



Organizational Culture and Motivation Affect Employee Job Satisfaction at LPD Badung Regency

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ABSTRACT

This study focuses on LPD in Badung Regency. The objective is to test whether Organizational Culture and Motivation influence Employee Job Satisfaction by applying the Grand Theory of Stewardship (Davis et al., 1997). The research method used is Multiple Regression Quantitative with 93 samples, analyzed using SPSS Version 24. Research Results the Organizational Culture variable (X1) has a significant positive effect on job satisfaction at LPD in Badung Regency, The Motivation variable (X2) has a significant positive effect on job satisfaction at LPD in Badung Regency, Job Satisfaction (Y) has a significant positive simultaneous effect on organizational culture, motivation, and job satisfaction, which can therefore be simultaneous at the Village Credit Institutions in Badung Regency. Implications this research can provide answers regarding the influence of organizational culture and motivation variables on employee job satisfaction within the behavior of Village Credit Institutions in Badung Regency. The impact is substantial.

INTRODUCTION

LPD which stands for Lembaga Perkreditan Desa (Village Credit Institution), operates throughout Bali as a financial service managed by the Desa Adat (traditional villages). LPD serves as a business entity with the goal of generating profit and performing corporate functions by optimizing capital potential to achieve profit, which can then be reinvested. Managing resources within the company includes paying attention to employee job satisfaction. Regarding employee productivity, job satisfaction is an important issue to consider (Sutrisno, 2010). Increasing employee satisfaction at LPD will enhance their productivity, enabling them to work effectively and efficiently according to management's direction.

Employee satisfaction is influenced by organizational culture and many other factors. Established regulations within the company enhance the individual organizational culture of employees. Over the years, values, assumptions, beliefs, philosophies, habits, and organizational practices are developed and implemented by the founders, leaders, and members of the organization. The content of organizational culture affects the attitudes, mindsets, and behaviours of organizational members in providing customer service and producing quality goods and services (Wirawan, 2007: 10).

Organizational culture is formed based on the company's vision and mission, which must be implemented by all parties within the organization. This ultimately results in highly dedicated employees, a strong work ethic, and integrity towards the company. Mangkunegara (2005) states that the purpose of implementing organizational culture is to ensure that every member of the company or organization adheres to the prevailing value system, beliefs, and standards. The organizational culture of each company is not always the same, which gives it a distinctive characteristic compared to other companies.

Every person performs certain actions due to an internal drive, much like employees who work according to their respective duties. This internal drive is referred to as motivation. Sedarmayanti (2011) perceives motivation as the willingness to engage in activities to fulfil personal needs with a high effort towards organizational goals. The level of employee motivation plays an important role in the company's success, along with their skills and abilities in performing tasks. Employee satisfaction is also influenced by their motivation to work. High employee motivation enhances their performance within the company; the higher the motivation, the more earnest they are in achieving the best results in their efforts. Conversely, if motivation is low, employees will only provide what they can in line with their duties.

According to Festinger in Kluvers and Tippet (2009), if an employee has high motivation but the results are not as expected, the employee will willingly change their activities to achieve the desired outcome. Conversely, if an employee has low motivation and the results are not as expected, the employee believes that it is due to their own abilities.

Regional Regulation No. 2 of 1988 of Bali Province regulates the LPD (Village Credit Institution) as a non-bank microfinance institution managed by the Desai Adat in Bali. Its characteristics are: (1) it is a company; (2) it is owned

and managed by the village of pakraman; (3) it operates under the mandate of the community financial institution of the village of pakraman. Regional Regulations No. 3 of 2007 and No. 4 of 2012 of Bali Province are the second amendments to Regional Regulation No. 8 of 2002 concerning LPD, altering the existence of the LPD.

