

The Influence of Supportive Organizational Culture on Work Satisfaction through Work Involvement

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ABSTRACT: The purpose of this study was to explain the influence of supportive organizational culture on job satisfaction through work involvement. This research was conducted at CV. Sumber Jaya, Bali, Indonesia. The number of samples used was 44 employees, using a saturated sampling method. Data collection was carried out through a questionnaire. The analysis technique used is path regression analysis. Based on the results of the analysis it was found that supportive organizational culture has a significant positive effect on job satisfaction, supportive organizational culture has a significant positive effect on work involvement and work involvement has a significant positive effect on work involvement. From the results of this study, it is expected that the management of CV. Sumber Jaya can increase job satisfaction, supportive organizational learning, and work involvement by making salary adjustments, providing rewards, and carrying out activities that can strengthen relationships between employees.

KEYWORDS : *Job satisfaction, supportive organizational learning, work involvement.*

I. INTRODUCTION

Every employee who works in an organization must have a goal. From the start of being accepted to work until entering retirement, you want to work with the aim of meeting the life needs, desires, hopes and abilities of employees. Through the selection process, employees who are accepted then plan career paths, get a salary or wages, interact socially in the organization. A positive feeling for work results is an expression of what is in the heart of an employee in assessing something he does both individually and collectively (Locke, 1969). Job satisfaction is a person's feelings about his job. The more aspects of work that are in accordance with individual desires, the higher the level of satisfaction felt by employees and vice versa (Haekal, 2016).

Satisfaction with the work processes and results obtained by employees will strengthen commitment and work ethic in achieving organizational goals (Ipek and Irmak, 2009). Conversely, if an employee feels that he has not obtained several supporting factors in carrying out work, then this condition has the potential to cause dissatisfaction with his work results. The aftereffect of this situation will gradually affect the morale and results of work both in quantity and quality.

An organization that is stricken with feelings of dissatisfaction shown by its employees at work can have a negative impact that can harm the organization. The real and immediate loss is a decrease in work morale and disruption of organizational services, both to internal and external parties. Organizational service processes that are disrupted due to low morale shown by employees can hinder company effectiveness (Johari and Yahya, 2016).

Mudiarta (2001: 257) causes various kinds of dissatisfaction, such as low or inadequate results, unsatisfactory working conditions, unsatisfactory relationships with colleagues and superiors, and unsuitable work. Robbins (2008: 10) states that job satisfaction refers to individual attitudes in general towards their work. Kartika and Kaihatu (2010) state that one of the parts in a company that is in accordance with the company's goals set by the management of the company is to know employee job satisfaction. Employee job satisfaction will motivate these employees to perform better.

The phenomenon that occurs in CV. Sumber Jaya is the lack of job satisfaction. With reduced job satisfaction, the quality of employee work seems to decrease so that the company will find it difficult to achieve its goals. According to Handoko (2000) describes that job satisfaction is an emotional state as a reflection of feelings and is closely related to the employee's own attitude, work situation, cooperation between leaders and employees.

Every person who works expects to get satisfaction from his place of work. Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply in each individual. Many aspects of work are in accordance with individual desires, the higher the

level of perceived satisfaction. The factors that affect job satisfaction are supportive organizational learning (Meng and Berger, 2018).

In the era of globalization, organizations are required to have good management. A good organizational management can definitely increase the effectiveness of the organization. The effectiveness of an organization can be achieved well so that it is able to compete with other organizations. An important role that must be emphasized by an organization in order to achieve its goals is with supportive organizational learning. Supportive organizational learning is very influential on job satisfaction because supportive organizational learning can create job satisfaction for employees.

Supportive organizational culture is basically something that is always needed by the organization, where the culture is in accordance with the norms, desires and expectations, employees will naturally have a commitment to fulfill their obligations to the organization, and employees will certainly never leave the organization, because employees already have a strong sense or emotional attachment to the organization where he works (Eisenberger et al., 2002). Supportive organizational culture does not only have an impact on the attitudes shown by employees at work and in the organization but also on the behavior and culture shown by employees.

