The Influence of Organizational Culture and Individual Characteristic on Employee Job Satisfaction at PT. Garuda Indonesia (Persero) Tbk Medan

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ABSTRACT

The purpose of this study was to determine and analyze the influence of organizational culture and individual characteristic on employee job satisfaction at PT. Garuda Indonesia (Persero) Tbk Medan both partially and simultaneously. The population in this study were all employees of PT. Garuda Indonesia (Persero) Tbk Medan, amounting to 35 people. The sample used is a saturated sample given the relatively small population. Data analysis technique used is multiple linear regression. Based on the results of the study, organizational culture and individual characteristic both partially and simultaneously have a positive and significant effect on employee work satisfaction at PT. Garuda Indonesia (Persero) Tbk Medan.

Keywords: Organizational Culture, Individual Characteristic and Employee Job Satisfaction

PRELIMINARY

In globalization era, market competition is getting tougher. In order to be superior in competition, companies must have better performance. To achieve better performance, companies must be able to utilize the resources that are in it, including maximizing the function of human resources. In general, human resources aim to help companies achieve their goals, through the establishment of reliable human resources.

One of the efforts to achieve the desired target or goal, the company must be able to manage human resources. In general, human resources discuss matters relating to humans, including in terms of work satisfaction. Employee job satisfaction is a factor that is considered important, because it can affect the course of the organization or the company as a whole.

Job satisfaction is a set of employees' feelings about whether or not their work is fun (Fahmi, 2016). As a collection of feelings, job satisfaction is dynamic, a person can decrease in an instant and can also vice versa. Job satisfaction reflects one's feelings about their work. There are two factors that influence the occurrence of job satisfaction, namely the work factor itself and the factors that exist in employees (Mangkunegara, 2017). The work factor itself is related to how the employee's attitude in completing his work, sometimes employees can do it easily and not a few who do it with difficulty. In this case it depends on the organizational culture adopted by the company. While the factors that exist in employees are those related to intelligence, special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions and work attitudes which in this case can be referred to as individual characteristics.

Organizational culture becomes the identity of a company that is different from other companies. According to Robbins (2008) organizational culture is a set of values, principles, traditions, and ways of working that are shared and influence the behavior and actions of members of the organization.

The problem of organizational culture in PT. Garuda Indonesia (Persero) Tbk Medan is a work system that adheres to the merit system, which is a work system that provides very broad career opportunities for employees who provide the best performance regardless of how long the employee has worked in the company. In this system the most important thing is if the employee fulfills the qualifications, competencies, and performance then he has the right to be promoted or to fulfill strategic positions. With the demands of the system's merit, employees must be able to adjust to the company culture and continue to upgrade their abilities. The employees at PT. Garuda Indonesia (Persero) Tbk Medan is currently dominated by millennials. This is an added value for the company, because millennials are very easy to adjust to the current development. But the problem is the senior employees in the company. With the presence of millennials in this company and the merit of the system adopted, senior employees

are unable to compete and keep up with the demands of existing work. This of course affects the job satisfaction.

The importance of organizational culture for employee job satisfaction has also been explained by previous researchers. In Saripuddin's research (2017) states that organizational culture has a significant influence on employee job satisfaction at PT. Sarana Agro Nusantara Medan. Organizational culture can affect employee job satisfaction at the Bank Tabungan Negara in Bandung (Andriani, 2014). Based on research conducted by Amilia & Nugrohoseno (2014) stated in his research that organizational culture affects employee job satisfaction at PT. KAI Persero Daop 8 Surabaya. In the research of Susetyo, etc (2014) states that organizational culture affects employee job satisfaction at PT. Bank Muamalat Indonesia Consumer Area Division Surabaya.

In addition to organizational culture factors, another factor that is no less important is the individual characteristic factor. Individual characteristics are the formation of employee behavior that influences motivation, initiative, performance and career actualization for employees (Robbins, 2008). Characteristics of individuals as employees can be seen from the ability to work, motivation, initiative, creativity and others that can affect their job satisfaction.

