

DETERMINANTS OF JOB SATISFACTION

Misna Ariani^{1*}, Raden Roro Hesti Mugiastuti²

^{1,2}Economics Faculty, Balikpapan University, Indonesia

Email: misna.ariani@uniba-bpn.ac.id¹; hesti.mugii@gmail.com²

*Corresponding author

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Abstract

Determining the employees' career contentment is crucial at this time. Companies should pay more attention to employee career contentment. This research focused to the determinant of employee career contentment through organizational culture, work environment, organizational commitment toward 98 office and workshop employees at PT Bukaka Teknik Utama Balikpapan Branch. It used classical assumption to test research hypothesis by analyzing feasibility with multiple linear regression model. The result revealed that organizational culture, work environment, and organizational commitment had a significant effects on employee job satisfaction. The work environment was influential but not so important. Furthermore, organizational culture had dominant effect to the employees' job satisfaction. The work environment communication connection (communication between fellow employees), especially played role in the application of work and conformance with standard operating procedures, making it easy for employees to understand. The author realized attention of an acceptable work environment to increase the level of career contentment. The practical implications of this research results can be consideration for similar industrial companies in providing maximum satisfaction related to organizational culture, work environment, and organizational commitment. Employees satisfied at work and afforded occasions to advance themselves, if companies concerned to the availability of work facilities and convenience.

Keywords: Organizational culture, work environment communication relationship, organizational commitment, job satisfaction.

Introduction

The study of the determinants of employees' career contentment is treated as one of the main concerns of human resource management in government and private agencies (Syauta, Troena, Setiawan, & Solimun, 2012; Alvi, Hanif, Adil, Ahmed, & Vveinhardt, 2014; Belias, Koustelios, Vairaktarakis, & Sdrolas, 2015; Badu, Made, & Saroyini, 2018). Job satisfaction represents one of the most complex areas facing managers today when it comes to managing employees. Many researches already showed unusually high impact to the work satisfaction levels (Aziri, 2011). Job satisfaction according to (Sree & Satya-vathi, 2017) must get support from the company to the organization. Support is extremely important because of the existing business prospects, therefore organizations need to realize the priority of good work environment to maximize the job satisfaction level, because it can benefit society by motivating community to commit further to their work also can guidance them in their personal development efforts.

Organizations should maintain job satisfaction out of possession of the mark of perspective of a pleasant work environment as the basis for higher

efficiency in carrying out daily tasks and achievement of expected results (Sageer, Rafat, & Agarwal, 2012; Hanaysha, 2016). Employees are satisfied if they work with their colleagues who have good interpersonal relationships in a positive work environment. Raziq and Maulabakhsh (2015) stated challenges for business were how to satisfy its employees in order to face a constantly changing, evolving environment to achieve success and compete with other people. Hober, Schaarschmidt, and Korflesch (2019) supported positive perceptions of individual work environment positively influenced their innovating behavior, meanwhile negative perceptions depressed them. The relationship between individual and organization has been studied by Mincu (2015). The results are relationship between personal resources (life satisfaction, optimism and dispositional resilience) involved maintaining and developing certain organization attitudes.

Job satisfaction can also be influenced by organizational culture. Belias *et al.*, 2015 and Tong, Tak, & Wong (2015) stated that organizational culture can partially predict the level of employee job satisfaction. Syauta *et al.* (2012), Swathi (2014), and Yovilene (2015) concluded organizational culture had strong influence to the organization components. Effective is

important conclusive accord among job satisfaction and organizational commitment components (Alvi *et al.*, 2014; Govender & Grobler, 2017). On the other hand, Gangai and Agrawal (2015) emphasized that commitment was important to maintain the continuity of the organization's existence in the global era where it was currently burdensome to prepare staff feeling obligated, thus developed into higher faithful to the management with job satisfaction.

According to Rehman *et al.* (2013) and Swathi (2014), activity achievement was the highest essential thing as long as management, in case modern civil or private organization or employed in advance or developing community. This research focuses on investigating accord among job satisfaction and work environment, organizational culture and organizational commitment. Some researchers regarding satisfaction include proves the work environment has a confident consequence on job satisfaction. Vukonjanski and Nikolic (2013), Yovilene (2015), and Ramli (2019) also proved connection between organizational culture in determining job satisfaction at the middle manager level in public and private companies may change organizational culture. Based on empirical studies on employee satisfaction, this research wants to re-examine the determinants of employee satisfaction with a case study at PT Bukaka Teknik Utama Balikpapan Branch.