Supportive organizational culture is seen as very important for worker behavior, that support can be in the form of promotion, increase in wages, training, attention from leaders to subordinates and can also be in the form of adequate facilities and infrastructure to support the performance of employees. Organizations have an obligation to develop a climate that supports consumer orientation, Gronroos (1990) found that organizational and management support will increase the motivation for customer-oriented behavior of its workers. Organizational support states that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception of the extent to which the organization contributes to their value and their concern for their well-being (Eisenberger et al., 1986).

Rivai (2003) that perceived supportive organizational learning will increase the perceived obligation of employees to help the organization achieve its goals, their affective commitment to the organization, and their hope that increased performance will be rewarded. The perceived results of supportive organizational learning behavior will include increased role performance, extra roles, reduced stress, and withdrawal behavior such as attendance and turnover. In addition to supportive organizational culture, in an organization the variables that play a major role for the company, namely work involvement.

Supportive organizational culture is the level where employees feel the company pays attention to their welfare well and assesses the contribution they have made to the company (Aubé, et al., 2007). (Rousseau et al., (2007). Companies that pay attention to employee welfare will be able to direct employees to work well and responsibly, with this, employees can increase work involvement. Employees who have a high work involvement attitude will be more responsible for work (Holtom et al., (2006).

Work involvement is an attitude that shows the level of an employee being able to identify with his job, spend time and energy on work and see work as the core of his life (Davis and Newstrom, 1989). Allport (2005) adds that work involvement is a work attitude characterized by participation in work so that work involvement is one form of performance. Work involvement as positivity, the fulfillment of work from the center of the mind which is characterized, work involvement is a motivation and positive thinking center related to work which is characterized by vigor, dedication and absorption (Schaufeli et al., 2002).

Luthans (2006) The component used in measuring work involvement is the active participation of employees so that employees are involved in their work. This level of attention can determine how much an employee cares, cares for, and masters the area of concern.

A high level of work involvement will reduce the level of absenteeism and resignation of employees in an organization whereas, a low level of work involvement will increase the absenteeism and resignation rates that are higher in an organization (Robbins, 2009: 306). Employee commitment to the job given is indicated by employees having high concern for their work and work environment. Having a feeling of being psychologically bound to the work that employees do, employees will feel that their work is very important in work life and have a strong belief in their ability to solve problems (Schaufeli et al., 2002).

Employees feel that there is a supportive organizational learning, so employees will show behavior that can help achieve organizational goals, they want to work with extra effort with a high level of work involvement. This sense of responsibility will bring employees to the phase to recognize their work. Over time, this can make employees feel that they have a connection to their work. employees give good performance in completing their work with good performance, with good work performance employees can achieve satisfaction with the work they have done. Employees will feel excited, enthusiastic and easy to concentrate on completing their work.

This research was conducted at CV. Sumber Jaya which is located on Jalan Raya Kapal, Mengwi, Badung, Bali. CV. Sumber Jaya produces drinking water through the process of processing raw water into drinking water, the water is processed through a reverse osmosis (RO) machine which is filtered and sells directly to consumers. CV. Sumber Jaya has been established since April 4, 2003.

Based on the results of interviews from the leadership and 10 employees of CV. Sumber Jaya, it can be concluded that there are problems related to job satisfaction, this can be seen from the reduction in job satisfaction which causes a decrease in the quality of work of employees. Decreasing quality of work at CV. Sumber Jaya can be identified through a lack of discipline and lack of enthusiasm for employees to work, such as employees who come late to CV. Sumber Jaya, and employees who do not come to work without a permit.

