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# Effect of Organizational Culture, Organizational Structure, and Work Motivation on Job Satisfaction of Senior High School Teachers in Medan, Indonesia

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## Abstract

The investigation was a descriptive and inferential research which was designed to find out the effect of organizational culture, organizational structure, and work motivation on teacher's job satisfaction. of senior high schools, in Medan Indonesia.  It is known that organizational culture, and organizational structure are mutually correlated. Consequently, they were treated as inter-dependence variables in a recursive model. The samples selected were teachers from 10 public high schools with stratified random sampling techniques. The  samples were stratified based on  teaching experiences and professionalism or certification certficates. 81 of the 468 teachers who have teaching experiences for more than ten years and received teaching incentive regularly were selected.  Data were collected by distributing questionnaires to  the samples, and analized by path analysis. It was found that path coefficient of organizational culture, organizational structure, and work motivation were -0.03, 0,57, and 0,45 respectively.

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The results showed that path coefficient of organizational culture was not significant. Frequency distribution calculated was larger than $F_{table}$ or $F_{calc.} > F_{tabel}$ ( $1932.88 > df_{3/80} = 4.04$) and $p < 0.05$. The results showed that organizational structure, and work motivation affecting teacher's job satisfaction directly and indirectly.

*Keywords*: organizational culture,;organizational structure; teacher's job satisfaction; work motivation.

## 1. Introduction

Job satisfaction is defined as a statisfied emotional state resulted from a person satisfaction experinces in the work. In general, satisfied employees would experience a positive thinking at work [10: 299], [17:105] Hawthorn studies in 1930's, found that a statisfied employee is a productive employee and highly likely serving customers friendly.[2:5].

Abraham Maslow's Hierarchy can be used to identifying factors that influencing job satisfaction. [17:457]. According to Maslow that individual experiences the need hierarchy from the lowest to the highest. It can be used to develop self satisfaction at work by using bottom up perspective on job satisfaction. For example, safety is the lowest need which affects work safety and pay on job satisfaction. The second, social needs affect individual interaction on co-workers and management [17]. For example, job satisfaction is determined by equilibrium between input, output and work-role. In this matter, input work-role concerns with educational level, work hours, and work where workers trained. At last, output work-role is the amount of compensation received (salary or take home pay), working safety, promotion opportunity (career development), interest and freedom. Self-direction at work, concerns with personal relationship with others and society and the quality relationship between workers themselves and his/her coworkers and superintendents [17]. It is assumed that an interesting work and has a good management results in a great contributon on job satisfaction. [17:456]. Self-esteem relates with inner reward that is individual experience at work. The highest Maslow hierarchy needs is self-actualization, which is considered as the main factor in motivating workers for self-employment.

For large scale, job satisfaction is generally affected by organizational culture, organizational structure, leadership style and behavior, leadership power & influence, team process, team characteristics, personality and cultural values and ability [17:456]. More specifically, Job satisfaction is affected by pay, promotion, supervision, cowokers, job itself, statues, and environments [2:2], [18: 2]. It was found that pay is considered as the main factor of job satisfaction determinant [2]. Job autonomy and pay were found as the most powerful factors of job satisfaction [18]. Recent study reported that higher salary workers have greater job satisfaction, however, workers who have longer hours of work have the same satisfaction as those shorter hours of work [19].

### 1.1. Background of the study

In 2001, Indonesia implemented school based management program which is defined as decentralization of decision making power from the central authority to the school level [2], [29] in replacing Weber's organizational structure through out Indonesian schooling system in order to increase teacher's motivation and

in turn increasing teacher's job satisfaction [11]. Besides, the schools also have been provided with computer technology and internet facilities to support educational programs.  In addition, high school teachers were trained to be certified teachers, and give them certified fees, as much as the montly take home salary. They were also given schoolarship and opportunities to  enroll in formal advance education in order to enriching their knowledge in their own field of study. As a result, it is presumed that there would be a great impact of the programs on organizational culture, organizational structure, work motivation and teacher job satisfaction of the senior high school teachers.

