

**The Influence of Organizational Culture and Work Stress on Work Satisfaction of The Employee (Study of University of Brawijaya Malang)**

Written by:

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**ABSTRACT**

The objective of research is to analyze the influence of organizational culture and work stress on work satisfaction of the employee of University of Brawijaya Malang. The expected result is whether organizational culture and work stress influence work satisfaction. The supportive organizational culture and the appropriate management of work stress will give good impact on work satisfaction of the employee.

Research design is causal (cause and effect) which aims at explaining the causal relationship between research variables through hypothesis testing. Data of research are obtained through interview with informants, questionnaire and observation. The sample includes 104 respondents. Method to collect data from respondents is questionnaire with Likert Scale. Data analysis involves classical assumption test and multiple linear regression analysis. The processing of data is facilitated by SPSS Version 21 to understand the influence of organizational culture and work stress on work satisfaction of the administration employee of University of Brawijaya

Malang. Independent variables in this research are organizational culture ( $X_1$ ) and work stress ( $X_2$ ), while dependent variable is work satisfaction ( $Y$ ). Result of research based on the analysis over the data and the hypothesis testing has indicated that organizational culture ( $X_1$ ) and work stress ( $X_2$ ) are simultaneously and partially influencing significantly on work satisfaction ( $Y$ ). One independent variable with the dominant influence on dependent variable is work stress ( $X_2$ ). It means that work stress experienced by the employee of University of Brawijaya Malang shall be minimized through manners and methods available to increase work satisfaction felt by the employee of University of Brawijaya Malang.

### **Background**

Human resource in an organization plays important role for the running of management system. In a company, this human resource is employee. It is indeed that employee is important for the company and therefore, it is a mandatory to treat employee in appropriate and favorable manners. Good treatment makes employee to feel satisfied at work. If satisfaction at work is manifested, employee will loyal and commit to the company. They will also be productive, work with high enthusiasm, be persevering, and have high morality, or be willing to work at maximum effort.

Based on this background, the author attempts to do a research entitled with “**The Influence of Organizational Culture and Work Stress on Work Satisfaction of The Employee**”.

Some problems are identified:

1. Does organizational culture influence work satisfaction of the employee of University of Brawijaya Malang?
2. Does work stress influence work satisfaction of the employee of University of Brawijaya Malang?

3. Does organizational culture and work stress influence simultaneously work satisfaction of the employee of University of Brawijaya Malang?
4. Which one from organizational culture and work stress is with the dominant influence on work satisfaction of the employee of University of Brawijaya Malang?

The purposes of research are:

1. to understand the influence rate of organizational culture on work satisfaction of the employee of University of Brawijaya Malang;
2. to acknowledge the influence rate of work stress on work satisfaction of the employee of University of Brawijaya Malang;
3. to ensure the simultaneous influence rate of organizational culture and work stress on work satisfaction of the employee of University of Brawijaya Malang; and
4. to find out which one from organizational culture and work stress with the most dominant influence on work satisfaction of the employee of University of Brawijaya Malang.

Result of research is expected to provide benefits and usefulness as following:

1. To University of Brawijaya Malang  
Research provides input for the wisdom and attention to organizational culture and work stress, or supplies important bases for decision making.
2. To the public  
Research delivers information to be reviewed to the interest of development of human resource management science.
3. To the researcher  
This research sets an opportunity to apply the theories learned in the class or to increase insight about human resource in order to understand the influence rate of organizational culture and work stress

on work satisfaction. Research also represents a precondition to obtain degree.

## **B. REVIEW OF LITERATURES**

Robbins (2007:721) admits that organizational culture is a system of meaning and collective faith advocated by the member of organization which determines how they act and how they interact with each other and outsider, and also which distinguishes their organization from other organization.

Schein and Luthans (2006:124) believe that organization is the basic assumption pattern created or developed by certain group when they must adapt themselves to external problems and internal integrations. Such adaptation is valuable, and thus, it is communicated to new member as an appropriate way to aware, to think and to feel about the relationship. Gibson (1997:77) defines organizational culture as the blend of values, faith, norm and behavioral pattern in an organization. According to Robbins (2007:721), organizational culture emphasizes on the system of collective meaning respected by the members which distinguishes an organization from other organization. The system of collective meaning, if reviewed deeply, represents a set of characteristics or a primary marker valued by the organization. Robbins (2007:721) explains that there are seven main characteristics as the essence of organizational culture:

- Innovation and courage to take a risk. It is about how far the employee is encouraged to adopt innovative attitude in accomplishing their work and in taking a risk.
- Attention to the detail. Employee is expected to be precise, analytic, and attentive to the detail without disregarding the substance of discussion.