The issuance of Regional Regulation No. 19 of 2001 by the Badung Regency Government regulates LPDs (Village Credit Institutions) in Badung Regency. In response to Regional Regulation No. 4 of 2012 of Bali Province, the Badung Regency Government issued Regional Regulation No. 29 of 2013 concerning Village Credit Institutions, which reported that out of 122 LPDs, 77 were classified as healthy, 22 as sufficiently healthy, 11 as unhealthy, and 12 as less healthy. Interviews with several village leaders regarding Village Credit Institutions revealed that the challenges in managing these institutions lie within the community and the individuals involved, such as leaders and employees. Based on the description above, research is conducted to examine whether organizational culture and:

"Motivation's Influence on Job Satisfaction of Employees at LPDs in
Badung Regency"

Research Objectives

Based on the problem identification and limitations outlined above, the author formulates the problem as follows:

1. To determine the impact of organizational culture on job satisfaction among employees of LPDs in Badung Regency.
2. To examine the effect of motivation and organizational culture on job satisfaction among employees of LPDs in Badung Regency.
3. To assess the influence of organizational culture and motivation on job satisfaction among employees of LPDs in Badung Regency.

LITERATURE REVIEW

1. Stewardship Theory

Stewardship theory outlines the relationship between the principal and the steward. This theory emphasizes two important aspects: members of the GPD (Village Credit Institution Management) are required to carry out their entrusted duties with full responsibility to achieve the objectives, one of which is to produce accurate financial reports. Therefore, leadership in the management of LPDs requires high-quality human resources, an internal control system, the use of information technology, accounting knowledge, and ethics (Paramitha, 2019). In this research, LPD managers can be held accountable to their clients through high-quality financial reports.

2. Technology Acceptance Model (TAM)

According to the Technology Acceptance Model (TAM), users' behavioural intentions, based on their perceptions of the usefulness and ease of use of a system, determine system usage. When someone establishes an organization, they set objectives related to behaviour's they believe will improve the quality of financial reports. The Technology Acceptance Model

(TAM) is relevant to this research because there is a rationale for why high-quality accounting information is produced through the use of information technology that supports accounting tasks. High-quality accounting information is timely, reliable, and easily understandable.

3. Organizational Culture

Regardless of the cultural bonds created, organizational culture remains present and is highly upheld within an organization. According to Ismail (2018), organizational culture correlates with the behavioural norms and principles accepted by each member of the organization. These values serve as a basis for setting behavioural rules within the organization. Robbins and Judge (2015) state that aspects such as norms, dominant values, philosophy, and organizational environment are observed as six components influencing organizational culture. Sulaksono and Hari (2015: 14) mention five indicators of organizational culture, which include considering risks with innovation, focusing on results, addressing all employee interests, and focusing on task details.

4. Motivation

There are factors that can influence employee motivation, where motivation is the effort or activity by leaders to ignite the work spirit of employees (Wardan, 2020:109). Additionally, there are factors that affect employee motivation such as financial factors, including salary, bonuses, incentives, and others, as well as non-financial factors such as job status, recognition, authority, and others (Anyim & Chidi, 2012:34). According to a theory, indicators of employee work motivation include job satisfaction, which encompasses employees' attitudes towards work activities correlated with the work environment and partners. Achievements are noted based on the results of performance in a specific workplace over a period of time. Education and training help employees improve technical skills, concepts, moral, and theoretical knowledge. Responsibility involves individual activities in performing tasks and obligations that must be fulfilled for individuals, the community, and the environment. This is explained according to the theory proposed by Frederick Herzberg in Sutrisno (2019:131).

5. Job Satisfaction

Robbins (2003) in Purwanto (2018) states that satisfaction is the result of the difference between the number of rewards received by employees and the amount expected. Testa (1999) defines job satisfaction as a feeling of happiness or a positive emotional state resulting from the evaluation of performance that has been carried out. According to Hamali (2016: 205-206), job satisfaction is influenced by two factors. The first factor includes intelligence (IQ), age, gender, physical condition, education, experience, emotions, thinking patterns, and others. The second factor includes the type of job, organizational structure, job grade, quality of supervision, financial security, opportunities for promotion, and social interaction. Afandi (2021) states that job satisfaction can be measured by the nature of one's job, meaning that what they do in their work can affect their level of satisfaction. Additionally, wages are the amount of money an individual receives as a result of their work. Supervision refers to

individuals who provide guidance during task execution, and coworkers are those who provide either a positive or negative experience while working.