Sree and Satyavathi (2017) concluded It was found that respondents expressed the reasons for happiness in having interpersonal relationships with co-workers. Employees were satisfied and appreciated for their work. Employees felt fully satisfied in the level of motivation obtained from higher authorities. Employee were satisfied in the job because of the career opportunities provided by the organization.

Employees need to be briefed on their role at work in order to have a consequential effect on work and organizational commitment (Agyemang & Ofei, 2013; Alvi *et al.*, 2014). Other personnel also suggest an important positive connection among job satisfaction aspect and organizational commitment component. Significant differences were found in certain age groups in job satisfaction terms and organizational commitment (Govender & Grobler, 2017).

Job Satisfaction

Job satisfaction theory tries to reveal what makes some people more satisfied with their jobs. Wibowo (2014) stated job satisfaction occurred at the level where the work results were accepted by the individual. If more people received the work results, they will be

satisfied. Otherwise, if less people received the work results, they will not be satisfied. Whereas, Sutrisno (2015) stated job satisfaction was essential issue that must be studied in connection to employees' work capacity and disappointment were usually assistant among great height of job interest and objection. Staff achievement was essentially a part of how they happy with their effort and work environment (Sageer *et al.*, 2012). Aziri (2011) described job satisfaction led to the influences on various aspects of organization life. In addition, Rawashdeh, Al-Saraireh, and Obeidat (2015) revealed a positive significant relationship between organizational culture and job satisfaction. The results of the study also indicated a positive relationship between clan culture and job satisfaction, and negative relationship between market, adhocracy, hierarchy cultures and job satisfaction.

Work Environment

Work environment is a concern of company management, because it is a crucial aspect that affects employee satisfaction (Hanaysha, 2016). The physical environment has a dominant dimension to job satisfaction (Amdan *et al.*, 2016; Sitompul, Marlinda, & Moeins, 2020). Raziq and Maulabakhsh (2015) supported positive connection between job satisfaction and work environment. Some business prospects needed to recognize the concern of a prosperity of work situation to expand the job satisfaction level.

Bakotic and Babic (2013) concluded employee felt dissatisfied through work environment factors while working conditions were important factor for job satisfaction. Raziq and Maulabakhsh (2015) argued in the modern era, workforce management became tough due to the highly qualified employees. They were aware of their rights while working in the organization or company.

According to Sedarmayanti (2012), non-physical work circumstances were conditions that occurred and related to working connection: employee with superiors; employee with fellow co-workers or subordinates. This non-physical circumstance included work environment group that cannot be ignored, including: communication between subordinates to superiors; communication between fellow employees; and communication between superiors and subordinates.

Organizational Culture

Organizational culture principle are the values, assumptions, attitudes and behavioral norms that have been institutionalized, then these values noticeable in

appearances, attitudes, and actions, therefore they become a certain organization identity (Sedarmayanti, 2018). Organizational culture consists of attitude, mentality, expectation or pattern that accept long been defined, then followed by show of a management as a guide for attitude and conclusion organization issue (Sutrisno, 2015). Organizational cultures are divided into two categorized components: organizational culture linked to executive and leaders; and organizational culture linked to personnel. The two category of culture influence observant contentment are confident and important. Sabri, Ilyas, and Amjad (2011), Bigliardi, Ivo Dormio, Galati, and Schiuma (2012), and Stephen and Stephen (2016) observed effect the employees on job contentment was higher than the effect toward management and leadership.

Employees' knowledge about the holding arrangement of the association represents a moderating connection among several dimensionality of organizational culture and job satisfaction condition. It is significant factor determining work contentment of middle managers in company. This basis produces leaders in private and public companies with good behavioral attitudes. Therefore, they can change the organizational culture (Vukonjanski & Nikolić, 2013; Swathi, 2014; Rawashdeh *et al.*, 2015).

Organizational Commitment

Organizational commitment is psychological construction from responsibilities possessed by employee into organization's duty and order (Chelliah, Sundarapandiyar, & Vinoth, 2015; Agyemang & Ofei, 2013). Sutrisno (2015) stated in relation to organizational commitment, explained the opinion of Meyer and Allen that identified three different themes in defining commitment. Engagement as an emotional connection into management (affective commitment), commitment as cost that must be endured if resigned from organization (continuity commitment), and commitment as agreement to survive in organization (normative commitment). Qureshi *et al.*, (2019) concluded normative commitment has positive effect toward employees' career contentment. In addition, the most influential is organization form.

