules of organizational values will embody these values as an organizational personality. These values and beliefs will become their daily habits at work, leading to professional individual performance.

METHOD

This research uses a quantitative research approach. Quantitative research is research that essentially uses a deductive-inductive approach. This approach starts with a theoretical framework, expert ideas, or researchers' understanding based on their experience, then develops into problems that are proposed to obtain justification (verification) or rejection in the form of field empirical data documents. The quantitative approach aims to test theories, establish facts, show relationships between variables, provide statistical descriptions, and estimate and predict results. Research designs that use a quantitative approach must be structured, standard, formal, and designed as thoroughly as possible in advance. The design is specific and detailed because it is a research plan that will actually be carried out.

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Researchers use a research instrument measurement scale to obtain values from variable indicators. According to Siregar (2014; 50), an instrument is a tool used to collect data in research; it can be in the form of a questionnaire, so that the measurement scale of the instrument is to determine the units obtained, as well as the type of data or level of data, whether the data is nominal, ordinal, interval, or ratio. There are various applications of scales, according to the type of data used; for example, the Likert scale, Guttman scale, semantic differentials scale, Bogardus scale, and Thurstone scale. The instrument measurement scale in this study uses a Likert scale. The Likert scale is a scale that can be used to measure a person's attitudes, opinions, and perceptions about a particular object or phenomenon. The Likert scale has two forms of statements, namely positive and negative statements. The Likert scale assigns scores of 5, 4, 3, 2, and 1 to positive statements, and scores of 1, 2, 3, 4, and 5 to negative statements. The answer form on the Likert scale consists of strongly agree, agree, doubtful/neutral, no agree, and strongly disagree (Siregar, 2014; 50). In this study, to reduce the tendency of respondents to answer the undecided or neutral option because the object of assessment is quite sensitive, the undecided answer option was deliberately not given as an alternative answer for respondents.

A population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions from. The population in this research is all employees. According to Sugiyono (2013; 81), a sample is part of the number and characteristics of the population. Samples taken from the population must be truly representative. To test how well the sample represents the characteristics of the population it is intended to represent, a sample that can be said to be valid must depend on two things, namely: (1) accuracy, which is the level of absence of bias in the sample; and (2) precision, which is a measure of how closely the sample represents the population (Cohen, 2006; 115). Based on the Slovin formula calculation, it can be seen that the number of samples taken was 100. The researchers used the Simple Random Sampling method as the sampling technique. The types and sources of data collected in this research are: primary data, namely data directly obtained from employee questionnaires. Secondary data, namely data obtained from existing documents,.

RESULT AND DISCUSSION

Based on the analysis, some important information can be extracted. First, a value of 0.995 for the variable Z indicates that this variable has a value of 0.995 if it is not influenced by the independent variable. This means that this value can be considered the baseline or basic value of the variable (Z) without any influence from other variables. Furthermore, the regression coefficient for variable X1 is 0.303, indicating that the organizational culture variable has a positive influence on the variable (Z). In other words, if there is an increase of 1 unit in the organizational culture variable, then the variable value (Z) will increase by 0.303 units. This shows that there is a positive

relationship between organizational culture and the variable (Z). Likewise, the regression coefficient for variable X2 is 0.498, indicating that the human resource quality variable also has a positive influence on the variable (Z). This means that if there is an increase of 1 unit in the human resource quality variable, the variable value (Z) will increase by 0.498 units. Therefore, there is a positive relationship between the quality of human resources and the variable (Z). Overall, the results of this analysis provide an understanding of the extent to which organizational culture and human resource quality variables contribute to the variable (Z), as well as the direction of their positive influence.

Based on the research results, we found a significance value of $0.001 < 0.05$, indicating rejection of the null hypothesis (H_0) and acceptance of the first alternative hypothesis (H_{a1}). These results indicate that organizational culture has a significant and positive influence on employee job satisfaction. Further interpretation shows that the influence coefficient has a positive direction, which means that the higher the level of organizational culture, the higher the level of employee job satisfaction. In other words, the existence of a strong and positive organizational culture in an organization can significantly increase the level of employee job satisfaction. By accepting the first hypothesis, this research makes an important contribution to understanding the relationship between organizational culture and employee job satisfaction. The implication is that organizations can pay more attention to and strengthen organizational culture as a strategy to increase employee job satisfaction. Organizations can take steps to develop a positive organizational culture, creating a conducive work environment and motivating employees, potentially increasing productivity and overall organizational performance.

The research findings revealed a significance value of $0.000 < 0.05$, leading to the rejection of the second null hypothesis (H_{02}) and acceptance of the second alternative hypothesis (H_{a2}). Therefore, we can conclude that the quality of human resources significantly and positively influences employee job satisfaction. Further interpretation shows that the influence coefficient has a positive direction, which means that the higher the quality of human resources, the higher the level of employee job satisfaction. This means that aspects such as employees' skills, competencies, motivation, and involvement in an organization contribute positively to their level of job satisfaction. By accepting the second hypothesis, this research makes a significant contribution to understanding the relationship between human resource quality and employee job satisfaction. The implication is that organizations can focus more efforts on developing and improving the quality of human resources as part of a strategy to increase employee job satisfaction. Effective human resource management measures can have a positive impact on employee motivation and performance, which in turn can increase the productivity and overall well-being of the organization.

