



Implications of Organizational Culture on Job Satisfaction

Marto Silalahi, Sisca, Onita Sari Sinaga, Vivi Candra, Sudung Simatupang

Sekolah Tinggi Ilmu Ekonomi Sultan Agung Pematangsiantar, Indonesia

ABSTRACT

The purpose of this study was to determine the influence of organizational culture on job satisfaction of 40 employees of the Ministry of Religion of Simalungun Regency. The results of the study found that the value of the organizational culture and job satisfaction variables had valid and reliable results, as well as that the data used had a normal distribution. For the equation results from the simple regression path, the results show $Y = 26,789 + 0.666 X$, which means that there is a positive direction coefficient of organizational culture on job satisfaction, while for the results of the hypothesis that organizational culture has a positive and significant effect on job satisfaction, which means that the better The value of organizational culture will result in good job satisfaction as well, and vice versa.

ARTICLE INFO

Article history:

Received 29 Sep 2021

Received in revised form

30 Sep 2021

Accepted 05 Nov 2021

Keywords:

organizational culture;
job satisfaction

© 2021 Hosting by Research Parks. All rights reserved.

Introduction

Good human resources in an organization are needed in achieving mutually agreed goals. When the organization's goals are achieved, it is clear that it will be able to create satisfaction for members of the organization who work in it because it will cause the members of the organization to think that what they have done is in line with the expectations of the organization, because success in managing the organization is not only success in financial management. but it is also determined from the success in managing human resources (Sugiono & Tobing, 2021); then the application of good values in the organization is needed to improve cooperation between employees (Setiawan et al., 2020); a strong organizational culture will trigger employees to think, behave and behaving in accordance with organizational values (Kotter & Heskett, 2011) and useful as a reference in directing behavior (Harjanti et al., 2021) conformity of organizational culture with organizational members who provide support will lead to job satisfaction (Sunarso, 2002),

Success in managing human resources in organizations that are implemented through organizational culture and has been mutually agreed upon will have an impact on job satisfaction of members of the organization, satisfaction and dissatisfaction felt by employees in carrying out their duties is something that always happens in the organization (Brury, 2016), job satisfaction can be a consideration of job attractiveness which has a relationship with job happiness (Nabi et al., 2017), and workers must have job satisfaction to achieve organizational goals (Miharty, 2013), job satisfaction can be a positive feeling about work that is generated through evaluation of job characteristics, as well as emotional positive results that are generated based on a person's recognition of his work experience (Nelson & Quick, 1999) then when a person has a high level of satisfaction it means he likes the job and its tasks (Chandan, 2010), as well as a pleasant and satisfying emotional attitude. love his job (Taufiq et al., 2021).

A higher level of job satisfaction is able to motivate someone to be more active and diligent in work (Colquitt et al., 2019), as well as job satisfaction at the Office of the Ministry of Religion of Simalungun Regency can be measured through salary/wages, the work itself, promotion opportunities, reasonable supervision, colleagues work, working conditions, but in fact that job satisfaction is not in accordance with the expected conditions because they often feel bored with the work itself and working conditions where the room is still small and cramped, causing discomfort at work, this will clearly interfere with work activities itself and its impact will be related to satisfaction with the work itself.

Job satisfaction can be influenced by several factors, one of which is found in the application of organizational culture, (Badu et al., 2018); then organizational culture must be able to form a culture that is in accordance with its employees (Zukarnaen et al., 2020); organizational culture can be found through security with work, feelings of respect, cooperation, clarity from the organization, support and attention have an influence on job satisfaction, while openness has no effect (Taurisa & Ratnawati, 2012); because culture is an idea and result of human effort that can be learned and passed down from one generation to the next to be used in human life (Siburian, 2013). To measure the success of organizational culture can be found through the application of the observed behavioral rules, norms, dominant values, philosophy, rules, and organizational climate (Luthans, 2006). The implementation of organizational culture often has not achieved results because there are still violations of the rules that have been set, but no witnesses are given for these violations, and the climate of the work environment is not in line with expectations. Therefore, it is necessary to expand organizational culture which requires management to recognize its basic dimensions and relationships with employees such as job satisfaction (Lund, 2003).