II. HYPOTHESES FORMULATION

The social exchange theory was initiated by Blau in 1964. This theory states that employees tend to develop high-quality relationships based on who they interact with, how they interact, and how their experiences are, so that when employees are treated in a fair and respectful manner by the leadership, they tend to thought of the relationship with the leadership in terms of social exchange rather than economic exchange (Blau, 1964). Emerson (1972) then developed a more formal psychological basis for exchange based on these general reinforcement principles.

Homans (1961) defines social exchange as the exchange of activities, tangible or intangible, and more or less useful or expensive, between at least two people. Individuals are motivated to behave in certain ways towards others through belief in the prospective return of a favor, social exchange theory assumes persistent social exchanges that drive human behavior in organizations (Cook et al., 2013). This explains the human attitude in this type of relationship between the two groups.

Research by Robbins (2006) on the characteristics of supportive organizational learning will determine a strong or low supportive organizational culture, the power of supportive organizational culture will ultimately determine the level of satisfaction and performance of employees. Based on this, supportive organizational learning has a significant effect on job satisfaction. According to Mustafid (2017) the results of a simple linear test explain that supportive organizational culture in this study has a significant positive effect on job satisfaction. According to Purba (2016) it has a significant effect on job satisfaction. Therefore, the results of the tests carried out have a positive impact which can increase the strength of supportive organizational learning so that it can increase job satisfaction. Supportive organizational learning has a positive influence on job satisfaction (Hermawan et al., 2015). Asiedu (2015) supportive organizational culture has a positive influence on job satisfaction.

H₁ : Supportive organizational learning has a significant positive effect on job satisfaction.

Supportive organizational learning with work involvement has a significant positive relationship. The more positive the supportive organizational learning, the higher the work involvement that employees have, and vice versa (Mujiashih, 2015). supportive organizational culture is able to direct employees to have an attitude of commitment to the organization, job satisfaction, pride in the company which ultimately reduces the turnover rate of employees in the company. The opposite can have negative consequences if there is no organizational support that is felt by employees, such as feeling uncomfortable in carrying out tasks assigned by the organization or its superiors, job dissatisfaction, no commitment to the organization which ultimately results in high employee turnover rates. in that organization.

Positive supportive organizational culture from employees will make employees work more than the word "good enough", that is, employees work committed to goals, use intelligence to make choices about how best to complete a task, monitor their behavior to make sure what they are doing is right and in accordance with the objectives to be achieved and will make a decision to correct if needed is an indication of high involvement employees (Thomas, 2009). According to Krog (2014) in his research, it states that overall supportive organizational learning has a direct effect on work involvement. It's just that the impact of culture on employee work engagement seems to be slightly different depending on the type of supportive organizational culture that exists in the company.

According to Akbar (2013) that the running or not of supportive organizational learning in companies is influenced by work involvement. If the work involvement that is owned is high, the better the supportive organizational culture in the company and conversely the lower the work involvement, the worse the supportive organizational culture. supportive organizational culture has a significant effect on work involvement with the contribution of influence (Joushan et al., 2015).

H₂ : Supportive organizational learning has a significant positive effect on work involvement.

Work involvement has a significant effect on job satisfaction. High job satisfaction and high work involvement. Therefore, the higher the work involvement, the higher the job satisfaction felt by employees, the presence of work spirit, involvement so that employees become enthusiastic and dedicated to work and the positive energy outpouring of individuals at work (Putra et al., 2015).

According to Effendy (2015) employee work involvement in work so that when an individual feels involved, the individual is one with the task and job, and is not affected by the conditions around him. Sumarto (2009) found that high employee work involvement was proven to be able to increase job satisfaction and be able to reduce employee intention to leave. Work involvement affects job satisfaction (Kuruuzum et al., 2009).

Faslah (2010) found that work involvement has a negative and significant effect on employee intention to leave. Work involvement is able to make employees work well together Sumarto (2009).
 H₃ : Job Satisfaction has a significant positive effect on Work involvement.

