

The Influence of Job Description and Organizational Culture on Employee Satisfaction at PT Bank Rakyat Indonesia (Persero) Tbk Unit Singosari, Malang

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ABSTRACT

Job satisfaction issues are also inseparable from the daily lives of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang. It can be seen that job satisfaction is still not fulfilled. The objectives of this study were (1) to determine and analyze the influence of job descriptions and organizational culture on employee job satisfaction partially, (2) to identify and analyze the effect of job descriptions and organizational culture on employee job satisfaction simultaneously, and (3) to know and analyze the dominant influence on employee job satisfaction. In this study the population is all employees of PT. Bank Rakyat Indonesia (Persero), Tbk. The Singosari Malang Unit has a total of 31 people and all of them will be used as research samples or called Quota Sampling. Quota Sampling states that the sample component is the same as the composition of the population with regard to the characteristics of interest. From the research results it can be seen that (1) Job description variable and organizational culture partially significant effect on employee job satisfaction. (2) Job description variable and organizational culture has a significant effect simultaneously on employee job satisfaction. (3) Job description variable is the most dominant variable influencing employee job satisfaction

Keywords: Job Descriptions, Organizational Culture, and Job Satisfaction

INTRODUCTION

Human resources are the most important assets in the organization, as planners and policy subjects, as well as executors of organizational operational activities. The resources owned by the organization, such as capital and machinery cannot provide optimum results if they are not supported by human resources in their management. In this management, human resources/ employees certainly have their respective fields, tasks, abilities and difficulties.

Therefore, the company is making efforts, one of which is the division of positions and jobs/tasks or job descriptions for its employees. The job description will maximize each employee to work with their respective authorities, positions and responsibilities correctly (Lazuardi & Lawrence, 2021). Understanding of the job description and the expected contribution of the position are not considered by every organization, both government and private agencies so that we can see jobs that are irregular, routine jobs are neglected and employees are less responsible for their work because they do not understand what the function of the job description is. the main tasks that must be done and the responsibilities that must be borne by the employee in which part he is placed (Yudith Dwi Angela, 2021). In addition, employee fatigue at work also arises, because work will feel complicated due to employees not understanding the job description in their position. If the company pays attention to the importance of understanding job descriptions and every employee learns and masters job descriptions in their respective fields, this will

increase employee effectiveness and work productivity will be achieved.(Pitaloka, 2019).

PT. Bank Rakyat Indonesia (Persero), Tbk. The Singosari Unit, Malang is a government-owned bank that has a vision of becoming a leading commercial bank that always prioritizes customer satisfaction and carries out the mission of providing excellent service to customers through a wide-spread network and supported by professional human resources who practice good governance. carry out the best banking activities by prioritizing services to micro, small and medium enterprises to support the improvement of the people's economy, providing optimal profits and benefits to interested parties.

The issue of job satisfaction is also inseparable from the daily lives of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang. It can be seen that job satisfaction is still not fulfilled. For example, the obscurity of superiors who often delegate work. Such as collecting job evaluation reports, financial profit reports per period that should be done, but delegated to customer service. Even though the work is fully controlled and must be done by the superiors themselves. When customer service is asked to do it, in terms of the job description, of course it is not appropriate. On the other hand, employees also feel uncomfortable rejecting it because it is an instruction as an order to be carried out from their superiors. This often happens at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.

Based on the background above, the research objectives were to identify and analyze the effect of job descriptions and organizational culture on employee job satisfaction either partially or simultaneously at PT. Bank Rakyat Indonesia (Persero), Tbk. Unit Singosari, Malang with the following conceptual framework.

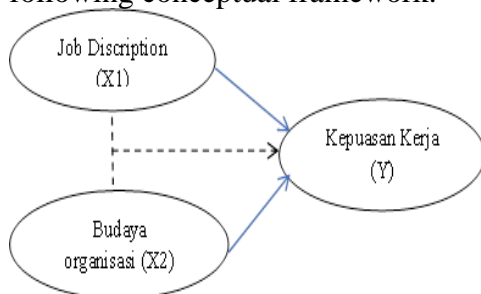


Figure 1. Research Conceptual Framework

Meanwhile, based on the research conceptual framework above and supported by theoretical and empirical reviews in this study, the hypothesis proposed is as follows:

- a. *Job Descriptions* and Organizational Culture has a partially significant effect on Job Satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Malang unit.
- b. *Job Descriptions* and Organizational Culture have a significant effect simultaneously on Job Satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Malang unit.
- c. *Job Descriptions* has a dominant influence on Job Satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Malang unit