LITERATURE REVIEW

1. Organizational Culture.

Organizational culture can be a pattern of implementing policies carried out by the organization so that subordinates understand the vision and mission of the organization's goals, the existence of organizational culture can be a source of competitiveness and a code of ethics (Lee, 2020); then the organization consists of staff with the behavior of their members will be able to influence work results (Tsai, 2011); every organization comes with their heritage culture in influencing the organization's operations and has an abstract concept (Chang & Lee, 2007). In organizational culture there are often disturbances in the form of a lack of orientation and stability to the team which will certainly reduce job satisfaction (Setiawan et al., 2020); therefore organizational culture must be able to reflect the values, beliefs and behavioral norms used by employees in the organization (Scott-Findlay & Estabrooks, 2006).

2. Job Satisfaction

Organizational dynamics are so complex that the three members of the organization will succeed in finding satisfaction from their work, job satisfaction can be a representation of the emotional state felt by individuals with aspects of their work (Sena et al., 2020); job satisfaction or employee satisfaction is believed to be a person's satisfaction with work (Ahamed & Mahmood, 2015); and there are factors that influence it: employee involvement, employee empowerment, turnover, absenteeism, work environment, and salary (Al-Abdullat & Dababneh, 2018); by (Syardiansah et al., 2020) that job satisfaction is related to the variables of turnover, absenteeism, age, job level and organizational size company .

3. Hypothesis

To get an answer from a research, it is necessary to do a hypothesis, which aims to get a temporary answer from the results of the study. The hypotheses obtained are:

H1: Organizational culture has no effect on job satisfaction.

H2: Organizational culture has an influence on job satisfaction.

RESEARCH METHODS

This research was conducted at the Office of the Ministry of Religion, Simalungun Regency with a total of 40 employees, to get the results of the data, it was done by distributing questionnaires and it was necessary to test the validity with a correlation value limit of 0.30 (Sugiono, 2019) and a reliability test with Cronbach's alpha minimum 0.70 (Eisingerich & Rubera, 2010); then tested for normality, coefficient of determination, simple regression equation with the formula $Y = a + bX$ and finally tested the hypothesis.

RESULTS AND DISCUSSION

Respondent's description

Table 1: Description of respondents

Respondent Data	Respondent Description	Total	Percentage
Gender	Male	20	50%
	Female	20	50%
Respondents Age	21-30	8	20%
	31-40	20	50%
	41-50	10	25%
	51-60	2	5%
Respondent Education	High School	2	5%
	Diplomas	-	-
	Degree	38	95%
Respondents Working Period	< 5	1	2,5%
	6-10	7	17,5%
	11-15	8	20%
	16-20	8	20%
	21-25	11	27,5%
	26-30	5	12,5%

Source: Data processing, 2021

For the explanation in table 1, that for the gender of employees the number is the same between male and female employees, 20 male and 20 female. The age of the most dominant employees is at the age of 31-40 and the average employee is still in working productive age, the education of the most dominant employee is undergraduate, because the requirements to become an employee at this time are undergraduate level, then the most dominant employee tenure are in the working period of 21-25 years.

Validity and Reliability Test

Validity test

Validity testing is used to see aspects of the accuracy of a data having truth or accuracy. To see the results of the validity test can be seen in table 2 below.

Table 2: Validity Test

Variable	r count	correlation	Criteria
Organizational Culture	0,516	0,30	Valid
Job Satisfaction	0,497	0,30	Valid

Source: Data processing, 2021

Table 2 shows the results that the value of the organizational culture variable is 0.516 and job satisfaction is 0.497 > from the correlation value to determine whether a study is valid or not, it is 0.30, it shows that the data for the organizational culture and job satisfaction variables have valid criteria, because the value of rcount > correlation 0.30.

Reliability Test

Reliability test is usually used to measure the consistency of the results of the questionnaire which is an indicator of a variable. The results for reliability testing can be seen in the following table.

Table 3: Reliability Test

Variable	rcount	cronbach's alpha	Criteria
Organizational Culture	0,934	0,70	Reliable
Job Satisfaction	0,935	0,70	Reliable

Source: Data processing, 2021

Table 3 shows the results that the rcount of organizational culture is 0.934 and job satisfaction is 0.935, while the value of Cronbach's alpha is 0.70. This means that organizational culture and job satisfaction have reliable criteria because the rcount > Cronbach's alpha 0.70.

Normality test

Normality test is used as a statistical method to see the distribution of data in a group of variables. The results for the normality test can be seen in the following table.