Different individual characteristics can also cause problems in the company because it can affect their satisfaction at work. For example in doing a job or from each other's behavior, such as the existence of employees who have difficulties with the implementation of standards for teamwork and work systems adopted by using technology and information based online. This makes it difficult for employees, especially senior employees to keep up with the demands of work in the company. With an older and senior age in the company, the employee has individual characteristics that do not want to change and assume they have understood the work in advance. This makes it difficult for the employee to find satisfaction in working. They do not want to upgrade themselves and follow the demands of the company because they feel that with the length of time they work at the company, the knowledge and experience they have is more than enough and does not need to be upgraded again. As a result, the employee is slow in doing his work and does not even provide the results expected by the company, ultimately affecting job satisfaction.

The importance of individual characteristics to previous employee job satisfaction has been widely discussed by previous researchers. Based on the research of Haryono, etc (2018) stated that with good individual characteristics, it would affect the job satisfaction of the Bima Sub-district Wera District Office employees. Job satisfaction can be achieved by an employee if the employee has good individual characteristics (Komang Mahayanti & Ayu Sriathi, 2017). According to Romel (2016) in his research stated that individual characteristics have a significant effect on job satisfaction of UNIKOM Bandung employees. Tamaka, etc (2017) in their research also stated that individual characteristics greatly affect employee job satisfaction at PT Bank Mandiri (Persero) Tbk. Manado Area Branch Office.

Therefore, the authors are interested in conducting research with the aim to find out and analyze whether organizational culture factors and individual characteristics affect employee job satisfaction either partially or simultaneously at PT. Garuda Indonesia (Persero) Tbk Medan.

THEORETICAL BASIS
Job Satisfaction

According to Handoko (2014, p.193) Job satisfaction is a pleasant or unpleasant emotional state with which employees view or do not view their work. Job satisfaction reflects one's feelings towards his work. This is seen in the positive attitude of employees towards work and everything that is faced in the work environment. Job satisfaction is a feeling that supports or does not support an employee who is related to his work or to his condition (Sumarsono, 2014).

Sutrisno (2009) states there are several factors that determine employee job satisfaction. These components are as follows: 1) The Work Itself. Jobs that provide satisfaction are interesting and challenging jobs, jobs that are not boring, and jobs that can provide certain status for employees who work in the organization. 2) Wages / Salaries. Wages and salaries are significant, but are complex and multidimensional factors in job satisfaction. Therefore, the provision of wages or salaries needs to be done carefully and in detail. 3) Promotion. Opportunities to be promoted seem to have diverse effects on job satisfaction because promotions can take different forms and vary in rewards. 4) Supervision. Supervision is another

important source of job satisfaction. 5) Working Group. Basically, work groups will affect job satisfaction. Friendly and cooperative coworkers are a source of job satisfaction for individual employees. 6) Working Conditions / Work environment. If conditions are good, employees will be more eager to do their jobs, but if working conditions are bad, employees will have difficulty completing their work.

According to Mangkunegara (2017, p.120) there are two factors that influence the occurrence of job satisfaction, namely the factors that exist in employees and work factors. The employee / employee factors are intelligence, special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes. 2) Job factors, namely the type of work, organizational structure, rank, position, quality of supervision, financial security, job promotion opportunities, social interaction, and work relations.

Basically, many indicators are used to measure how job satisfaction is. According to Sule, E. T & Priansa, D. J. (2018) indicators of job satisfaction include work itself, salary, promotion, supervision, coworkers and working conditions. Indicators of job satisfaction according to Sopiah (2008) include enjoying his job, loving his job, work morale, discipline and work performance.