Chelliah *et al.* (2015) confirmed career satisfaction, career involvement, and organizational support perception affect employee organizational responsibility with affective, continuity and normative commitment positively significant accepted. Sohail, Safdar, Saleem, Ansar, and Azeem (2014) and Abu-Shamaa, Al-Rabayah, and Khasawneh (2015) described normative type and affective commitment had high

influence toward getting career involvement, career satisfaction and employees' perception of organizational support.

According to the researches of Chelliah *et al.* (2015) and Govender and Grobler (2017), job satisfaction, job involvement, and perceived organizational support influencing organizational commitment of employees by affective, continuance and normative type commitment were significantly positive and accepted. Normative and affective types of commitments had high influence in getting the employee's job involvement, job satisfaction and perceived organizations support.

Research Framework

Sugiyono (2016) stated the framework of thinking in a study needed to be stated if it used more than two variables. Based on the biography analysis and argument already define, a research framework can be developed that analysis the accord among research variables. Figure 1 illustrates the connection between Organizational Culture (OC_{tr}), Work Environment (WE), Organizational Commitment (OC), Job Satisfaction (JS) in PT. Bukaka Teknik Utama which is engaged in the business of Engineering, Fabrication, Construction Offshore & Onshore and Maintenance Services.

Assessment of the work environment is measured by the employee's response to the communication connection between superiors and subordinates, communication relations among employees, communication relations between subordinates and superiors (Sedarmayanti, 2012). Organizational culture is measured by employee responses to modernization and exposure communicative, consideration to article, impact direction, person orientation, organization orientation, offensive, and establishment (Darmawan, 2013). The existence of a positive relationship with organizational culture in determining job satisfaction at the middle manager level in public and private companies proves that it may change organizational culture (Vukonjanski & Nikolić, 2013; Agbozo, Owusu, Hoedoafia, & Atakorah, 2017). Departmental engagement remaining measured by the employee's response to the connection of emotional engagement, sustainability commitment, normative commitment (Sutrisno, 2015). However, faithful attendant can produce supportive organizational conclusion (Yoveline, 2015; Hanaysha, 2016). Supported by Dhurup, Surujlal, and Kabongo (2016) that teamwork, normative, and affective commitment contribute positively to job satisfaction.

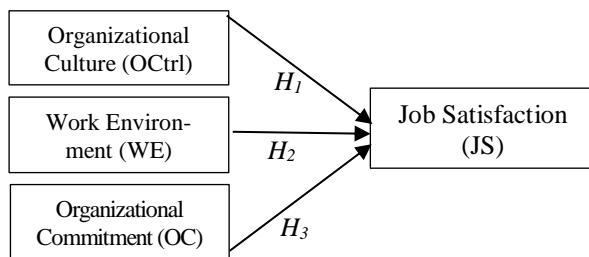


Figure 1. framework for formulating hypotheses

Based on the impact of previous studies and the framework of thought, several analysis hypotheses are established:

H_1 : Organizational culture (OCtrl) has an effect on job satisfaction (JS).

H_2 : Work environment (WE) has an effect on job satisfaction (JS).

H_3 : Organizational commitment (OC) has an effect on job satisfaction (JS).

Research Method

The indicated analysis is an explanatory quantifiable analysis that purpose to prove the accord among the independent variables, such as work environment, organizational civilization and organizational commitment with the dependent variable called job satisfaction (Sugiyono, 2016; Umar, 2019). Data collection know-how used by the author in this inquiry are library research; measurements methodic; locked interviews and questionnaires (Sugiyono, 2016). Every research populace is the office and workshop employees around 130 people. Determination of the sample using the Slovin method is 98 employees with an error rate of 5%.

Measurement of variables using a Likert scale (Sugiyono, 2016). Likert scale is a range used to part approach, assumption and attention of a character or class of people about civil phenomenality. Each comment has a divergent amount weight from the scoring measure with five grade eable admit (5), admit (4), undecided (3), disadmid (2) and eable disadmid (1).

1. The end of the questionnaire need to be tested for validity and reliability. This test uses $n = 30$ with an error rate of 5% (Sugiyono, 2016; Umar, 2019). The end of the examine are said to be valid if there are closeness between the data poised and indeed exist in the object under consideration.

a. Test the validity by comparing the results of the Pearson Product Moment coefficient comparing the critical value at 5%. If the correlation price is below 0.361, it can be concluded that

the item of the instrument is invalid, therefore it must be corrected or discarded.