- Orientation toward result. The management focuses more on the result rather than method and process to achieve the result.
- Orientation toward people. Managerial decisions are considering the effect of the result on the people in organization by giving wise action over human resource.
- Orientation toward team. Work-related activities in organization are oriented toward team rather than individual. Certain works may only be accomplished by the team.
- Aggressiveness. Organizational culture may allow the management to be aggressive in solving the problem.
- Stability. Organizational activities may be stressed toward the maintenance of status quo to achieve the expected growth and to avoid from defying the culture.

Gibson (1997:339) asserts that stress is a response which is adaptive in nature but it is accompanied by individual differences and psychological processes because environmental action, situation and event can deliver excessive physical or psychological burdens toward someone shoulder.

It may be concluded based on the review so far that work stress occurs because of the imbalance between personality characteristic of the employee and work characteristic. It can occur at all works. Some certain attributes may influence stress resistance of an employee.

The author attempts to explore work stress using Luthans's theory. Indeed, Luthans (2007) explains that there are indicators of work stress:

1. Source of work condition stress
2. Source of individual condition stress
3. Source of organizational condition stress
4. Source of extra-organizational condition stress

According to Umar (2010:37), work satisfaction is a set of feeling perceived by employee about pleasure or displeasure of their work. If someone joins into an organization as worker, they also bring along with them desire, demand, passion, and past experience which all of these are united to develop new expectation. Work satisfaction also represents an alignment between what someone expects and what return is available from work.

The author also elaborates work satisfaction with Robbins's theory. Robbins (2007) has explained that there are indicators for organizational culture:

1. The work itself.
2. The proportionate return.
3. The supportive environment.
4. The supportive co-worker.

### **C. METHOD OF RESEARCH**

Research approach is causal. Analysis unit of research is the employee of University of Brawijaya Malang. Location of data collection is the campus of University of Brawijaya Malang at Jalan Veteran of Malang City. Research involves primary and secondary data. Primary data are obtained from the distribution of questionnaire. Secondary data are collected from the general profile of University of Brawijaya Malang. Data collection techniques include questionnaire and observation. Data analysis technique is multiple linear regression analysis. Sampling technique is non-random sampling (*non-probability sampling*). This technique takes the sample from the predetermined region or area. The number of sample is determined by Slovin Equation (Sarjono, 2011:30).

### **D. RESULT AND DISCUSSION**

Organizational culture ( $X_1$ ) has average rate of 3.59. It means that

most respondents are agreed with all sections of statements submitted by the author to respondents, from  $X_{1.1}$  to  $X_{1.21}$ . It is that concluded that most respondents correspond with organizational culture.

Work stress ( $X_2$ ) has average rate of 2.78. It signifies that more than a half of respondents are agreed with all sections of statements given by the author to respondents, from  $X_{2.1}$  to  $X_{2.7}$ . It can be said that more than a half respondents experience work stress.

Work satisfaction ( $Y$ ) has average rate of 3.53. It is shown that many respondents agree with all sections of statements given by the author to respondents, from  $Y_1$  to  $Y_{10}$ . It can be concluded that most respondents show work satisfaction.

Based on Summary<sup>b</sup> Table, it is indicated that R-square rate is 0.511. It is resulted from squared coefficient of correlation ( $R$ ) of  $0.714 \times 0.714 = 0.511$ . It means that the model can explain the influence and relationship between variables for 51 %, which is the influence of organizational culture and work stress on work satisfaction, while the remaining 49 % are explained by factors outside the model. Estimated error standard is 2.82944 which mean that 2.8 % error can happen.

In accord with ANOVA<sup>b</sup> test table, F-count is 47.453 at probability of 0.000. Because the probability is far smaller than 0.05, it is concluded that coefficient of regression of work stress and organizational culture is not equaled to zero, or that both independent variables are simultaneously influencing work satisfaction. It is also meant that coefficient of determination of R-square is not equaled to zero, or is said as significant. The following is ANOVA<sup>b</sup> table.

All independent variables, which are organizational culture and work stress, are significant. It is proved by probability of significance of both which are far below 0.05. It is then concluded that work satisfaction is

influenced by organizational culture and work stress. The following is the mathematic equation:

Work satisfaction = 30.113 + 0.190 organizational culture – 0.345 work stress

Note:

- Coefficient of regression of organizational culture is 0.190 meaning that if organizational culture is conducive and favorable to the employee, it will increase work satisfaction of the employee to 0.190.
- Coefficient of regression of work stress is -0.345 meaning that every employee experiences stress at work and their work satisfaction reduces by -0.345.

Based on *Beta Unstandardized Coefficient* in Table 4.8 *Coefficients<sup>a</sup>*, it is clearly seen that organizational culture positively influences work satisfaction by 0.190 point. Work stress negatively influences work satisfaction by -0.345 point. It is then concluded that work stress has the dominant influence on work satisfaction by -0.345 point.