Table 4: Normality Test

		One-Sample Kolmogorov-Smirnov Test	
		Culture Organization	Job Satisfaction
N		40	40
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	65,68	70,50
	<i>Std. Deviation</i>	8,853	8,348
	<i>Most Extreme Differences</i>		
	<i>Absolute</i>	0,126	0,072
	<i>Positive</i>	0,111	0,072
	<i>Negative</i>	-0,126	-0,066
<i>Test Statistic</i>		0,126	0,072
<i>Asymp. Sig. (2-tailed)</i>		,108^c	,200^{c,d}

Source: Data processing, 2021

Table 4 normality test in this study using the Kolmogorov Smirnov normality test and the result is that the asymp value. sig. (2-tailed) for organizational culture is 0.108 then job satisfaction is 0.200 while the significance value is 0.05. So the conclusion is that organizational culture and job satisfaction are normally distributed because they are asymptomatic. sig. (2-tailed > 0.05 significance).

Coefficient of Determination

The coefficient of determination is used to see the ability of the independent variable in explaining the dependent variable, and the results for the coefficient of determination can be seen in table 5 below

Table 5: Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,706 ^a	0,498	0,485	5,991

a. Predictors: (Constant), Culture_Organization

Source: Data processing, 2021

The value of the coefficient of determination for table 5 is 0.49 or 49%, meaning that the ability of the organizational culture variable in explaining the job satisfaction variable is 49%, while the remaining 51% is determined by other variables such as communication, motivation and other variables that are not discussed in the study. Furthermore, for the coefficient value of 70%, it means that the correlation of organizational culture to job satisfaction has a strong relationship.

Simple Regression Equation

Simple regression is used as a method to see the relationship between independent variables and has a straight line relationship to the dependent variable, the results of the simple regression equation can be seen in table 6 below.

Table 6: Simple Regression Equation**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,789	7,179		3,731	0,001
	Culture Organisation	0,666	0,108	0,706	6,142	0,000

a. Dependent Variable: Job_Satisfaction

The results of the simple regression equation in table 6 show the results of the equation $Y = 26,789 + 0.666 X$, meaning that if the constant is 26,789 then when the organizational culture value does not exist or 0, then the value of job satisfaction is 26.789 and the value of the regression coefficient is 0.666 which explains that when adding 1 to the value of organizational culture, then the value of the job satisfaction variable will increase by 0.666. Furthermore, the results of these equations show the results of a positive relationship the influence of organizational culture on job satisfaction.

Partial Hypothesis Test (t Test)

The hypothesis is used as a temporary answer to the research results, and for this study using a partial test, because to find out how the influence of each independent variable on the dependent variable. To find out the results of the partial test can be seen in table 7 below

Table 7: Hypothesis Test**Coefficients^a**

Model		t	Sig.
1	(Constant)	3,731	0,001
	Culture Organisation	6,142	0,000

a. Dependent Variable: Job_Satisfaction

Source: Data processing, 2021

The results of the calculation of table 7 for the partial test found that the value of tcount is 6.142 and then determines the degrees of freedom (df) = (n-2) = 40 - 2 = 38 the result is 2.024 for ttable and the arithmetic significance value is 0.000 < significance 0.05, which means that rejecting the H1 hypothesis and accepting H2 that there is a significant (positive) and significant influence on organizational culture on job satisfaction.

DISCUSSION**The Influence of Organizational Culture on Job Satisfaction**

Organizational culture has a very important role in the organization to support the smooth running of all work processes within the organization, organizational culture refers to the attitudes and behaviors adopted by employees of certain organizations (Dimitrios & Athanasios, 2014). Through the application of organizational culture, organizational members in this case employees have guidelines or guidelines to find out which ones should be done and which ones are avoided, as well as how best to carry out

interactions with the work, which results in employees or employees being more effective and in behaving in harmony with the needs of the company. because it contains norms, values, work processes and habits of organizational members whose results can lead to feelings of satisfaction with the work of organizational members, because the shape of organizational culture unexpectedly has an influence on job satisfaction (Radwan & Zhu, 2017).