- b. Reliability test. Instrument reliability perhaps proved by observation the firmness of the factor in the appliance with the equivalent technique. If the correlation value is positive and signyficant, then the instrument can be declared reliable. Whether the instrument is reliable or not, the following provisions are used: if Cronbach's Alpha amount is > 0.70 , it's said to be reliable. If Cronbach's Alpha < 0.70 means that this research variable is not reliable (Umar, 2019).
2. The hypothesis testing method using the classical assumption test (Kuncoro, 2018; Umar, 2019):
- Multicollinearity test by seeing at the amount of the variance inflation factor (VIF). The cutoff amount is the tolerance value 0.10 or same as VIF amount 10;
 - Autocorrelation test (Umar, 2019), if the DW sum is under -2, it instruments that there is a confident autocorrelation; if DW number is between -2 to +2, it instruments that there is no autocorrelation; if the DW is above +2, it instruments that there is an autocorrelation.
 - Heteroscedasticity test: Glejser test. If the value of the coefficient is statistically significant ($\beta > 0.05$), then this shows there is no heteroscedasticity. And if it statistically significant ($\beta < 0.05$), then this shows that there is heteroscedasticity.
 - The normality test tests in case contemporary the regression model, the shocking or residual variables have a normal circulation adopting graphic analysis or statistical tests by looking at the probability > 0.6 .
 - Multiple linear regression analysis and statistical t -test, at 95% confidence level and $e = 5\%$. The t -test presentation from what source the force of one explanatory/absolute variable independently in answer the divergence of defenseless variable. If statistical value of $t > \text{value of } t\text{-table}$, then author accept an independently variable individually affects defenseless variable.

Result and Discussion

PT. Bukaka Teknik Utama Balikpapan Branch is a business engaged in the business of Engineering, Fabrication, Construction Offshore & Onshore and Maintenance Services. Obtained ISO 900:2008 certification, Quality Management System in 2009 and OHSAS 18001:2007 Health Safety Management in

2015 to ensure the company's system quality and improve customer satisfaction.

The quality of the association's system and increasing customer satisfaction is the responsibility of employees at work, employees must provide maximum work results. As an association that prioritizes the quality of the community system, PT. Bukaka Teknik Utama Balikpapan Branch pays attention to employee satisfaction. However, the work of employees has to do with job satisfaction. If employee job satisfaction is met properly, then employees will work optimally. Job satisfaction in this study is determined by the work environment (WE), organizational culture (OCtrl) and organizational commitment (OC). Based on the outcome, 98 employees were concluded and categorized based on age, gender, height of schooling and job knowledge as shown above in Table 1.

Table one point out the component of respondents established on the results of a questionnaire that has been filled out by 98 employees. Respondents based on male gender are 86.7%, while female respondents are 13.3%. The sum of gent staff is higher female employees. Here is in accordance with the field of work called workshops. Respondents with a high school education as many as 47 people or 48%, while 27 people or 27.6% bachelor/mster degree education, 22 people or 22.4% with a diploma education, and only 2% with a junior high school education. Employees are dominated by high school education level. However, 27.6% are supported by employees with undergraduate education.

Table 1
Characteristics of Respondents (N=98)

	Frequency	Percentage
Age		
20–35	60	61.2
36–50	38	38.8
Gender		
Male	85	86.7
Female	13	13.3
Education		
First High School	2	2.0
Upper Secondary School	47	48
Diploma	22	22.4
Bachelor	27	27.6
Working Experiences		
1–5	45	45.9
6–10	26	26.5
>10	27	27.6

The working period of respondents between 1–5 years was 45 respondents or 45.9%, while respondents with a working period of 6–10 years were 26 people or

26.5%, and respondents with a working experience of more than 10 years were 27 people or 27.6%. This result shows that employees have worked for more than five years, therefore it can be said that employees have experience in their respective fields.

Validity and Reliability Test

The outcome of the questionnaire was tested for validity and reliability. The impact of the legality test is known total questioning aspect used in this application are valid as determined by the positive coefficient correlation amount and is higher than the *r-table* amount of 0.361.

Table 2 appearance the outcome about the coefficient correlation it is accepted that all the factors in the application have an important correlation at an alpha of 0.05. It perhaps questioning factor are accurate (valid). The Cronbach Alpha (α) test appearance that all investigation variables are predictable (reliable), as a result of all the alpha coefficient values of each research variable are higher than the standard (0.7), thus individual question item on the evidence factor can be used. The total corrected item correlation value of all question items is largest than 0.3. It perhaps definite that organizational culture (OCtrl), work environment (WE), organizational commitment (OC), and job satisfaction (JS) are valid and realible.