LITERATURE REVIEW

1. *Job Descriptions*

Job descriptions is a systematic and regular record of the duties and responsibilities of a position, based on the facts of what, how, why, when and where the work is carried out and the qualifications of the person who will occupy the position. According to Gary Desler (in Princess & Gaol, 2021) States that *job descriptions* is a list of positions, not quite enough responsibilities, reporting relationships, job conditions and responsibilities. It is not enough to have a clear job description, but working with due regard to the existing organizational culture is no less important (Isnada, 2016). Job description indicators according to Hasibuan (2007:36), mentions job description indicators in general, namely: 1. Tasks performed. 2. Responsibility. 3. Required skills or education. 4. Conditions 5. Type and quality of people required for the position

2. *Culture Organization*

The existing organizational culture is also applied as a dominant value that is supported by the *organization* and is able to become a guideline for employees about something important to do and obey, like a rule. (Sasongko & Suyitno, 2022). Luthans (in William Jesen Wiratama Tong, 2022) argues that organizational culture is a basic pattern of thinking that is taught to new personnel as a way to feel, think and act correctly from day to day. Organizational culture is a system of beliefs and values developed by the organization where it guides

the behavior of the members of the organization it self (Ayu Siti Fatimah, 2022). The way employees behave can be shown from behavior and work. If behavior and work are shown negatively, it will result in low job satisfaction. Conversely, if behavior and work are shown positively, it will result in a high level of job satisfaction. Organizational culture indicators according to Luthans (2012:550) are as follows: 1. Norms. 2. Philosophy, 3. Rules, and 4. Cooperation

3. Satisfaction Work

Job satisfaction is a global issue and therefore continues to be explored in both developed and developing countries. In HR management, what needs to be considered and is the *most* important factor for a company or organization is the level of employee job satisfaction. According to Suyitno (2017) suggests that job satisfaction is a person's attitude towards his work which can be a positive or negative attitude, satisfied or dissatisfied. Job Satisfaction reflects a person's feelings towards his work. Thus, job satisfaction is a form of one's feelings towards work, work situations and relationships with co-workers. Thus, job satisfaction is something that is important for an employee to have, both in the position they hold, relationships with co-workers and interactions in the work environment. According to Siagian (in Suryawan & Salsabilla (2022) states that job satisfaction is a person's perspective, both positive and

negative, about his work. The positive or negative traits that are generated depend on the perspective of each individual in assessing his work, whether it is in accordance with the skills or expertise he has. The indicators of job satisfaction used in this study are: 1) Satisfaction with salary, 2) Satisfaction with promotions, 3) Satisfaction with colleagues, 4) Satisfaction with superiors, and 5) Satisfaction with the job itself.

RESEARCH METHODS

This research was conducted using a quantitative research design using a survey method consisting of two independent variables, namely Job Description (X1), Organizational Culture (X2), and the dependent variable, namely Job Satisfaction (Y). To obtain primary data in the field, a questionnaire was used which was compiled based on the indicators in the research variables. This research is focused on employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Malang Unit, where the sample in this study used a proportional random sampling. The sampling technique used the Slovin formula (in Suyitno, 2017) and obtained a sample of 31 people. The research instrument was tested for validity and reliability before being used in data collection. While the inferential statistical test is carried out with Multiple Linear Regression with the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where :

Y = Job Satisfaction

α = constant number

X1 = Job Descriptions

X2 = Organizational Culture

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β_1 = Job Description coefficient
 β_2 = Organizational Culture coefficient

Hypothesis testing in this study used the t test (t-test), F test and coefficient of determination test, while to ensure the feasibility of the model in this study classical assumption tests were carried out including the normality test, multicollinearity test, and heteroscedasticity test.

Multiple regression analysis was used to determine the influence of job description variables (X1) and organizational culture (X2) on job satisfaction (Y) for employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang. The results of calculations using the SPSS program version 25 for windows are presented in the following table: The example table 1. as follows:

RESEARCH RESULT

Table 1. Recapitulation of Multiple Regression Analysis Results

Variable	Information	Regression Coefficient	tcount	Sig.
X1	Job Descriptions	0,680	4,572	0.000
X2	Organizational culture	0,442	3,358	0,002
Constant	-0.025			
R	0,734			
R2	0,538			
Adjusted R Square	0,505			
Fcount	16,319			
Sig. F	0.000			
n	31			
Dependent variable = Job Satisfaction (Y)				

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.734a	.538	.505	2.82142

Based on table 1 shows thatFrom the table above it can be explained as follows:

- 1) X1 variable (job description)
 The results of the regression analysis obtained the value of tcount = 4.572 while the value of $t_{table} = 2.048$ so that tcount > t_{table} or a significance value of 0.000 < 0.05 so H_0 is rejected or H_a is accepted, and it is proven that variable X1 (job description) has a significant effect on job satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.
- 2) Variable X2 (organizational culture)

The results of the regression analysis obtained the value of tcount = 3.358 while the value of $t_{table} = 2.048$ so that tcount > t_{table} or a significance value of 0.002 < 0.05 so H_0 is rejected or H_a is accepted, and it is proven that variable X2 (organizational culture) has a significant effect on job satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.