METHODOLOGY

a. Types of Research

Research or research design is a structured plan for observation that helps researchers find answers to problems. This plan includes the research program and also constitutes the data analysis design.

b. Population and Sample

1. Population

Population refers to a group of individuals who are either objects or subjects of study and possess certain characteristics (Sugiyono, 2010:117). In this research, the population consists of the managers of Village Credit Institutions (LPDs) in Badung Regency, Bali. There are 122 units across 6 (six) sub-districts in Badung Regency.

2. Sample

Proportional random sampling is used to select samples, meaning that each LPD has an equal chance of being included in the research sample. A sample of 93 is obtained from the respondents of this study, who are the chairpersons of the LPDs.

3. Data Collection Techniques

In this research, data collection techniques include:

- a. Interviews: To obtain data through direct observation in the field, respondents are interviewed through a question-and-answer process. In this study, interviews are conducted initially to gather information related to LPDs.
- b. Questionnaires: To collect data, a set of questions is created and distributed directly to respondents to provide an overview, attention, and insights. This study uses questionnaires to gather data from LPDs in Badung Regency, Bali.
- c. Literature Review: Literature review serves as secondary data in this research. Data is obtained through reviewing literature, which involves comparing facts with theories. This data is gathered by examining, studying literature, academic journals, the internet, and other relevant sources.

4. Data Analysis Techniques

The data analysis techniques used in this research are:

- a. Quantitative Analysis
- b. Classical Assumption Testing
- c. Validity Testing
- d. Reliability Testing
- e. Multiple Regression Analysis
- f. Correlation Analysis

The analysis will be conducted using Statistical Package for the Social Sciences (SPSS) software, version 24.

RESULT AND DISCUSSION

1. Relationship Between Research Variables

To address the hypotheses regarding the partial effects of each variable, the data can be analysed as follows:

1. Organizational Culture (X1) has a significant positive correlation with Job Satisfaction (Y) with a value of 0.245 and a significance of 0.018. Therefore, the Organizational Culture variable has a low but significant correlation with Job Satisfaction.
2. Organizational Culture (X1) has a significantly positive correlation of 0.694 with Motivation, indicating that the Organizational Culture variable is strongly correlated with Motivation.
3. Motivation (X2) has a significant positive relationship with Job Satisfaction, with a value of 0.408 and a significance of 0.000. Thus, the Motivation variable is closely and significantly related to Job Satisfaction at LPDs in Badung Regency.
4. To improve Job Satisfaction as a unified goal, Motivation should be increased by the amount of Organizational Culture 0.245 and Motivation 0.408 at Village Credit Institutions in Badung Regency.

2. Analysis Based on F-Test

Since the significance value is less than 0.05, with an F-statistic value of 9.144 and a significance level of 0.000, the concept and model of the variables used by the researcher are accepted by the respondents. This applies to Organizational Culture (X1) and Motivation (X2) in relation to Job Satisfaction (Y) at Village Credit Institutions in Badung Regency.

3. Results of the t-Test Analysis

Based on the data processing results using SPSS version 24, the following results were obtained:

1. Organizational Culture (X1) has a tcount value of -0.547 and a signification of 0.586 which is below or > 0.05 . So, Organizational Culture (X1) has a positive negative influence and is not significant on Job Satisfaction at Village Credit Institutions in Badung Regency
2. Motivation (X2) has a significance of 0.01 and the tcount of 3,434 is below or < 0.05 , so Motivation (X2) has a positive and significant influence on Work Satisfaction at Badung Regency Village Credit Institutions

4. Effect of Determinant Analysis Results

For the summary regression model, the coefficient of determination (Adjusted R) is 0.650, which is a percentage of 65%, indicating that the Organizational Culture variables (X1), Motivation variables (X2), and Job Satisfaction (Y) have an influence of 65%. Additional variables not examined in

5. Research Implications

This research found that the influence of organizational culture and motivation variables on the job satisfaction of Badung Regency LPD employees is very large this study was 35% of the total.