Organizational Culture

According to Fahmi (2016, p.186) organizational culture is a habit that has lasted a long time and is used and applied in work activities as a driver to improve the quality of work of employees and company managers. Organizational culture is defined as a set of long-standing system of values, beliefs, assumptions or norms, agreed and followed by members of an organization as guidelines for behavior and problem solving in organizations (Sutrisno, 2010).

According to Tika (2010, p.5) there are seven factors that greatly affect organizational culture, namely: 1) Basic Assumptions. In organizational culture there are basic assumptions that can serve as guidelines for members and groups in the organization to behave. 2) Beliefs held. In organizational culture there are beliefs that are held and implemented by members of the organization. These beliefs contain values that can be in the form of slogans or mottos, basic assumptions, general goals of the organization / company, business philosophy or principles to explain business. 3) Leaders and organizational culture development. Organizational culture needs to be created and developed by leaders of the organization / company or certain groups in the organization or company. 4) Guidelines for overcoming Problems. In organizations or companies, there are two main problems that often arise, namely the problem of external adaptation and the problem of internal integration, both of these problems can be overcome with the basic assumptions and beliefs shared by members of the organization. 5) Various Values. In organizational culture, values need to be shared between what is most desired or what is better or valuable to someone. 6) Inheritance. Basic assumptions and beliefs held by members of the organization need to be passed on to new members in the organization as guidelines for acting and behaving within the organization / company. 7) Adjustments. Need to adjust group members to the rules or norms that apply in the group or members of the organization, as well as the adaptation of the organization / company to environmental changes.

Some of the benefits of organizational culture proposed by Robbins in (Arianty, 2012) are as follows: First, Limiting the role of distinguishing between one organization with another organization. Each organization has a different role so it needs to have strong cultural roots in the systems and activities that exist within the organization. Second Cause a sense of belonging for members of the organization, with a strong organizational culture, members of the organization will feel that they have an identity that is characteristic of the organization. Third, it is concerned with common goals rather than prioritizing individual interests. Fourth, Maintain organizational stability. The unity of organizational components that are glued together by the same cultural understanding will make the condition of the organization relatively stable. The four functions show that organizational culture can shape the behavior and actions of employees in carrying out activities within the organization, so that the values in the organization need to be instilled early on in every individual organization.

According to Robbins in (Muis, Jufrizen, & Fahmi, 2018) there are seven primary characteristics that together capture the essence of an organizational culture, known as an indicator of organizational culture, namely: 1) Innovation and risk taking. The extent to which

employees are supported to be innovative and take risks. 2) Attention to detail. The extent to which employees are expected to demonstrate accuracy, analysis and attention to detail. 3) Results Orientation. To what extent management focuses on results rather than on the techniques and processes used to achieve those results. 4) People orientation. The extent to which management decisions take into account the effects on people within the organization. 5) Team orientation. The extent to which work activities are organized around teams, their size is individual. 6) Aggressiveness. Relating to employee aggressiveness. 7) Stability / stability. The organization emphasizes maintaining a good organizational culture.

As for other organizational culture indicators: First Regulations. Rules are applied uniformly to all parties without regard to certain conditions or specific problems. Second, distance from superiors. Each employee can freely express opinions and ideas that are different from his boss. Third, Trust. Employees are open to other employees. Fourth Professionalism, Carrying out work with good quality can develop employee capabilities. Fifth Integrity. The employees are friendly in their relationships (Wibowo, 2016).

Individual Characteristic

Individual characteristic is forming of employee behavior that influence motivation, initiative, performance and career actualization for employees (Ardana, Mujiati, & Sriathi, 2009). Individual characteristic as employees can be seen from the ability to work, motivation, initiative, creativity and others that can affect employee performance. Individual characteristic is the characteristic possessed by someone and those characteristics is rooted in the person's personality, and are a driving force for how a person acts, behaves, speaks and responds to something (Sopiah, 2008). Individual characteristic as attributes or characteristic that shape and distinguish personal characteristics, ethical characteristics, and mental complexity of a person, a group or nation (Bismala, Arianty, & Farida, 2015).