Based on the calculation results with a significance value of 0.000, which is smaller than the significance threshold value of 0.05, it can be concluded that the null hypothesis

(Ho) is rejected and the third alternative hypothesis (Ha3) is accepted. Therefore, both organizational culture and the quality of human resources significantly and positively influence employee job satisfaction. Acceptance of this third hypothesis provides an understanding that two factors, namely organizational culture and the quality of human resources, have a significant role in shaping the level of employee job satisfaction. These results indicate that organizations can achieve higher levels of job satisfaction by strengthening a positive organizational culture and improving the quality of human resources through developing employee skills, motivation, and well-being. The implication is that organizational management needs to consider integrating policies and strategies that focus on improving organizational culture and the quality of human resources in order to holistically increase employee job satisfaction. In this way, organizations can achieve their strategic goals by increasing productivity, performance, and employee welfare.

The research results revealed a significance value of 0.021, which was smaller than the predetermined significance level of 0.05. Therefore, we reject the null hypothesis (Ho) and accept the fourth alternative hypothesis (Ha4). This means that organizational culture has a significant and positive influence on employee performance. Further interpretation indicates that the influence coefficient has a positive direction, which implies that the higher the level of organizational culture, the higher the level of employee performance. In other words, the existence of a strong and positive organizational culture can contribute significantly to improving employee performance. By accepting the fourth hypothesis, this research provides an important understanding of the role of organizational culture in improving employee performance. The implication is that organizations can consider strategies to strengthen and maintain an organizational culture that supports improved employee performance. Improving employee performance can be the key to an organization's success in achieving its strategic goals. Steps to developing a positive organizational culture can create a motivating work environment, encourage collaboration, and improve overall employee work results.

Based on the research results, with a significance value of 0.001, which is smaller than the significance level that has been set at 0.05, the null hypothesis (Ho) is rejected and the fifth alternative hypothesis (Ha5) is accepted. This means that the quality of human resources has a significant and positive influence on employee performance. Further interpretation shows that the influence coefficient has a positive direction, which implies that the better the quality of human resources, the higher the level of employee performance. In other words, aspects such as skills, competencies, motivation, and involvement of employees in an organization contribute positively to their level of performance. By accepting the fifth hypothesis, this research provides a significant understanding of the relationship between the quality of human resources and employee performance. The implication is that organizations can focus efforts on improving the quality of human resources as part of a strategy to improve employee performance.

Effective human resource management can have a positive impact on employee motivation and work results, which in turn can increase the productivity and welfare of the organization as a whole.

Based on the research results with a significance value of 0.000, which is smaller than the significance level that has been set at 0.05, the null hypothesis (H_0) is rejected and the seventh alternative hypothesis (H_{a7}) is accepted. This means that job satisfaction has a significant and positive influence on employee performance. Further interpretation shows that the influence coefficient has a positive direction, which implies that the higher the level of job satisfaction, the better the level of employee performance. In other words, a high level of job satisfaction can contribute positively to improving employee performance. By accepting the seventh hypothesis, this research provides an important understanding of the positive relationship between job satisfaction and employee performance. The implication is that organizations can consider strategies and policies that support increasing job satisfaction in an effort to improve employee performance. Improved employee performance can be considered a result of creating a motivating work environment, meeting employee needs, and increasing their satisfaction. These steps can have a positive impact on employee productivity and work results, as well as creating a more effective and competitive organization.

CONCLUSION

Based on the results of the data analysis, several conclusions can be drawn. First, the analysis revealed that organizational culture significantly and positively influences employee job satisfaction. This is reinforced by the significance value of 0.001, which is smaller than the specified significance level, namely 0.05. Second, research has proven that the quality of human resources significantly and positively affects employee job satisfaction. A significance value of 0.000, which is smaller than the significance level of 0.05, indicates that the quality of human resources has a significant contribution to the level of job satisfaction. Furthermore, in the context of employee performance, organizational culture again shows a significant and positive influence. A significance value of 0.021 confirms that organizational culture has a real impact on employee performance.

Likewise, the quality of human resources also has a significant and positive influence on employee performance, as shown by the significance value of 0.000, which is smaller than the specified significance level. Finally, we can conclude that job satisfaction significantly and positively affects employee performance. A significance value of 0.000, which is smaller than the significance level of 0.05, confirms that the level of employee job satisfaction has a significant relationship with their performance. Overall, the results of this study provide a strong picture of the positive relationship between organizational culture, quality of human resources, job satisfaction, and employee performance. The implication is that efforts to

improve and develop these aspects can be an effective strategy for improving the welfare and performance of employees in the organization.

Based on the analysis and discussion above, we can provide several suggestions. First, leaders should focus on improving the quality of human resources from both internal and environmental aspects to stimulate increased job satisfaction. Improving the quality of human resources, both in internal and environmental aspects, is expected to stimulate increased job satisfaction. Increasing job satisfaction is expected to lead to higher employee performance and reach optimal levels. Therefore, human resource development and training measures can be a valuable investment to achieve these goals. Furthermore, for further research, it is recommended to add or develop other variables apart from the ones that have been studied, such as organizational culture and the quality of human resources. Furthermore, to expand the research technique, it is recommended to combine questionnaire distribution with interview techniques. It is hoped that the use of these two techniques can provide more complete and in-depth data and reduce the level of subjectivity in data collection. Thus, further research can provide a more comprehensive picture of the factors that influence employee performance. Implementing these suggestions can increase effectiveness and efficiency, as well as create a more productive and motivating work environment for employees.

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