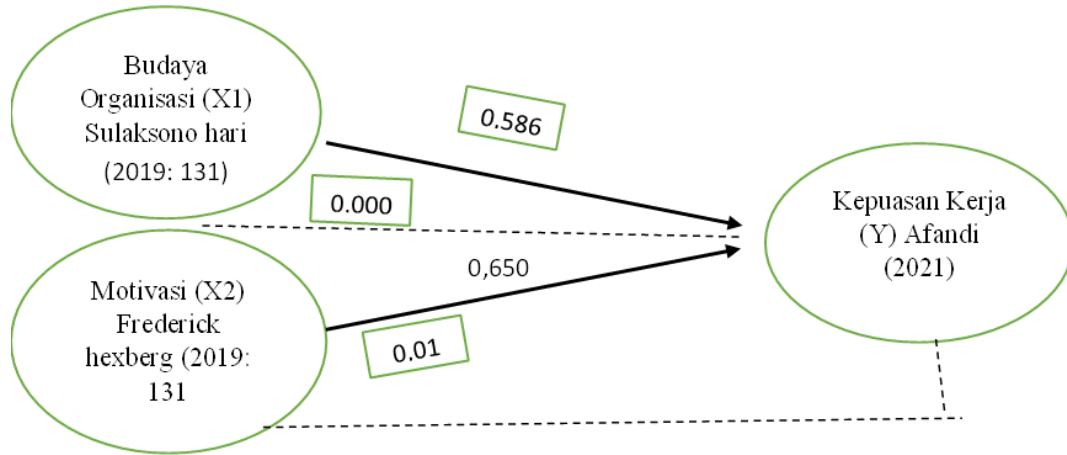


Figure 1. Determinant Analysis Diagram

Based on the results of data analysis, researchers can draw conclusions in accordance with the research objectives, so it can be concluded that:

1. Organizational Culture (X1) has a t count of -0.547 with a signification of 0.586 which is below or > 0.05 . So, it is concluded that Organizational Culture.
2. (X1) has a positive negative influence and is not significant on Job Satisfaction of Village Credit Institutions in Badung Regency.
3. Motivation (X2), with a significance of $0.01 < 0.05$ and a tcount of 3,434, then the variable Motivation (X2) has a significant positive influence on Job Satisfaction at Badung Regency Village Credit Institutions.
4. The calculated F value is 9.144 with a significance value of 0.000b. because the significance value is < 0.05 . So, the variables Organizational Culture (X1) and Motivation (X2) on Job Satisfaction (Y) in LPD Badung Regency, conceptually and in the model of all variables used by researchers, are acceptable to respondents.

CONCLUSIONS AND RECOMMENDATIONS

1. The organizational culture of Badung Regency Village Credit Institutions is recommended to develop themselves to improve performance in order to show achievements and obtain awards that will be received, and feel happy with the work carried out appropriately because it can provide benefits for the company in accordance with targets & SOPs in serving village communities custom.
2. Improving organizational culture in LPD (Village Credit Institutions) is an important step to ensure operational effectiveness and sustainability.

Increase transparency and openness in communication. Hold regular meetings to discuss performance, challenges and future plans. Uses multiple communication channels to ensure all team members receive necessary information.

3. Set specific goals. This will provide clear direction for employees and help them understand how their contributions support the overall goals of the organization. Applying these suggestions consistently can help build a strong and positive organizational culture at LPD, which in turn will improve employee performance and satisfaction and support the achievement of organizational goals.

FURTHER RESEARCH

This research still has limitations so further research on this topic is still needed “Organizational Culture and Motivation Affect Employee Job Satisfaction at LPD Badung Regency”.

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