So, individual characteristic is a psychological process that affects individuals from both external and internal factors, the characteristic of someone who distinguishes himself from other individuals in a company. There are several factors that affect individual characteristic of Wibowo (2016), including age, sex, marital status and number of dependents.

Individual characteristic is known as the study of organizations relating to human resources and industrial psychology and organizational behavior. Individual behavior can play an important role in organizational development and work success. The benefits of individual characteristic is as follows: 1) Studying an organization and individuals by using more scientific approaches, 2) Studying the nature and culture of an organization or environment where it works or who will enter work, 3) Knowing a little about psychology, 4) Practicing analytical skills, teamwork and public speaking (Komang Mahayanti & Ayu Sriathi, 2017).

According to Sumarsono (2014: 94) there are four main indicators of individual characteristic, namely as follows: 1) Job satisfaction, which can be defined as a positive feeling about one's work that is the result of an evaluation of its characteristic, 2) Interest, namely something personal and related to attitude, 3) job involvement, which measures the degree to which individuals psychologically side with their work and considers the level of performance achieved as a form of self-esteem important, 4) Personality, which is the overall way an individual reacts and interacts with other individuals.

RESEARCH METHODS

This research uses an associative approach. The population in this study amounted to 35 people. The sample used is a saturated sample given the small population. Data collection techniques in this study used interview techniques and questionnaires to find out the data and answers of respondents. This research was conducted at PT. Garuda Indonesia (Persero) Tbk Medan. The data analysis technique used in this study is to use multiple linear regression analysis by first conducting a classic assumption test, then testing the hypothesis and the coefficient of determination.

RESEARCH RESULTS AND DISCUSSION
Multiple Linear Regression Analysis

Before a multiple linear regression test is performed, it is necessary to test the classical assumptions to get a good model in data processing consisting of:

Normality Test

Normality test aims to determine in the regression model, the confounding variable or residual has a normal distribution. Normality test is used to test whether the distribution is normal or not, namely the P-Plot normality graph analysis. From the results of data processing it appears that the data picture shows a good pattern and the data spreads around the diagonal line and follows the direction of the diagonal line, then the normal probability plot graph is normally distributed.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables. Multicollinearity testing is done by looking at the VIF between independent variables if the tolerance value is greater than 0.10 and the VIF value of the variable is smaller than 10 then it can be concluded that the variable is free from the symptoms of multicollinearity. From the calculation results, the tolerance value obtained for each variable is greater than 0.10 and the VIF value obtained for each variable is smaller than 10, it is mean that the data on organizational culture and individual characteristics variables are free from the presence of multicollinearity symptoms.

Heterocedasticity Test

Heterocedasticity test is performed using graph analysis. A good regression model is a homocedasticity or heterocedasticity does not occur. In the scatterplot graph results show random scattered data and do not form certain patterns. Data are scattered both above and below the number 0 on the Y axis. This shows that there is no heterocedasticity.

After the classic assumption test is performed and it is certain that the model that we will use is free from abnormal data, does not occur multicollinearity and is free from heterocedasticity, then we can do multiple linear regression tests. The results of multiple linear regression analysis can be seen in table 1 below:

Table 1
Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1,669	2,754		,435	,605
	X1	,519	,073	,557	4,324	,000
	X2	,439	,112	,435	3,376	,000

a. Dependent Variable: Y
(Source: SPSS Output, Processed by Researchers, 2019)

Based on table 1 above we get the multiple linear regression equation model as follows:
$$Y = 1{,}669 + 0{,}519\ X_1 + 0{,}439\ X_2 + e$$

Note :

A constant value is 1.669, if the organizational culture (X1), individual characteristic (X2) are considered zero, then employee job satisfaction (Y) at the company is 1.669.

The coefficient value of organizational culture (X1) is 0.519, states that if the organizational culture has increased by 100%, then job satisfaction (Y) will increase by 51.9%.