The results of research conducted by the Office of the Ministry of Religion of Simalungun Regency found that organizational culture has an influence on job satisfaction, this is in line with research from (Mariati & Hanif, 2018); (PHAM THI et al., 2021); that there is a positive and significant relationship between organizational culture and job satisfaction, because the better the organizational culture formed, the higher the job satisfaction felt by employees (Putra & Adnyani, 2019) and job satisfaction can be increased through a conducive organizational culture (Miharty, 2013); the highest level of job satisfaction is in the task culture and followed by the power culture and the lowest is in the role culture (Janićijević et al., 2018);, because job satisfaction is a condition needed by someone in doing work (Jack), and has a very important role. in the level of job satisfaction (Silverthorne, 2004), with values such as fairness, growth and reputation of the organization (Sharma, 2017). However (Sadiartha & Sitorus, 2018); (Tampubolon & Harati, 2019); argues that organizational culture can have an effect but not significantly on job satisfaction, then this is clarified by (Indiyati et al., 2020) that organizational culture has no influence on job satisfaction, meaning that even if organizational culture is good or not, it has no impact on job satisfaction (Hidayat et al., 2018), like the characteristics of aggressiveness (Sharma, 2017); therefore organizational culture must always be able to build and be developed that can provide support to the organization (Habib et al., 2014) as well as to employees who are members of the organization,

CONCLUSIONS AND SUGGESTIONS

A good organizational culture will lead to good job satisfaction, the results of the study found that organizational culture is able to have a positive and significant influence and relationship on job satisfaction. Because the job satisfaction obtained by employees will trigger good organizational growth that is in line with the vision and mission set by the organization. When job satisfaction is achieved, the turnover rate can be reduced and employee loyalty can grow well.

The leadership of the organization to continue to improve the ability of its members by implementing a good organizational culture, and instilling moral, ethical values and the ability of its members to be even better.

REFERENCES

1. Ahamed, M., & Mahmood, R. (2015). Impact of Organizational Culture on Job Satisfaction: A Study on Banglalion Communication Ltd, Bangladesh. *European Journal of Business and Management*, 7(10), 160–174. <https://doi.org/10.5958/0974-0945.2015.00004.7>
2. Al-Abdullat, B. M., & Dababneh, A. (2018). The mediating effect of job satisfaction on the relationship between organizational culture and knowledge management in Jordanian banking sector. *Benchmarking: An International Journal*, 25(2), 517–544. <https://doi.org/10.1108/BIJ-06-2016-0081>
3. Badu, B. Y. Y., Made, S., & Saroyini, P. P. (2018). The influence of organizational culture on job satisfaction. *Economic Annals*, 63(219), 83–114. <https://doi.org/10.18551/tjoas.2018-12.06>

4. Brury, M. (2016). Pengaruh Kepemimpinan, Budaya Organisasi, Motivasi Kerja Dan Kepuasan Kerja Terhadap Kinerja Pegawai Pada Kantor SAR Sorong. *Jurnal Riset Bisnis Dan Manajemen*, 4(1), 1–16. <https://ejournal.unsrat.ac.id/index.php/jrbm/article/view/12348>
5. Chandan, J. S. (2010). *Organizational Behaviour* (Ed-3). Vikas Publication House Pvt Ltd.
6. Chang, S. C., & Lee, M. S. (2007). A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. *The Learning Organization*, 14(2), 155–185. <https://doi.org/10.1108/09696470710727014>
7. Colquitt, J., LePine, J., & Wesson, M. (2019). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (6th Editio). MacGraw-Hill.
8. Dimitrios, B., & Athanasios, K. (2014). Organizational culture and job satisfaction: A Review. *International Review of Management and Marketing*, 4(2), 132–149. <https://www.econjournals.com/index.php/irmm/article/view/746>
9. Eisingerich, A. B., & Rubera, G. (2010). Drivers of Brand Commitment: A Cross-National Investigation. *Journal of International Marketing*, 18(2), 64–79. <https://doi.org/10.1509/jimk.18.2.64>
10. Habib, S., Aslam, S., Hussain, A., Yasmeen, S., & Ibrahim, M. (2014). The Impact of Organizational Culture on Job Satisfaction, Emploeyss Commitment and Turn over Intention. *Advances in Economics and Business*, 2(6), 215–222. <https://doi.org/10.13189/aeb.2014.020601>
11. Harijanti, P., Melinda, T., & Krisprimandoyo, D. A. (2021). The Effect of Leadership, Motivation, and Organizational Culture on the Performance of Employees of PT X. *International Conference on Entrepreneurship (ICOEN), 2021*, 655–662. <https://doi.org/10.18502/kss.v5i5.8849>
12. Hidayat, R., Chandra, T., & Panjaitan, H. P. (2018). Influence of Organizational Culture, Work Motivation, and Leadership Style on Job Satisfaction and Employee Performance At Gas Stations in Rokan Hilir. *Kurs : Jurnal Akuntansi, Kewirausahaan Dan Bisnis*, 3(4), 142–155. <http://www.ejournal.pelitaindonesia.ac.id/ojs32/index.php/KURS/article/view/83>
13. Indiyati, D., Fauziah, A. R., & Putri, R. K. (2020). ORGANIZATIONAL CULTURE, COMMUNICATION AND JOB SATISFACTION. *International Journal of Economics, Business and Management Research*, 4(08), 1–12. http://ijebmr.com/uploads/pdf/archivepdf/2020/IJEBMR_589.pdf
14. Janićijević, N., Nikčević, G., & Vasić, V. (2018). The influence of organizational culture on job satisfaction. *Economic Annals*, 63(219), 83–114. <https://doi.org/10.2298/EKA1819083J>
15. Kotter, J. P., & Heskett, J. L. (2011). *Corporate Culture and Performance*. Free Press.
16. Lee, D. (2020). Impact of organizational culture and capabilities on employee commitment to ethical behavior in the healthcare sector. *Service Business*, 14(1), 47–72. <https://doi.org/10.1007/s11628-019-00410-8>
17. Lund, D. B. (2003). Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing*, 18(3), 219–236. <https://doi.org/10.1108/0885862031047313>
18. Luthans, F. (2006). *Perilaku Organisasi*. Andi.
19. Mariati, & Hanif, M. (2018). The Influence of Organizational Culture And Work Motivation on Employee Performance , Job Satisfaction As Intervening Variable (Study On Secretariat Staff of Pasuruan Regency). *IOSR Journal of Business and Management (IOSR-JBM)*, 20(8), 30–39. <https://doi.org/10.9790/487X-2008013039>
20. Miharty. (2013). The influence of organizational culture on job satisfaction towards improving the quality of education in University of Riau. *Asian Social Science*, 9(12), 60–68. <https://doi.org/10.5539/ass.v9n12p60>