Table 2
Validity Test and Reliability Test

Variables	Index	Coefficient Correlation	α
Job Satisfaction	JS ₁	0.810**	0,823
	JS ₂	0.766**	
	JS ₃	0.651**	
	JS ₄	0.583**	
	JS ₅	0.575**	
	JS ₆	0.609**	
	JS ₇	0.859**	
Organizational Culture	OCtrl _{1,1}	0.819**	0.855
	OCtrl _{1,2}	0.713**	
	OCtrl _{1,3}	0.816**	
	OCtrl _{1,4}	0.605**	
	OCtrl _{1,5}	0.697**	
	OCtrl _{1,6}	0.641**	
	OCtrl _{1,7}	0.823**	
Work Environment	WE _{2,1}	0.862**	0.788
	WE _{2,2}	0.878**	
	WE _{2,3}	0.788**	
Organizational Commitment	OCm _{3,1}	0.860	0.738
	OCm _{3,2}	0.760	
	OCm _{3,3}	0.817	

** Interrelationship is important at the 0.01 level (2-tailed)

Normality Test

The results of the regression analysis were then tested for normality by seeing at the residual amount of the regression model. The normality test procedure is carried out using a graph method called the Normal Probability Plot in each point in the graph is expected to spread around a diagonal line which indicates that the assumption of normality of the residual model has been met as the results of the study (Febriana & Sutanto, 2015).

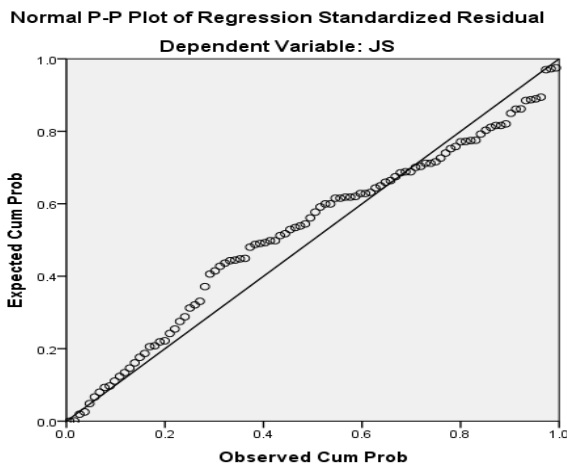


Figure 2. Normal probability plot

Figure 2 is a Normal Probability Plot graph which shows the assumption of normality has been met. It can be seen from the curve analysis, data advancement about the chart and pursue the regression model, thus it perhaps definite the processed data is normally appropriated data, then normality analysis was met. The basis for making normality test decisions is seen from the significance value (Sig). The data it's said normally appropriated assuming that an important amount (Sig) is largest than 0.05 (> 0.05) and the data it's said to be not normally appropriated, assuming the implication amount (Sig) do less than 0.05 (< 0.05).

**Table 3
Multicollinearity Test**

Variable	VIF	Critical Value	Description
Organizational Culture (OCtrl)	1.707	5	Multicollinearity does not occur
Work Environment (WE)	1.542	5	
Organizational Commitment (OC)	1.225	5	

Multicollinearity is a test to regulate in case the autonomous variably in the regression equation aren't enforced with any alternative. If the value of VIF > 5

means that there is multicollinearity, if the amount of VIF < 5 factor that there is no multicollinearity. Established on board 3, perhaps descriptive the independent variably are organizational culture (OCtrl) VIF = 1.707; Work environment (WE) VIF=1.542; Organizational commitment (OC) VIF=1.225, therefore all VIF values show there is no multicollinearity, because the VIF (Variance Inflation Factor) values are all smaller than 5 in the correlation matrix, indicating that it is greater than the critical value for = 0.05.

**Table 4
Heteroscedasticity Test Results**

Variable	β -Coefficient
Organizational Culture (OCtrl)	0.531
Work Environment (WE)	0.083
Organizational Commitment (OC)	0.223

Table 4 shows Glejser test results. The results statistically significant by comparing value of the beta coefficient (β) greater than significance value > 0.05 and in this examination, the implication height is 0.05 (5%). The test results show organizational culture coefficient (β) of 0.531 > 0.05 , Work environment coefficient (β) of 0.083 > 0.05 , Organizational commitment coefficient (β) of 0.223 > 0.05 , and all the value indicates that heteroscedasticity does not occur with it being known that the character of the coefficient (β) of the independent variable are higher than the rtable value at the level of = 0.05, therefore it can be said that there is no heteroscedasticity (Umar, 2019).