Multiple regression model involves independent variables, which are organizational culture ( $X_1$ ) and work stress ( $X_2$ ), and a dependent variable, which is work satisfaction ( $Y$ ). Mathematic equation of this model is made as following:

$$Y = 30.113 + 0.190 X_1 - 0.345 X_2$$

Note:

1. The constant in this equation is 30.113.
2.  $(\beta)_1$  is 0.190. Coefficient of regression  $(\beta)_1$  shows that better culture in an organization ( $X_1$ ) will lead to greater work satisfaction of the employee ( $Y$ ) in this organization. In contrast, worse culture in an organization ( $X_1$ ) will reduce work satisfaction ( $Y$ ).



3.  $(\beta)_2$  is -0.345. Coefficient of regression  $(\beta)_2$  indicates that greater work stress ( $X_2$ ) experienced by the employee will reduce work satisfaction (Y). Conversely, fewer work stress ( $X_2$ ) felt by the employee will increase work satisfaction (Y) of the employee.

## E. CONCLUSION

By taking account the result of data testing as discussed in Chapter IV of this research about University of Brawijaya Malang with title “*The Influence of Organizational Culture and Work Stress on Work Satisfaction*”, some conclusions are drawn:

1. Organizational culture has positive influence on work satisfaction of the employee. Therefore, organizational culture which is conducive and supportive to the employee or their work is necessarily established. The conducive and supportive organizational culture is expected to create work satisfaction among the employee of University of Brawijaya Malang. Good organizational culture always increases work satisfaction of the employee of University of Brawijaya Malang.
2. Work stress has negative influence on work satisfaction of the employee. The leaders at University of Brawijaya Malang shall minimize stressor experience by the employee of University of Brawijaya Malang, mainly stressor with very great influence. The greater work stress felt by the employee will reduce work satisfaction of the employee.
3. Organizational culture and work stress are simultaneously influencing work satisfaction of the employee. However, both have opposite influence because organizational culture has positive influence, while work stress has negative influence, on work satisfaction of the employee.

4. Of organizational culture and work stress, the highest level of influence on work satisfaction of the employee is coming from work stress. Therefore, good treatment against work stress felt by the employee shall be enforced through many ways.

Result of analysis and discussion has concluded that organizational culture and work stress have significant influence on work satisfaction in the environment of employee of University of Brawijaya Malang. Therefore, the author may suggest that:

1. Recalling that University of Brawijaya Malang is a public institution at education field, good public service must be preceded by work satisfaction of all employees of University of Brawijaya Malang. The management of University of Brawijaya Malang shall establish work satisfaction of the employee among other by giving attention to organizational culture and understanding the stressor felt by the employee. By creating organizational culture which matches with employee condition or by minimizing stressor felt by the employee, a work satisfaction can be created to produce maximum public service.
2. Based on the result of research, work stress has greater influence than organizational culture, even at double term than the latter. Optimum treatment and management against work stress must be important because work stress has greater impact on work satisfaction of the employee. Treatment against work stress may involve minimizing stressor felt by the employee. Data show that the most dominant stressor is stress from individual condition. Dealing with this involves several ways. One of them is giving better training to the employee. The employee, therefore, can accomplish their responsibility without feeling being forced.
3. In accord with the analysis over distribution of frequency, it is shown that the most dominant culture in University of Brawijaya Malang is

culture of stability. Culture of stability is signified by the ability of organization to retain the employee with potential, to avoid from any confrontations, and to solve the conflict without embarrassing the conflicted parties.

4. Among indicators of organizational culture, one indicator has the lowest influence, which is attention to the detail. This indicator is characterized by the willingness of organization to give detail information to the employee, to attend employee report every week, and to observe the note and measurement of work quality every day. Through this indicator, the employee is expected to work in precision and analytical ways, and to attend the detail without leaving behind the substance of discussion. Low attention to detail may force organization to give more detailed information, to give more attentions to the employee report every week, to show more attentions to the note and measurement of work quality every day. By this effort, the employee is expected to work at precision and analytical manners without disregarding the substance of discussion.
5. Pursuant to the statistic test over work satisfaction, the lowest satisfaction felt by the employee of University of Brawijaya Malang is related to the compensation. It shall be followed and reviewed by University of Brawijaya Malang to settle the agreement about compensation system.
6. The employee has satisfied with their supportive co-worker. University of Brawijaya Malang shall maintain this satisfaction or even improve work satisfaction of the employee.
7. Further research can look for other variable which influences work satisfaction. In pursuance of result of data processing, it is shown that both independent variables in this research, organizational culture and work stress, have influence rate of 50 %, while the remaining is

explained by other variable. The distribution of questionnaire shall not coincide with major agenda of University of Brawijaya Malang such as final exam, new enrolment and others. Based on the field observation, of 280 questionnaires distributed, only 114 are returned.

## **REFERENCES**