It  is believed that a satisfied employee would make a good relationship with his cowowers and  customers. [17:105], [9:299], [9], [10], [2]. He/she would be willing to accept his management advices, commit toward his/her job and more productive [7:46]

There are two social theories that could be used to explain factors affecting job satisfaction i.e bottom-up and top-down theories. According to the  bottom-up theory, individual's  needs must be satisfied in order to meet his personal satisfaction [17]. Positive and negatice scales are used to measure happiness level. If the positive effect is larger than the negative effect, individual is considered  happy. However, the top-down theory said that there is a global tendency to experience it with a positive strategy [17]. In other words, individuals willing to be happy and affecting his live. Therefore, personal satisfaction, can be achived from one of the two ways. That is the bottom-up, by adding positive effect and reduces negative effect or from top-down by diffusing from one needs to become happy [17].

Organizational structure change generally affecting organizational culture [9], [22] It was also found that organizational culture take an importance role in increasing job-performance [1]. Another finding showed that organizational culture affecting organizational design and implementation of organizational structure, in return conserves organizational culture, as a result there is a mutual impact of organizational structure and culture [23]. Then, the organizational structure gradually and automatically reinforces or changes the organizational culture. Therefore, the two variables are considered inter-correlated one to the other [ 20].

It is known that organizational culture takes an importance role in organizational scuccess in implementing computer technology [13], [30]. The organizational success is partly due to individual ability to adapt to the organizational culture at work place, because organizational culture contains basic principles which determine worker  behaviors in an organization [5].   Organizational change as a result of organizational structure change affecting work motivation [12], in the mean time, work motivation is related with job satisfaction, it means that statisfied employees are motivated employees [21]. Therefore, motivation could be seen as a precursor for job satisfaction [4] . Then,  it was proved that organizational culture affecting job satisfaction [21].  Furthermore, a new  research  showed educated employees have higher motivation compared with intermediated educated employees [26], [8]. In addition, further investigation found that organizational culture affecting job satisfaction diretcly [25]. Therefore, it could be simplified that organizational scuccess  depends on organizational culture [24]. Based on the  discussions above, it is necessary to find out the effect of organizational culture, organizational structure and work motivation on teacher's job satisfaction,

## 2. Materials and methods

### 2.1. Research objectives

Base on the discussion above, it could be drawn research objectives as stated below:

1. To find out a direct effect of organizational culture on work motivation
2. To find out a direct effect of organizational culture on job satisfaction
3. To find out a direct effect of organizational structure on job satisfaction
4. To find out a direct effect of organizational structure on work motivation
5. To find out a direct effect of work motivation on job satisfaction
6. To find out an indirect effect of organizational culture on job satisfaction through work motivation
7. To find out an indirect effect of organizational structure on job satisfaction through work motivation

### 2.2. Statistic Hypotheses

1. Ho: $\rho_{31} = 0$, Ho cannot be rejected and Ha rejected. There is no direct effect of organizational culture on work motivation.

2. Ho: $\rho_{41} = 0$, Ho cannot be rejected and Ha rejected. There is no direct effect of organizational culture on work motivation

3. Ho: $\rho_{42} = 0$, Ho cannot be rejected and Ha rejected. There is no direct effect of organizational culture on job satisfaction

4. Ho: $\rho_{32} = 0$, Ho cannot be rejected and Ha rejected. There is no direct effect of organizational structure on job satisfaction

5. Ho: $\rho_{43} = 0$, Ho cannot be rejected and Ha rejected. There is no direct effect of work motivation on job satisfaction

6. Ho: $\rho_{41.3} = 0$, Ho cannot be rejected and Ha rejected. There is no indirect effect of organizational culture on job satisfaction through work motivation

7. Ho: $\rho_{42.3} = 0$, Ho cannot be rejected and Ha rejected. There is no indirect effect of organizational structure on job satisfaction through work motivation

### 2.3. Sampling techniques

Sampling technique used was stratified random sampling technique. .Sample selected from 10 senior high schools in Medan regency. 81 certified teachers were selected  based on teaching experiences (at least 10 years of teaching experiences), They were classrom teachers (except counceling and guidance teachers).