**Table 5
Autocorrelation Test Results**

Value Interval DW	DW	Information
DW - 2	1.928	A positive autocorrelation
DW - 2 to +2		There is no autocorrelation
DW +2		An autocorrelation

Table 5 Autocorrelation Test Results. Discriminating the existence or nonattendance of this autocorrelation can be concluded by using the Durbin Watson (DW) test. According to (Umar, 2019), DW character is among -2 to +2, it measures that effective is no autocorrelation and the result of this research is 1.928. Means that effective is no autocorrelation.

Table 6 shows the outcome of the regression coefficient toward the mean equalization, which might be explained as follows: the constant-coefficient value of $b_0 = 0.371$ shows that when the organizational culture (OCtrl), work environment (WE), and organizational commitment (OC) shows a constant value of

zero, the employee job satisfaction = 0.371. Multiple Linear Regression Analysis Based on Table 6. There is multiple linear regression equation obtained as follows:

$$JS = 0.371 + 0.617OC_{ctrl} + 0.070WE + 0.164OC$$

Table 6
Regression Coefficient

Model	Unstandardized Coefficients
Constant	0.371
Organizational Culture (OC _{ctrl})	0.617
Work Environment (WE)	0.070
Organizational Commitment (OC)	0.164

Organizational culture parametric statistic of 0.617. The regression coefficient b_1 of 0.617 shows that every escalation in the organizational culture variable (OC_{ctrl}) by one unit will affect the development in the employee job satisfaction variably by 0.617 with the assumption the work environment variable (WE) and organizational commitment variable (OC) are constant. The parametric statistic for the work environment is 0.070. The regression coefficient b_2 of 0.070 shows that each increment in the work environment variable (WE) by one unit will affect the increase in the employee job satisfaction variable by 0.070 with assumption that the organizational culture (OC_{ctrl}) and organizational commitment variable (OC) are constant. The organizational commitment variable parametric statistic is 0.164. The regression coefficient b_3 of 0.164 shows that every increase in the organizational commitment (OC) by one unit will affect the development in the employee job satisfaction variable by 0.164 with assumption that the organizational culture (OC_{ctrl}) and the work environment (WE) are constant values.

Table 7
Model Summary

Model	R	R ²	Adjusted R ²	Std. E. Estimate
1	0.708	0.502	0.486	0.29225

Table 7 shows the coefficient of determination is 0.708 or 70.8%. The results of the correlation coefficient (R) = 0.708 means that responsible is a capable connection among organizational culture (OC_{ctrl}) variables, work environment (WE), and organizational commitment (OC) on employee job satisfaction (JS) with (R) = 0.708 which is close to 1. And the remaining 29.2% are affected by other variables (Umar, 2019).

The value of (R^2) = 0.502 this value appearance together influences of organizational culture (OC_{ctrl}), work environment (WE), and organizational commitment (OC) variables on employee job satisfaction (JS) about 50.2% and the remaining 49.8% is the improvement of alternative variables that aren't included in the analysis of this examination.

Table 8 shows organizational culture (OC_{ctrl}) has a positive and significant effect on employee job satisfaction. The consequence of organizational culture variable (OC_{ctrl}) on work satisfaction is indicated by the value of $t\text{-count} = 5.588 > t\text{-table} = 1.989$. The work environment has a confident and significant effect on job satisfaction and is not proven true. The effect of the work environment variable on job satisfaction is shown by the value of $t\text{-count} = 0.913 < t\text{-table} = 1.989$.

Table 8
t-test

Variable	t-table	t-count	Significance
Organizational Culture (OC _{ctrl}).	1.989	5.588	0.000
Work environment (WE)	1.989	0.913	0.364
Organizational commitment (OC)	1.989	2.762	0.007

Organizational commitment has a confident and significant effect on job satisfaction. The effect of organizational commitment variable on job satisfaction is shown by the value of $t\text{-count} = 2,762 > t\text{-table} = 1,989$. This shows that organizational culture features a confident result on job satisfaction. Organizational culture could be a dominant consider influencing organizational culture must be improved, then worker expectations are often achieved and workers get satisfaction at work. These results support the analysis conducted by Bigliardi *et al.* (2012) that culture affects job satisfaction, and above all introduces R&D and types of participation for information staff.

Likewise, Stephen and Stephen (2016), ascertained that the bulk of respondents united that organizational culture (OC_{ctrl}) did accept an effect on staff satisfaction levels. The $t\text{-test}$ results indicate the second hypothesis (H_2) has not been confirmed. This shows the working environment (WE) has no effect on job satisfaction (JS). The outcome of this study contradictory with the analysis impact of Raziq and Maulabakhsh (2015) and Sitompul *et al.* (2020) shows there is a positive correlation between work environment and worker job satisfaction.

