

# The Influence Analysis of Organizational Culture and Motivation of The Caddy Work Satisfaction In A. Yani Golf Surabaya

Noerchoidah, Sumadji Harryono

Faculty of Economics, Merdeka University Surabaya

Email: noerchoidah1969@gmail.com

## ABSTRACT

This study aims to determine the relationship between organizational culture and motivation with job satisfaction. There are two variables that function as independent variables, namely the culture of motivation and motivation. Job satisfaction function as the dependent variable in this study. The hypothesis proposed in this study is divided into one main hypothesis, namely the correlation between organizational culture and motivation with job satisfaction. Two minor hypotheses proposed in this study are a positive correlation between organizational culture and job satisfaction, and a positive correlation between motivation and job satisfaction. The sample of this study was the caddy of Yani Golf Surabaya, which were obtained by random sampling technique. Data were collected through a questionnaire method and analyzed by regression methods. The results of this study indicate that there is a significant relationship between organizational culture and motivation with job satisfaction, while the dominant independent variable and cultural variables are the main contributors in influencing job satisfaction. This research also shows that there is a positive and significant correlation between organizational culture and job satisfaction, where continuous and normative factors become dominant. This research also proves that there is a significant relationship between motivation and job satisfaction. The dominant factor is organizational suitability and clarity.

**Keywords:** organizational culture, motivation and job satisfaction.

## INTRODUCTION

This golf association was founded in 1898 by PT. Shell Wonokromo Surabaya. Thus, this association is the oldest golf association in Indonesia, besides Rawamangun in Jakarta, and Dago Indah in Bandung. But after 1965, it changed its name to the Ahmad Yani Golf Association. That is, more than 100 years existed amid the emergence of new golf courses in Surabaya and East Java. Playing golf in an area of 60 hectares with 18 holes, not just playing golf but at the same time being able to enjoy the beauty of flora and fauna, which is rarely found in other places. Noted there are 80 types of trees, with various kinds of animals, such as partridge, snake, and others. A Yani Golf Course designed by Prof. Erich Kremmer was originally European-style. Then in the 1970s reforestation was carried out, so that the field, which was originally only covered with grass, turned into shady trees (Harryono, 2018).

The potential of the community both domestic and foreigners who love to play golf is very large. Golf is indeed called an exclusive and limited sport for the upper classes, not least among domestic and foreign communities. By golf, the industry has made a very large contribution, in Asean countries alone, the turnover is up to USD 2 billion, equivalent to around IDR 28 T.

(IAGTO 2019). While the potential in Indonesia consists of more than 150 international standard golf courses, so it can be calculated how many core and supporting workforce needs work in operational activities in one golf course. Employee placement is expected to provide an adequate contribution to the organization in addition to an effort to develop human resource competencies in the organization (Lastianti et al., 2018). The suitability of the placement of employees with the field of duty is very influential on job satisfaction and the performance of the employee concerned. The accuracy of placing employees in the right position is one important factor in an effort to arouse employee morale and excitement. In addition to organizational culture, motivational factors provide an important role in job satisfaction in order to improve employee performance

. The role of work motivation in driving the function of human resource management is to make people to act or behave in ways that lead to predetermined goals. The strength of motivation that exists in humans can be generated by encouragement in themselves and from their environment. While other aspects are the maintenance of organizational culture and the values contained in the organization that can encourage high work performance. Once the strategic role of employee work satisfaction in order to achieve company goals, the company needs to pay serious attention.

Employees of golf guides or commonly called Caddy who are at A. Yani Golf Course in Surabaya. Not able to work well in providing services and player satisfaction services, where the Caddy lacks expertise and lacks understanding of the rules and rules of the game of golf if there are problems with the game while on the field. The quality of guide services provided is still low, due to frequent complaints from players who are dissatisfied with the services provided. With complaints from customers about dissatisfaction with the services provided (sources are obtained through direct observation and interviews with the Caddy Master and records of the Department of Human Resource Development & General Affairs in Padang Golf A. Yani Surabaya. In addition, motivational factors that should be owned by each employees in an agency become a significant problem that can affect the performance of an organization. Apart from this, it is still not effective, namely with the presence of some problems such as the existence of a Caddy that is placed not in accordance with their background, abilities and physical strength, filling positions due to lack of human resources who are not interested in becoming a Caddy as well as a decrease in the interest of high school graduates to become a Caddy Based on a survey of researchers the low motivation of these employees can be seen from the level of discipline of Caddy, they are often delayed to come to work, the number of employees taking part in the morning briefing is around half of the total Caddy.