21. Nabi, M. N., Km, F., & Sm, A. (2017). The Role and Impact of Business Communication on Employee Performances and Job Satisfactions: A Case Study on Karmasangsthan Bank Limited, Bangladesh. *Arabian Journal of Business and Management Review*, 2017, 1–8. <https://www.hilarispublisher.com/abstract/the-role-and-impact-of-business-communication-on-employee-performances-and-job-satisfactions-a-case-study-on-karmasangsthan-21289.html>
22. Nelson, D. L., & Quick, J. C. (1999). *Organizational Behavior: Foundations, Realities and Challenges*. South-Western College Pub.
23. PHAM THI, T. D., NGO, A. T., DUONG, N. T., & PHAM, V. K. (2021). The Influence of Organizational Culture on Employees' Satisfaction and Commitment in SMEs: A Case Study in Vietnam. *The Journal of Asian Finance, Economics and Business*, 8(5), 1031–1038. <https://doi.org/10.13106/jafeb.2021.vol8.no5.1031>
24. Putra, I. W. R. S., & Adnyani, I. G. A. D. (2019). Pengaruh Komunikasi, Budaya Organisasi Dan Lingkungan Kerja Fisik Terhadap Kepuasan Kerja Karyawan Ramada Bintang Bali. *E-Jurnal Manajemen Universitas Udayana*, 8(4), 2014. <https://doi.org/10.24843/ejmunud.2019.v08.i04.p05>
25. Radwan, F. M. A., & Zhu, J. (2017). The Influence of Organizational Culture on Job Satisfaction and Turnover Intention in Oil Companies in Libya. *Atlantis Press*, 99, 101–105. <https://doi.org/10.2991/icsshe-17.2017.26>
26. Sadiartha, A. A. N. G., & Sitorus, S. A. (2018). Organizational Culture, Communication and Leadership Style on Job Satisfaction. *International Journal of Research in Business and Social Science*, 7(4), 01–09. <https://doi.org/10.20525/ijrbs.v8i5.494>
27. Scott-Findlay, S., & Estabrooks, C. A. (2006). Mapping the organizational culture research in nursing: A literature review. *Journal of Advanced Nursing*, 56(5), 498–513. <https://doi.org/10.1111/j.1365-2648.2006.04044.x>
28. Sena, A., Cahyono, Y., & Purwanto, A. (2020). The Influence of Organizational Culture, Job Satisfaction, and Professional Commitment on Innovative Behavior of Flight Instructors at the Civil Flight School in Indonesia. *Systematic Reviews in Pharmacy*, 11(9), 938–952. <https://doi.org/10.31838/srp.2020.9.137>
29. Setiawan, T., Absah, Y., & Silalahi, A. S. (2020). The Influences of Organizational Culture, Job Satisfaction and Motivation on Employee Performances at PT Sumatra Sistem Integrasi Medan. *International Journal of Multicultural and Multireligious Understanding*, 7(1), 25–36. <https://doi.org/http://dx.doi.org/10.18415/ijmmu.v7i1.1273>
30. Sharma, P. (2017). ORGANIZATIONAL CULTURE AS A PREDICTOR OF JOB SATISFACTION: THE ROLE OF AGE AND GENDER. *Management*, 22(1), 35–48. <https://eds-a-ebshost-com.liverpool.idm.oclc.org/eds/detail/detail?vid=0&sid=bce2a92a-5101-4d8a-9342-cfad7878c5c8%40sessionmgr4006&bdata=JnNpdGU9ZWRzLWxpdmUmc2NvcGU9c2l0ZQ%3D%3D#AN=1704133&db=ecn>
31. Siburian, T. A. (2013). The Effect of Interpersonal Communication, Organizational Culture, Job Satisfaction, and Achievement Motivation to Organizational Commitment of State High School Teacher in the District Humbang Hasundutan, North Sumatera, Indonesia. *International Journal of Humanities and Social Science*, 3(12), 247–264. http://www.ijhssnet.com/journals/Vol_3_No_12_Special_Issue_June_2013/28.pdf
32. Silverthorne, C. (2004). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 25(7), 592–599. <https://doi.org/10.1108/01437730410561477>
33. Sugiono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Cetakan-1). Alfabeta.