The *t-test* results indicate that the third hypothesis (H_3) is proved. This shows a particular organizational commitment (OC) has an impression on job satisfaction (JS). In accordance every outcome of the examination, Qureshi *et al.* (2019) concluded that the significant relationship of all three forms of commitment had a confident issue on employee job satisfaction (JS). The impact show that normative commitment, and the most influential is form of organization. Likewise, with the idea advises by Darmawan (2013), workers un-agency was committed to the organization had the next likelihood of remaining within the organization than people un-agency didn't seem to be committed.

Table 9
F-test

Variable	<i>F- table</i>	Significance
Organizational Culture (OCtrl).		
Work Environment (WE).	2.70	31.572
Organizational Commitment (OC).		

Table 9 shows that the *F-count* worth of 31.572 is larger than the *F-table* a pair of 2.70, it's evident that organizational culture (OCtrl), work environment (WE), and organizational commitment (OC) are ready to influence job satisfaction (JS). Overall research results show that organizational culture (OCtrl), work environment (WE), and organizational commitment (OC) influence job satisfaction (JS).

The impact of this study supports the results of analysis focused by Swathi (2014) and Belias *et al.* (2015) showed that normally staff appeared quite happy with their working. Particularly with their immediately supervisor, operating conditions and employment themselves, admitting they are happy with the advancement campaign moment performed by the establishment. Table 9 shows that the organizational culture (OCtrl) has a confident and important issue on staff job satisfaction (JS).

Based on every analysis, the results are as shown in Table 7 organizational culture (OCtrl), work environment (WE), and organizational commitment (OC) accept an important influence on employee job satisfaction. The value of $R = 0.708$ indicates a very strong relationship that job satisfaction is determined by organizational culture (OCtrl), work environment (WE) and organizational commitment (OC).

Adjusted R value = 0.486 or 48.60% job satisfaction is influenced by organizational culture (OCtrl), work environment (WE), and organizational commitment (OC), while 51.40% is influenced by other factors. The *F-count* value of 31.572 is greater than the *F-table* 2.70, it is evident that organizational culture (OCtrl), work environment (WE), and organizational

commitment (OC) are able to explain employee job satisfaction (JS). The contribution of organizational culture (OCtrl) partially is 0.499 or 49.90% to job satisfaction with an important equivalent of 0.000, the contribution of the work environment (WE) is 0.094 or 9.40% to job satisfaction with an important equivalent of 0.364, and organizational commitment (OC) is 0.274 or 27.40% to job satisfaction with an important equivalent about 0.007. Every impact of this examination backing the outcome of analysis aimed through by Aziri (2011), Azanza, Moriano, and Molero (2013), Swathi (2014), and Belias *et al.* (2015). In normal, staff member look absolutely convinced with their job, specially with their immediate supervisor, work ing quality and the job itself, even assuming that was fewer fulfilled with the advance moment performed through the association.

Relationship among Organizational Culture (OCtrl) and Job Satisfaction (JS)

The first assumption was proven that organizational culture (OCtrl) accepted confident and important issue on employee job satisfaction (JS). The contribution about organizational culture (OCtrl) to 0.617 with a confident level about 0.000 whatever indicates so that organizational culture (OCtrl) performance an important aspect in determining employee job satisfaction. Organizational culture index are modernization and opportunity, consideration to technicalities, conclusion direction, individual adaptation, organization adaptation, combativeness and strength. Conditions in the field indicate that the company provides opportunities for employees to innovate (results orientation) and (individual orientation) in completing work in accordance with the employee's perspective and applicable regulations to the involvement of the leadership in paying attention to work details. The impact of this examination support analysis that a flexibility-oriented culture provides positive results that affect employee job satisfaction through authentic leadership (Azanza *et al.*, 2013; Rawashdeh *et al.*, 2015; Bigliardi *et al.*, 2012). Staff member satisfaction is firmly similar to organizational culture so that it inspired employees to provide idea and share ideas related to their work (Swathi, 2014; Stephen & Stephen, 2016).

Relationship among Work Environment (WE) and Job Satisfaction (JS)

The second premise/expectation is not proven, because the impact of the examination showed the work environment (WE) has a positive outcome. However, its'nt important on employee job

satisfaction. Indicators of the work environment are communication relationships among superiors and subordinates, communication relationships among assistant staff and communication relationships amid junior and admirable. Table 8 shows the contribution of the work environment of 0.070 with a significance value of 0.364 higher than 0.05 which indicates that the work environment affects satisfaction, whereas is not the main determinant of employee job satisfaction (JS).