III. RESEARCH METHOD

This research is conducted at CV. Sumber Jayawhich is located on Kapal, Mengwitani, Badung, Bali, Indonesia. This location was chosen because of problems related to job satisfaction at CV. Sumber Jaya. The selection of the research location is also based on the availability of adequate data and is able to be processed by researchers.

Supportive organizational culture represents a common perception of organizational members or in other words, culture is a shared meaning system. Therefore, the hope that is built from here is that individuals who have different backgrounds or are at different levels in the organization will understand supportive organizational culture in a similar sense. Indicators of supportive organizational learning are the relationship between humans and humans (X1.1), Cooperation (X1.2), Employee Appearance (X1.3), Job Satisfaction (Y)

Job satisfaction is a form of pleasure with what he has done, but job satisfaction is subjective. Satisfaction between individuals tends to be different, because each individual has its own satisfaction criteria in measuring the level of life satisfaction, but someone's satisfaction at work can be seen from how the employee's performance, but this does not guarantee that employees feel satisfied because in essence humans do not feel satisfied. Indicators that can affect job satisfaction are Wages (Y1.1), which are rights that must be received by every employee in the form of money, such as: salaries and wages, namely the amount of payment received by employees as a result of work performance. Job (Y1.2), namely the content of work performed by a person, such as: light or heavy work given by the company to its employees. Colleagues (Y.1.3), namely friends to whom a person always interacts with in carrying out work, such as: employees can have good relations with other co-workers. Promotion (Y1.4), namely the possibility of a person developing through a promotion, such as: an employee gets a promotion from good work. Supervision (Y1.5) the attention given by leaders for the work their employees have done, such as: a leader who always coordinates his employees.

Work involvement is a form of commitment of an employee in involving the role and concern for work both physically, knowledgeable and emotionally so that he considers the work he does is very important and has a strong belief to be able to complete it. The indicator of work involvement is Work Participation. (M1.1), Opt-in. (M1.2), Cooperation. (M1.3).

The research instrument in the form of a questionnaire, which consists of closed statements and open statements. A closed statement consists of several questions about the identity of the respondent, while an open statement consists of a number of statements asking the respondent's opinion about their assessment of a number of indicators for each variable. This questionnaire statement is measured using a Likert scale with a scale of 1 to 5. The population of this study were all employees of CV. Sumber Jaya. Given the number of sample respondents of 44 employees, so it is feasible to take all of them as respondents without taking a specific number of samples. The data analysis technique used in this study is path analysis.

IV. RESULT AND DISCUSSION

Respondents in this study were 44 employees of CV. Sumber Jaya. The characteristics of the research respondents were the profiles of 44 respondents who participated in collecting data through questionnaires.

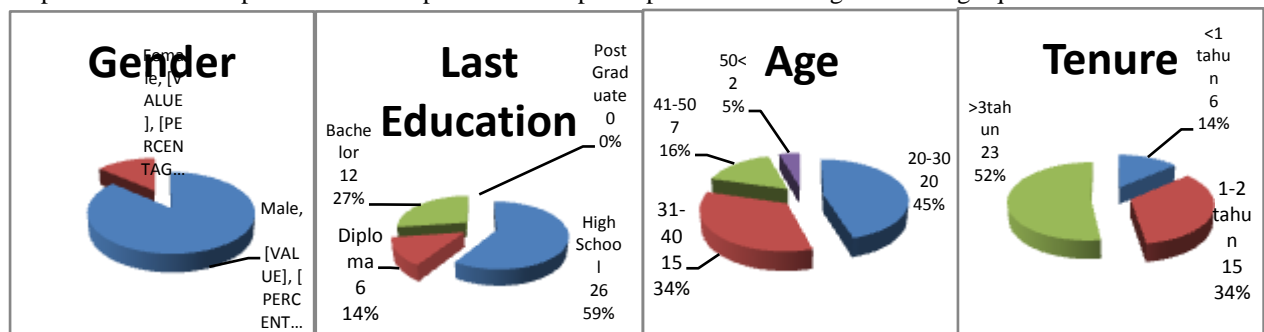


Figure 1. Respondent Characteristics

Based on the data presented in Figure 1. regarding the characteristics of respondents, the age criteria are dominated by 20-30 years old with a percentage of 45.5 percent or as many as 20 respondents, for the sex criteria are dominated by male gender with a percentage of 86, 4 percent or as many as 38 respondents, for the latest education criteria is dominated by high school education with a percentage of 59.1 percent or as many as