In addition, often the completion of work that is not in accordance with the specified time as a result of the lack of enthusiasm and excitement of the work of the employees. Also the lack of a sense of responsibility towards the work that is his responsibility, the low awareness of each

Caddy in carrying out their duties, therefore Padang Golf A. Yani Surabaya seeks to make improvements to the Caddy whose purpose is so that the Caddy in making improvements and improving services better so that players feel satisfied with the game services and golf services provided, in addition if there are players who ask the Caddy about the rules and rules of the game can answer what the obstacles and what needs to be improved so that players believe. By referring to the view that actually organizational culture and motivation influence employee job satisfaction, the research question to be examined in this study.

Every organization needs resources to achieve a predetermined effort. Human resources are one of the important factors that are continuously discussed. Therefore more efforts are needed to increase human development as labor. After realizing the importance of humans, an organization must be able to regulate and utilize such human potential in the organization, namely employees in every function and position in the company.

Meeting human needs continuously can result in increased job satisfaction, but if employees in a company do not get a satisfaction then they tend to be dissatisfied behavior at work such as demonstrations, strikes, and work-offs. Job satisfaction can be seen both as an independent variable and as dependent variable. Therefore, the possibility to conduct research on job satisfaction in relation to various other variables, both as independent and dependent variables, remains interesting and broad.

Job satisfaction as a dependent variable is stated to be positively influenced by organizational culture. Job satisfaction is not only influenced by organizational culture, it is also influenced by motivation. This study will look at the relationship between culture and organization and motivation with job satisfaction.

## **RESEARCH METHODS**

### **A. Identification of Variables**

The independent variables in this study are organizational culture and motivation. As the dependent variable is job satisfaction.

### **B. Operational Definition of Research Variables**

- a. Job satisfaction is a general attitude (cognitive, affective and conative) of an individual towards his work, which includes: salary / payment, work itself, promotion, supervision, and coworkers.
- b. Organizational culture is defined as culture as an affective attachment to the organization (Affective Commitment / AC), culture as the perceive cost associated with leaving the organization (Continuance Commitment / CC) and culture as a belief to remain in the organization (Normative Commitment / NC) .

c. Motivation is the nature of the work environment or psychological environment in an organization that is felt by workers or members of the organization and is considered to be able to influence workers' attitudes and behavior towards their work. The factors are conformity, responsibility, standards, respect, organizational clarity, warmth and support and leadership.

#### C. Population and Sample

The population of this study is all caddy Padang Golf A. Yani Surabaya. The condition of the study population until June 2018 is the number of permanent caddies of Padang Golf A. Yani Surabaya at 352 Caddy at Padang Golf A. Yani Surabaya, aged 20-50 years, both male and female.

#### D. Sampling Techniques

Samples of this study were taken from the population and based on the characteristics above. The sampling technique uses a random technique (random sampling). Random sampling conducted in this study was applied to each work unit by setting a sample size for each work unit of 35 subjects, so as to obtain the total number of subjects used as research samples as many as 70 people.

#### E. Data Collection Methods

The data collection method used to obtain the data needed in this study is the questionnaire method. There are three questionnaires used, they are organizational culture questionnaire, motivation questionnaire and job satisfaction questionnaire. Data collection was carried out from May 11, 2018 until June 16, 2018. The length of time required for this data collection process was due, among other things, to the number of questionnaires that had to be given to the subjects so that they could not be completed in one time, separate work units, locations and there is a tendency for subjects to become research samples to collect questionnaires at the end of the deadline. The results of the analysis of the items from the three questionnaires.

#### F. Analysis

Techniques Data analysis techniques used in this study are regression analyzes to analyze the relationship between organizational culture and motivation together with caddy job satisfaction. This analysis technique will also show the relationship between organizational culture and job satisfaction and the relationship between motivation and job satisfaction.