The output through this examination contradicted the research of Sitompul *et al.* (2020), the work environment disappointment presented to own a determinate and important issue with job satisfaction (JS). Likewise, with Raziq and Maulabakhsh's (2015) and Hanaysha's (2016) research results.

The communication relationship between fellow employees strongly agrees at 34.7%. The communication relationship between superiors and subordinates strongly agrees at 23.5% and the communication relationship between subordinates and superiors strongly agrees at 20%. This shows that the dynamic work environment has been running according to the company's operational standards. Similar to the Kumari's (2011), Mazzei's (2014), Fanggidae *et al.*'s (2016) and Pongton and Suntrayuth's (2019) research, communication has absolute leverage on job satisfaction (JS).

Relationship among Organizational Commitment (OC) and Job Satisfaction (JS)

The third assumption is proven well known organizational commitment (OC) has a confident and important issue on staff job satisfaction (JS). Indicators of organizational commitment (OC) are Affective Commitment, Continuing Commitment and Normative Commitment. Table 8 shows the contribution of organizational commitment is 0.167, with a significant level of 0.007 which indicates organizational commitment performance essential aspect modern determining staff job satisfaction (JS). Sohail *et al.* (2014) affirmed that effective a confident accord among job satisfaction (JS) and job commitment. In accordance with the Darmawan's theory (2013), staff/personnel has faithful to the management has a higher probability of staying in the organization than individuals who are not committed. Trang, Armanu, Sudiro, and Noermijati (2013) concluded that the establishment of great engagement not far from attendant may advantage towards a competent job position. Employees who have high commitment contribute to show high involvement in the form of angle and behavior. Supported by Aghdasi, Kiamanesh, and Ebrahim (2011),

Chelliah *et al.* (2015), and Hidayah and Tobing (2018), job satisfaction (JS) has been strong dominated confident realize on organizational commitment (OC). Organizational commitment (OC) lead, employees to make the overcome improvement to the increase of the community, disregarding of what the community can give them. Employees will tend to stay with companies that have similar values and goals to themselves. Supported by Eslami and Gharakhani (2012), Agyemang and Ofei (2013), Sohail *et al.* (2014), and Qureshi *et al.* (2019), prepared is a determinate connection among job satisfaction (JS) and work commitment. This responsible that attendant who are higher forced and faithful achieve and complete fulfilled than overplus.

Conclusion and Implication

In particular, this study provides evidence that the value of several input elements can lead to a develop in attendant job satisfaction, for example: organizational culture (OCtrl), work environment (WE) and organizational commitment (OC) predispose employee job satisfaction (JS). Organizational culture (OCtrl) has a confident and important effect; work environment (WE) has an important but not significant implement; organizational commitment (OC) accepted a determinate and importance impact on employee job satisfaction (JS). Organizational culture (OCtrl) has been dominant importance on job satisfaction (JS) of personel of PT. Bukaka Teknik Utama Balikpapan Branch.

The non-physical work environment accepted an important but not important effect, this is due to the role of management in paying attention to work results not only on work techniques and processes, but work results are in accordance with established standard operating procedures. Indicators of the work environment called the communication relationship between fellow employees (strongly agree) has a development on attendant job satisfaction, performance an aspect in the implementation of work with standard operating procedures, therefore it is easily understood by employees. Ultimately able to improve employee work culture so that personel job satisfaction be supported by the outcome orientation and orientation of the individual as well as the orientation of the team. The aggressiveness of employees at work is able to create stability in the organization. In case to intensify personel retention and reduce the possibility of turnover, companies providing satisfactory working conditions are essential and managers must develop affective commitment among employees. As a result, when an employee is satisfied with his job, the equalize of commitment to the organization will be elevated.

Every dominant organizational culture is influential in this study, so it can be the basis for the company to continue to encourage staff to cooperate in healthy event, unusually they can appreciate their job and further focus on their future career increase. Satisfied employees are employees who have the will to manage a good atmosphere in the enterprise. Management commitment to observe employees as the most essential aspect in acknowledgment aggressive forward. This outcome is finite to the relationship among organizational culture (OCtrl), work environment (WE) and organizational commitment (OC) and job satisfaction (JS) in the connection of distinctive organizations. Further research will be useful considering the following suggestions:

1. Increase the number of samples, more corporation by looking at the accord of organizational culture (OCtrl), work environment (WE), organizational commitment (OC) and job satisfaction (JS) in the civil and exclusive region. Therefore, obtain more detail comparison between aspects of organizational culture (OCtrl), work environment (WE) and organizational commitment (OC) and job satisfaction (JS).
2. It's hoped this study perhaps useful for industrial sector.

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