### 2.4. Research methods

Data collected by distributing questionnaires to the samples selected. Organizational questionnaires were prepared based on the Clan Culture of Cameron and Quinn model and organizational culture indicators by S.W.S.R Dasanayaka [27]. Furthermore, organizational structure questionnaires were prepared  based on organizational structure indicators of Ibtisam Abu-Duhou [15]  Then, work motivation questionnaires were developed  based on motivation indicators by Stephen P. Robin and Mary Coultier [29].  Finally, job satisfaction questionnaires were prepared based on job satisfaction indicators of J.W. Slocum. And R.V. Davis [16] .

Before conducting the research, the questionnaies were tried out to 30 teachers  and data collected were analyzed in order to find out the validity using Pearson product moment correlatiion and reliability.using Cronbach's. alpha reliability estimate. It was found that reliability coefficient of organizational culture, organizational structure, work motivation, and job satisfaction questionnaires were 0,97,  0,94,   0,98, and  0,95 respectively. Questionnaires were distributrd to the samples selected and data collected were analyzed using path analysis techniques, using SPSS for Microsoft vers 19.

## 3.   Results

### 3.1. Data Analysis

#### 3.1.1 .Normality test

Normality test was carried out using Lilliefors test with SPSS vers 19 for Windows and the result shown below:

Table 1.1. Lilliefors test

| | Kolmogorov-Smirnov[a] | | |
|---|---|---|---|
| | Statistic | df | Sig. |
| Org.Culture | .090 | 81 | .159 |
| Org.Struc. | .092 | 81 | .088 |
| Work.Motiv | .088 | 81 | .192 |
| Job Satisfac. | .086 | 81 | .200[*] |
| | | | [*] |

a. Lilliefors Significance Correction

\*. This is a lower bound of the true significance.

The results showed that significant values for organizational culture, organizational structure, work motivation and job satisfaction are 0.159, 0.088, 0.192 and 0.200 respectively larger than 0.05. It means that the four variables are distributed normally.

### 3.1.2    Linearity test

Table 1.2. Linearity test

| No | Exogen and Endogen variables | Linearity test | | |
|---|---|---|---|---|
| | | $F_{cal.}$ | Sig. | Status |
| 1. | $X_1$ and $X_3$ | 125.140 | .000 | linear |
| 2. | $X_1$ and $X_4$ | 177.015 | .000 | linear |
| 3. | $X_2$ and $X_3$ | 272.947 | .000 | linear |
| 4. | $X_2$ and $X_4$ | 408.932 | .000 | linear |
| 5. | $X_3$ and $X_4$ | 520.678 | .000 | linear |
| $X_1$ = Organizational culture; $X_2$ = Organizational structure | | | | |
| $X_3$ = Work otivation, and $X_4$ = Job satisfaction | | | | |

The results showed that the relationship between variables $X_1$ and $X_3$, $X_1$ and $X_4$, $X_2$ and $X_3$, $X_2$ and $X_4$, and $X_3$ and $X_4$ are respectively linear (Sig.< 0.05)

### 3.1.3    Hypotheses testing

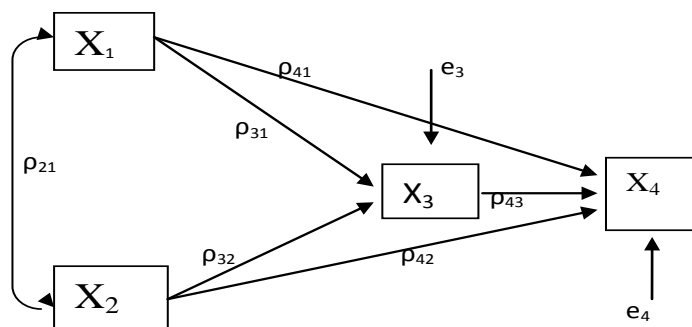Base on the background of the study above, it can be drawn a research paradigm as shown below