From the calculation results, the Fcount value is 16.319 while F_{table} is $\alpha = 5\%$, $df_1 = 2$, and $df_2 = 31$ is 3.33; this means Fcount > F_{table} (16.319 > 3.33) while the probability value is smaller than $\alpha = 0.05$ (0.000

<0.05), then H_0 is rejected and H_a is accepted which also means that the job description variable (X1) and organizational culture (X2) simultaneously or together have a significant effect on job satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y).

Based on table 2 shows that the multiple correlation coefficient (R) is 0.734; shows that simultaneously there is a fairly positive and unidirectional relationship between job description variables (X1) and organizational culture (X2) on job satisfaction (Y) of 73.4%. This relationship can be categorized as strong, as it is known that a relationship is said to be perfect if the correlation coefficient reaches 100% or 1 (both with positive or negative numbers). From the results of the regression analysis, the coefficient of determination R Square is 0.538. The magnitude of the influence of the independent variable on the dependent variable is 53.8% while the remaining 46.2% is another variable not examined. The coefficient of determination shows the strong influence of the variables from the independent variables together on the dependent variable. Judging from the magnitude of the regression coefficient, the magnitude of the regression coefficient of the independent variable job description (X1) (0.680) > organizational culture (X2) (0.442), this means that the independent variable job description (X1) has a dominant influence on job satisfaction (Y). In addition, it can also be seen from the standardized coefficient of job description (X1) with a value of (0.587) > organizational culture (X2) with a

value of (0.431), this means that the job description independent variable (X1) has a dominant influence on satisfaction work on employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y). this means that the independent variable job description (X1) has a dominant influence on job satisfaction (Y). In addition, it can also be seen from the standardized coefficient of job description (X1) with a value of (0.587) > organizational culture (X2) with a value of (0.431), this means that the job description independent variable (X1) has a dominant influence on satisfaction work on employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y). this means that the independent variable job description (X1) has a dominant influence on job satisfaction (Y). In addition, it can also be seen from the standardized coefficient of job description (X1) with a value of (0.587) > organizational culture (X2) with a value of (0.431), this means that the job description independent variable (X1) has a dominant influence on satisfaction work on employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y). Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y). Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang (Y).

Based on the results of the first hypothesis test, it shows that the variable X1 (job description) has a significant effect on job satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang. This is in line with research conducted by Azhary et al (2014) which states Job Description has an indirect

influence on organizational effectiveness. Job Description's indirect contribution to organizational effectiveness through job satisfaction is 8.64%. Shows that the Job Description through job satisfaction has an important influence in increasing organizational effectiveness in the PGT Department of PT. Chevron Pacific Indonesia. In addition, the results of this study are also in line with the results of the study Supriyadi et al. (2020); Gafan et al (2021) which shows that job description has a significant and positive effect on employee job satisfaction.

Based on the results of the second hypothesis test, it shows that the variable X2 (organizational culture) has a significant effect on job satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang. This is in line with research conducted by Herawan et al. (2015) which states that there is a positive and significant influence on the Organizational Culture factor on Employee Job Satisfaction at PT Bank Rakyat Indonesia (Persero), Tbk Malang Kawi City Branch Office. Besides that, the results of this study are also in line with what is stated with (Primasheila et al (2018); Bimasari & Yuniar (2021) that organizational culture has a significant positive influence on employee job satisfaction.

CONCLUSION

Based on the results of data analysis in this study, it concludes that:

- a. Job description variable and organizational culture has a partially significant effect on job satisfaction of employees of PT.

Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.

- b. Job description variable and organizational culture has a significant effect simultaneously on job satisfaction of employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.
- c. Job description variable is the variable that most dominantly influences job satisfaction of employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang.

Suggestion

To increase employee job satisfaction PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang which is ultimately expected to improve employee performance, it is suggested to PT. Bank Rakyat Indonesia (Persero), Tbk. Singosari Unit, Malang to further clarify the job description to each employee according to their respective fields so that it will facilitate the implementation of work supported by the development of an organizational culture that supports comfort for employees in carrying out their work.

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