The coefficient value of individual characteristic (X2) is 0.439, states that if individual characteristics has increased by 100%, then employee job satisfaction (Y) will increase by 43.9%.

Hypothesis Test
Partial (t-test)

T-test is used to determine the effect of the independent variable partially on the dependent variable. Decision making criteria:

If the value of sig < 0.05 and t_{count} > t_{table}, then there is a significant influence of variable X on the variable Y.

If the sig value > 0.05 and t_{count} < t_{table}, then there is no influence and no significant variable X on the variable Y (Sugiyono, 2017).

From the above table you can see the results of the partial statistical test as follows:

Organizational Culture (X1) obtained t_{count} is 4.324 with a significant value is 0.000 while t_{table} is 1.69 with a significant value is 0.05. In conclusion, t_{count} 5.324 > t_{table} 1.69 with a significant value is 0.000 < 0.05 then H0 is rejected, which means that partially the organizational culture variable (X1) has a positive and significant effect on employee job satisfaction (Y) at PT. Garuda Indonesia (Persero) Tbk Medan.

Individual characteristic (X2) obtained t_{count} is 3.376 with a significant value is 0.000 while t_{table} is 1.69 with a significant value is 0.05. The conclusion t_{count} 3.376 > t_{table} 1.69 with a significant value is 0.00 < 0.05 then H0 is rejected, which means that partially the individual characteristic variable (X2) has a positive and significant effect on employee job satisfaction (Y) at PT. Garuda Indonesia Tbk (Persero) Medan.

Simultaneous Test (F-test)

The F-test is used to test whether the independent variables jointly influence the dependent variable. Decision making criteria:

If the sig value < 0.05 and F_{count} > F_{table} then there is an effect of variable X simultaneously on the Y variable.

If the sig value > 0.05 and F_{count} < F_{table} then there is no effect of variable X simultaneously on the Y variable (Sugiyono, 2017).

The following results of simultaneous hypothesis testing are as follows:

Table 2
Simultaneous Test (F-test)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	211,305	2	103,105	45,607	,000[b]
	Residual	65,127	32	2,105		
	Total	276,432	34			

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1
(Source: SPSS Output, Processed by Researchers, 2019)

In the F-test table 2, the F_{count} value is 45.607 with a significant value is 0.000 in the F_{table} with a confidence level is 0.95 with a significance is 0.05, with a F_{table} value is 3.28, a F_{count} is 45.607 > F_{table} 3.28 with a significant value is 0.000 < 0.05 which shows that the organizational culture variable (X1), individual characteristic (X2) simultaneously affect employee job satisfaction (Y) at PT. Garuda Indonesia Tbk. (Persero) Medan.

Coefficient of Determination (R2)

The coefficient of determination (R2) is a number that indicates the degree or degree of distribution of the independent variable (X) in explaining the dependent variable (Y). The greater the coefficient of determination is zero and one ($0 < R^2 < 1$). The following is the coefficient of determination (R^2) :

Table 3
Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,855[a]	,608	,755	1,665

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y

Based on table 3 above, it can be seen that the R Square value is 0.755, shows that the correlation or organizational culture relationship and individual characteristic of employee job satisfaction has a relationship level is 0.755. This means that job satisfaction 75.5% is influenced by organizational culture and individual characteristic, while the remaining 24.5% is influenced by other variables not examined.

CONCLUSION

Based on results of the study, it can be concluded that organizational culture (X1) partially has a positive and significant effect on employee job satisfaction (Y) at PT. Garuda Indonesia (Persero) Tbk Medan. Individual characteristic (X2) partially positive and significant effect on employee job satisfaction (Y) at PT. Garuda Indonesia (Persero) Tbk Medan. Organizational culture (X1) and individual characteristic (X2) simultaneously show that there is a significant influence on employee job satisfaction (Y) at PT. Garuda Indonesia (Persero) Tbk Medan.

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