Figure 1.1. Path Analysis diagram

Where, $X_1$= Organizational culture; $X_2$ = Organizational structure

$X_3$ = Work motivation ; $X_4$ = Job satisfaction

Data analysis using Anova of organizational culture, and organizational structure on work motivation are shown in table 1.3. below:

Table 1.3. ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 3489.674 | 2 | 1744.837 | 2004.936 | .000[a] |
| | Residual | 67.881 | 78 | .870 | | |
| | Total | 3557.556 | 80 | | | |

a. Predictors: (Constant), Organizational culture,, Organizational structure
b. Dependent Variable: Work motivation

It was shown in table 1.3. that significant value of $F_{cal.} < 0.05$, therefore, Ho is rejected. Thus, organizational culture and organizational structure directly affect work motivation. Calculation of path coefficients of organizational culture, organizational structure on work motivation is shown in table 1.4 below:

Table 1.4. Path Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 53.299 | 6.649 | | 8.016 | .000 |
| | Org.Culture | .327 | .043 | .747 | 7.600 | .000 |
| | Org. Structure | .240 | .096 | .246 | 2.498 | .015 |

a. Dependent Variable: Work motivation

As shown in table 1.4 that path coefficient of organizational culture, and organizational structure are $\rho_{31}$= 0.747 (t = 7.600; α = 0.000) and $\rho_{32}$ = 0,246 (t = 2,498; α = 0,015) respectively significant. Eventually, it can be concluded that:

> Hypothesis 1.Ha: $\rho_{31} > 0$, Ha cannot be rejected for hypothesis 1, as a result organizational culture affects work motivation directly.

> Hypothesis 2.Ha: $\rho_{31} > 0$, Ha cannot be rejected for hypothesis 2. Therefore, organizational culture affects work motivation directly.

Contribution of the two variables, organizational culture and organizational structure on work motivation of variance is shown in table 1.5. below.

Table 1.5. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .993[a] | .987 | .986 | .782 |

    a.  Predictors: (Constant): Organizatioanl structure, Organizational Culture

    b.  Dependent variable: work motivation

As shown in table 1.5 that the value of R-square shows that the two variables explain 98.7% variance of work motivation . The value of $R^2_{31}$ = 0,987, therefore, $e_3 = \sqrt{1-R^2} = \sqrt{1-0.993^2} = 0.114$

Determination of Anova, path coefficients and contribution of organizational culture, organizational structure and work motivation toward job satisfaction can be seen in table 1.6., 1.7., and 1.8., below.

Table 1.6. ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 3544.805 | 3 | 1181.602 | 1932.885 | .000[a] |
| | Residual | 47.071 | 77 | .611 | | |
| | Total | 3591.877 | 80 | | | |

Table 1.6. ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 3544.805 | 3 | 1181.602 | 1932.885 | .000ᵃ |
| | Residual | 47.071 | 77 | .611 | | |
| | Total | 3591.877 | 80 | | | |

a. Predictors: (Constant), Work motivation, organizational structure,  organizational culture

b. Dependent Variable: Job satisfaction

As shown in table 1.6 that  significant level of $F_{calc.}$ < .05, as a result, Ho is rejected. It means that organizational structure and work motivation affect job satisfaction significantly.

Table 1.7.  Path Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | t | Sig. |
| (Constant) | 4.338 | 7.526 | | .576 | .566 |
| Org.culture | -.011 | .048 | -.026 | -.236 | .814 |
| Org.Structue | .563 | .084 | .573 | 6.718 | .000 |
| Work motivation | .453 | .095 | .450 | 4.769 | .000 |

a. Dependent Variable: job satisfaction

It is shown in table 1.7 that path coefficient of organizational culture of  $\rho_{41}$= 0.026 (t = -0.236; $\alpha$ = 0.814) is not significant, as a result.

Hypothesis  3: Ho: $\rho_{41}$ = 0, and  Ho cannot be rejected, therefore, there is no direct effect of organizational culture on job satisfaction.