## RESEARCH RESULTS AND DISCUSSION

A. Research Results The results of major hypothesis testing  $R = 0.644$  with  $p = 0.000$ , so that  $p < 0.01$  which means very significant. This shows that overall there is a very significant relationship between organizational culture and motivation with job satisfaction. So the major hypothesis is accepted.

The first minor hypothesis, partial  $r_{X1Y} = 0.344$  with  $p = 0.000$ , so that  $p < 0.01$  which means very significant. This shows that there is a very significant relationship between organizational culture and job satisfaction. So the first minor hypothesis is accepted.

The results of the second minor hypothesis test, partial  $r_{X2Y} = 0.183$  with  $p = 0.000$ , so that  $p < 0.01$  which means very significant. This shows that there is a very significant relationship between motivation and job satisfaction. So the second minor hypothesis is accepted.

Additional results are a test of differences in organizational culture, motivation and job satisfaction based on work units showing the results in general there are very significant mean differences in both organizational culture, motivation and job satisfaction.

Table 1. The results show the average organizational culture, motivation and job satisfaction.

Variabel	F	db	p	Signifikansi
Budaya Organisasi (X 1)	8.102	14/285	0.000	Sign
Motivasi (X 2)	11.740	14/285	0.000	Sign
Kepuasan Kerja (X 3)	8.000	14/285	0.000	Sign

Summary of Test Results F1

A very significant relationship between organizational culture and motivation and job satisfaction, which means that the proposed major hypothesis is accepted. This means that the higher the organizational culture and the better the motivation the employee has, the better his job satisfaction will be. This is consistent with the opinion of Kreitner (2015: 253) which states that job satisfaction is not only influenced by organizational culture, it is also influenced by motivation. Conducive motivation and good working relationships can increase employee job satisfaction, because a good work climate is one of the factors that support employee enthusiasm and excitement, of course along with the organizational culture that exists in employees.

The results of the minor hypothesis analysis show that there is a positive and very significant relationship between organizational culture and employee job satisfaction (Harjanti & Noerchoidah, 2017). This shows that the higher the employee culture towards the organization, the higher the job satisfaction will be. Kreitner, R. & Kinicki, A. (2015: 187) study on the relationship between culture and organization, work engagement and job satisfaction, shows that there is a positive relationship between culture and organization with job satisfaction. Continuity and Normative factors significantly influence job satisfaction. This shows that the organizational culture of Padang Golf A. Yani Surabaya employees in influencing job satisfaction, is determined by the considerations and decisions to settle in the organization as part of meeting the needs and the belief that working on the organization is a moral obligation that must not be abandoned.

The second minor hypothesis, evidenced from the results of hypothesis analysis, shows that there is a positive and very significant relationship between motivation and employee job satisfaction. Gachter (2016: 154) proves conducive motivation and good working relationships can increase employee job satisfaction, because a good work climate is one of the factors that support employee morale and excitement. Conformity Factors, namely employee feelings about the presence or absence of restrictions, rules and work procedures in the organization, and Organizational Clarity, namely employee feelings that there are clarity of goals and policies implemented by the organization, become the dominant factor in influencing job satisfaction. This study also analyzes differences organizational culture, motivation and job satisfaction based on research subjects. The results are generally organizational culture, motivation and job satisfaction that exist in the Padang Golf A. Yani Surabaya organization is different.

## CONCLUSIONS

There is a very significant relationship between organizational culture and motivation with job satisfaction on employees of Padang Golf A. Yani Surabaya, meaning that if the organizational culture is higher and motivation is getting better the employee job satisfaction will be higher and vice versa the lower the culture organization and the worse the motivation, the lower job satisfaction. There is a positive and very significant relationship between organizational culture and job satisfaction among employees of Padang Golf A. Yani Surabaya, meaning that if the organizational culture is higher the employee job satisfaction will be higher and if the organizational culture is lower the lower the job satisfaction of employees. There is a positive and very significant relationship between motivation and job satisfaction, meaning that if motivation is getting better, employee job satisfaction will be higher and poorer motivation will lead to lower employee job satisfaction.

## Suggestions

- a. Need to create organizational conditions that are actually able to meet the needs of employees.
- b. The awareness that working for an organization is an obligation that needs to be further developed.
- c. Always conducting intensive socialization
- d. The leadership of the organization needs to re-analyze the work rules and procedures that have been implemented.

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