26 respondents, and for the characteristics of respondents based on the length of work is dominated by respondents with a working period of more than 3 years with a percentage of 52, 3 percent or as many as 23 respondents.

The validity test is carried out by correlating the factor score with the total score and if the correlation of each factor is positive ($r > 0.3$), then the research instrument can be said to be valid. Valid instruments are instruments that can be used to measure what should be measured. The level of validity indicates the extent to which the collected data does not deviate from the description of the variable in question. The results of the validity test show that the supportive organizational culture variable instruments, job satisfaction and work involvement have met the validity test requirements with a Pearson Correlation value greater than 0.30, thus the instrument is suitable for use in this study.

Reliability testing is a test on research instruments in order to get results that the instruments used are trustworthy and reliable. In this test, the value of a reliability is shown by the Cronbach's Alpha score, where if the score is above 0.60, the instrument can be said to be reliable. The results of the validity test show that all variables in this study have met the requirements of Cronbach's Alpha greater than 0.60, thus all instruments in this study are reliable.

To find out whether the data used in the regression model is normally distributed or not, a normality test is performed. Regressions that either have normal or near normal residuals. In this study, the method used for the normality test was the Kolmogorov-Smirnov one-sample statistical method.

The results of the normality test for regression equation 1 show the Asymp value. Sig. equal to 0.200 > 0.05, thus it can be concluded that the regression model 1 in this study is normally distributed.

The results of the normality test for regression equation 2 show the Asymp value. Sig. equal to 0.200 > 0.05, thus it can be concluded that the regression model 2 in this study is normally distributed.

The multicollinearity test is carried out in order to test whether there is a correlation between exogenous variables in a regression model. If there is a correlation between exogenous variables, the model is not a good regression model. A regression model that is good or free from multicollinearity is one that has a tolerance value > 0.1 or a VIF value < 10.

Based on the multicollinearity test results for regression equation 2, it can be seen that the tolerance value for each variable is 0.187 (0.187 > 0.1) and the VIF value is 5.360 (5.360 < 10). Thus it can be concluded that the regression model in this study is free from multicollinearity.

Heteroscedasticity test is carried out to test whether the residuals from one observation to another there are similarities in variance in the regression model. If the regression model does not have heteroscedasticity symptoms or has homogeneous variance, the regression model is said to be good. In this study, the method used for the heteroscedasticity test was the Glejser test, namely by regressing the independent variables on their absolute residuals. In the Glejser test, the regression model does not contain heteroscedasticity if the significance value is > 0.05.

Based on the results of the heteroscedasticity test of regression equation 1, it was found that the significance value was 0.381 (0.381 > 0.05), thus it can be concluded that there is no heteroscedasticity in the regression equation 1.

Based on the results of the heteroscedasticity test of regression equation 2, it was found that the significance value of the supportive organizational culture variable was 0.320 (0.320 > 0.05) and the significance value of the work involvement variable was 0.201 (0.201 > 0.05), thus it can be concluded that there was no heteroscedasticity in the regression equation 2.

The path analysis in this study used the IBM SPSS Statistics 26 program. The results of the path 1 analysis aimed to determine the effect of supportive organizational culture on work involvement which is presented in Table 1.