Meanwhile, path coefficients of organizational structure and work motivation are $\rho_{42} = 0,573$ (t =6.718 ; α = 0,000), and $\rho_{43} = 0,450$ (t = 4.769; α = 0,000) respectively significant, as a result, it is concluded that:

> Hypothesis 4: Ho: $\rho_{32} = 0$, and Ha cannot be rejected, so that there is a direct effect of organizational structure on job satisfaction.

> Hypothesis 5: Ho: $\rho_{43} = 0$, and Ha cannot be rejected, so that there is a direct effect of work motivation on job satisfaction

Table 1.8. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .986[a] | .972 | .971 | .810 |

    a. Predictors: (Constant), , org.culture, org.structure and work motivation.

    b. Dependent variable: Job satisfaction

As seen in table 1.8. Model Summary that $R^2_4 = 0,972$, it means that the three variables explains 97.1% variance in job satisfaction. It shows that $R^2_4 = 0,972$, therefore, $e_4 = \sqrt{1 - R^2} = \sqrt{1 - 0,986^2} = 0,167$

Base on the path analysis diagram above, the relationships between organizational culture, organizational structure and work motivaion toward job satisfaction can be expressed in the following equations:.

$r_{13} = \rho_{31}$ (DE) $+ \rho_{32} r_{12}$ (u) ......... 1)

$r_{23} = \rho_{31} r_{12}$ (u) $+ \rho_{32}$ (DE) ......... 2)

> (1) From equation 1) we have a direct effect of organizational culture on work motivation of 0.74, and unanalyzed correlation is 0.242. (U)
> (2) From equation 2) we have a direct effect of organizational structure on work motivation of 0,246, snd unsnslyzed correlation is 0,737 (U)

$r_{14} = \rho_{41}$ (DE) $+ \rho_{43} \rho_{31}$ (IE) $_{+}$ $(\rho_{42} \rho_{21} + \rho_{43} \rho_{32} \rho_{21})$ (U) ......... 3)

Base on equation 3) we calculated that:

> (3) Direct effect of organizational culture on job satisfaction is $\rho_{41} = -0,026$ not significant..

(4)     Indirect effect of organizational culture on job satisfaction through work motivation is $\rho_{43}\,\rho_{31}$ = 0.336,  and unanalyzed correlation is $\rho_{42}\,\rho_{21} +\;\rho_{43}\,\rho_{31}\,\rho_{21} =\;$ 0.674. Base on the results above,  it is concluded that:

Hipotesis 6:

Ha: $\rho_{42/3} > 0$, Ha cannot be rejected, therefore, there is an indirect effect of organizational culture on job satisfaction through work motivation

$$r_{24} = \rho_{42}\,(DE) + \rho_{43}\,\rho_{32}\,(IE) + (\rho_{41}\,\rho_{21} + \rho_{42}\,\rho_{31}\,\rho_{21})(U) \qquad\qquad \ldots\ldots\ldots \; 4)$$

Base on equation 4) we have that:

(5)     Direct effect of organizational structure on job satisfaction is $\rho_{42}$ = 0,573.

(6)     Indirect effect of organizational structure on job satisfaction through work motivation is $\rho_{43}\,\rho_{32}$ = 0.111, and unanalyzed correlation is $\rho_{41}\,\rho_{21} + \rho_{42}\,\rho_{31}\,\rho_{21} =\;$ 0.448 , as a result, it can be concluded that::

Hipotesis 7:

Ha: $\rho_{42.3} > 0$, Ha cannot be rejected, therefore,  there is an indirect effect of organizational structure on  job satisfaction through work motivation

Total effect of organizational structure on job satisfaction is 68.4%.

$$r_{34} = \rho_{43}\,(DE) + (\rho_{41}\,\rho_{31} + \rho_{41\rho32}\,\rho_{21} + \rho_{42}\,\rho_{31}\,\rho_{21} + \rho_{42}\,\rho_{32})(S) \qquad \ldots\ldots\ldots \; 5)$$