34. Sugiono, E., & Tobing, G. I. L. (2021). Analisis Pengaruh Kepemimpinan, Budaya Organisasi dan Komunikasi Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Karyawan. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis*, 4(2), 389–400. <https://doi.org/https://doi.org/10.36407/jmsab.v4i2.413>
35. Sunarso. (2002). DAMPAK BUDAYA ORGANISASI TERHADAP KEPUASAN KERJA. *Jurnal Ekonomi Dan Kewirausahaan*, 9(1), 75–85. <https://ejournal.unisri.ac.id/index.php/Ekonomi/article/view/386>
36. Syardiansah, S., Latief, A., Daud, M. N., Windi, W., & Suharyanto, A. (2020). The Effect of Job Satisfaction and Organizational Culture on Employee Performance of the Royal Hotel in East Aceh District. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 849–857. <https://doi.org/10.33258/birci.v3i2.912>
37. Tampubolon, M., & Harati, R. (2019). Role of organizational culture, communication and leadership style on job satisfaction. *International Journal of Research in Business and Social Science*, 8(5), 308–315. <https://doi.org/10.20525/ijrbs.v8i5.494>
38. Taufiq, A., Isyandi, I., & Maulida, Y. (2021). The Effect of Organizational Culture, Leadership Style, Knowledge Management, Work Discipline, and Work Environment on Employee Satisfaction Pbec Eye Hospital. *Jurnal Manajemen Dan Bisnis*, 10(1), 48–61. <https://doi.org/10.34006/jmbi.v10i1.251>
39. Taurisa, C. M., & Ratnawati, I. (2012). ANALISIS PENGARUH BUDAYA ORGANISASI DAN KEPUASAN KERJA TERHADAP KOMITMEN ORGANISASIONAL DALAM MENINGKATKAN KINERJA KARYAWAN (Studi pada PT. Sido Muncul Kaligawe Semarang) Analysis of Effect of Organizational Culture and Organizational Commitment on Job Sa. *Jurnal Bisnis Dan Ekonomi (JBE)*, 19(2), 170–187. <https://www.unisbank.ac.id/ojs/index.php/fe3/article/view/1740>
40. Tsai, Y. (2011). Relationship between organizational culture, leadership behavior and job satisfaction. *BMC Health Services Research*, 11, 98. <https://bmchealthservres.biomedcentral.com/articles/10.1186/1472-6963-11-98>
41. Zukarnaen, Z., Purwana, D., & Saptono, A. (2020). The Influence of Organizational Culture and Work Environment on the Performance of Naval Command and Staff Collage (Seskoal) With Job Satisfaction. *International Journal on Advanced Science, Education, and Religion*, 3(2), 34–45. <https://doi.org/10.33648/ijoaser.v3i2.55>