Table 1. Regression Test Result for Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.311	1.011		0.308	0.760
Supportive Organizational Culture (X)	0.748	0.055	0.902	13.532	0.000
Adjusted R ²	0.809				
R ²	0.813				
Sig. F	0.000				

Based on the results of the study, the testing of hypothesis 1 indicates that there is a significant effect of supportive organizational culture on job satisfaction as indicated by the t-statistic value of 3.171 (3.171 > 1.98) and a significance value of 0.003 (0.003 < 0.005). The path coefficient value is 0.329 which indicates that the influence of supportive organizational learning on job satisfaction is positive. Hypothesis 1 (H1) in this study

which states that supportive organizational learning has a significant positive effect on job satisfaction is acceptable. Thus the higher the supportive organizational learning, the higher the job satisfaction of CV employees. Sumber Jaya. In this case, the level of job satisfaction is caused by supportive organizational learning, because employees have quite different perceptions.

Table 2. Regression Test Result for Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0,030	0,870		0,035	0,973
Supportive Organizational Culture (X)	0,349	0,110	0,329	3,171	0,003
WorkInvolvement(M)	0,831	0,133	0,650	6,268	0,000
Adjusted R ²	0.914				
R ²	0.918				
Sig. F	0.000				

The results of this study are in line with the results of research by Robbins (2006), Mustafid (2017), Purba (2016), Hermawan et al., (2015) and Asiedu (2015) which state that supportive organizational culture has a positive effect on job satisfaction.

Based on the results of the study, testing hypothesis 2 indicates that the influence of supportive organizational learning on work involvement is significant, namely with a t-statistic value of 13.532 ($13.532 > 1.98$) and a significance value of 0.000 ($0.000 < 0.05$). The path coefficient value is 0.902 which indicates that the influence of supportive organizational learning on work involvement is positive. Hypothesis 2 (H2) in this study which states that supportive organizational learning has a significant positive effect on work involvement is acceptable. Thus the higher the supportive organizational learning, the higher the work involvement of CV employees. Sumber Jaya. In this case, the level of work involvement is caused by supportive organizational learning, because employees have quite different perceptions.

The results of this study are in line with the results of research by Mujiasih (2015), Thomas (2009), Krog (2014), Akbar (2013) and Joushan et al. (2015) which states that supportive organizational learning has a positive and significant effect on work involvement.

Based on the results of the study, testing hypothesis 3 indicates that the effect of job involvement on job satisfaction is significant, namely with a t-statistic value of 6.268 ($6.268 > 1.98$) and a significance value of 0.000 ($0.000 < 0.005$). The path coefficient value is 0.650 which indicates that the effect of job involvement on job satisfaction is positive. Hypothesis 3 (H3) in this study which states that job involvement has a significant positive effect on job satisfaction is acceptable. Thus the higher the work involvement, the higher the job satisfaction of the employees of CV. Sumber Jaya. In this case, job satisfaction is caused by job involvement, because employees feel less enthusiastic about completing their work every day.

The results of this study are in line with the research results of Effendy (2015), Putra et al., (2015), Sumarto (2009), Kuruuzum et al., (2009) and Faslah (2010) which state that job involvement has a positive effect on job satisfaction.

V. CONCLUSION

Supportive organizational learning positively and significantly affects job satisfaction. These results indicate that the higher the supportive organizational learning of employees, the higher the job satisfaction of employees of CV. Sumber Jaya. Supportive organizational learning positively and significantly influences work engagement. These results indicate that the higher the supportive organizational learning of employees, the higher the work involvement of employees of CV. Sumber Jaya. Job involvement positively and significantly affects job satisfaction. These results indicate that the higher the work involvement, the higher the job satisfaction of the employees of CV. Sumber Jaya.

Based on the research that has been done, there are limitations experienced. This study only discusses supportive organizational culture and job involvement as factors that affect job satisfaction, whereas based on previous studies, there are still many other factors that can affect job satisfaction. Future research can be directed to analyze the antecedents of job satisfaction.

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