Base on equation 7, we can determine that:

(7)     Direct effect of work motivation on job satisfaction is $\rho_{43}$ = 0,450, and spurious correlation is
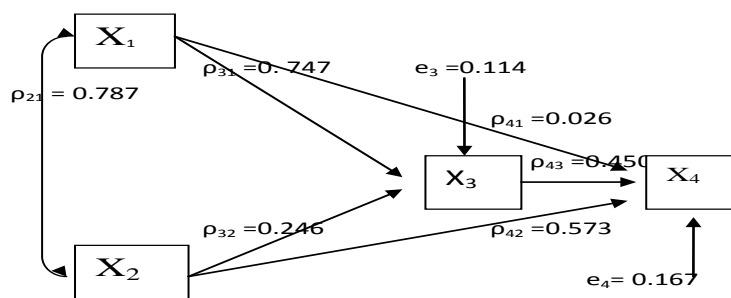


0.589  Figure, 1.2. Path coefficients diagram

Path coefficients calculated from equations 1), 2), 3), 4) and 5) were plotted into Figure 1.2 above.  It is shown in Figure 1.2 that organizational culture and structure directly affects work motivation, and in turn directly

affects teacher's job-satisfaction. However, path coefficient of organizational culture on teacher's job-satisfaction is not significant.

## 4.    Discussion

As shown in the path  analysis diagram above, that path coefficient of organizational culture was not significant. This finding did not support previous results which showed that organizational culture affected job satisfaction directly[21]. Meanwhile, organizational culture affected job satisfaction indirectly  through work motivation. It was known that organizational culture has  a very important role in determining the implementation of new technologies [13]. However, high school teachers in Medan facing new problems in adopting the use of computers and internet technologis. As a result, they might be unable to cope with the new technology development which was shown by the moderate score of the respondents in organizational culture questionnaires. This was also shown by path coefficient of organizational culture which  is not significant.

In addition, it was found that organizational culture directly affected work motivation, this finding support previus results, which showed that organizational culture  changed due to  organizational structure change would lead  to affecting work motivation [6] [12]. It was also known that the success of  organizations  partly is determrned  by individual ability to adjust himself to organizational culture at the  work place, since organizational culture is a basic priciple determined individual behaviors in organizations [5].

Furthermore, it was found that organizational structure directly affected work motivation, which supported the previous results. Then, orgnizational structure also affected job satisfaction directly and indirectly through work motivation. This findings support  previous results which showed that orgnizational structure affected job satisfaction [12]. Finslly, it was found that work motivation affected job satisfaction directly. This finding also supported previous results which showed that work motivation affected job satisfaction, it means that satisfied employees are motivated employees [14]. Therefore, work motivation was considered  as precursor of job satisfaction [4].

As we know that the success of organizations lies on the organizational culture [24]. Therefore, the implementation of SBM, introduction of new computer technologies and internets, certified teachers followed by increasing salaries, and teachers training programs would lead to organizational culture changed and also organizational structure changed in return affecting teachers work motivation and job satisfaction.

## 5.    Conclusions

Job satisfaction is known to be a very interesting research area recently, due to the rapid development of information and technology around the world. This investigation focused on job satisfaction explicitly with organizational culture, structure and work motivation. The objectives were to estimate the extent to which senior high teacher's job satisfaction is determined by organizational culture, structure and work motivation directly and indirectly. Most of the senior high school teachers in Medan, Indonesia did not see and aware of the

advantages of organizational culture and structure as a precursor of work motivation which in turn affecting job satisfaction.

According to the data analysis, it was found that teachers' job satisfaction is dependent on teachers' work motivation, organizational culture, and organizational structure. The main findings of this research are teachers who satisfied with their job mainly affected by the organizational structure that give them opportunities to participating in decision making. The implementation of school based management that allows teachers participating in decision making concerning with curriculum implementation, teaching and learning processes have affected teacher motivation which in turn affecting teacher job satisfaction directly and indirectly. There is evident that certified teacher programs followed by pay increased have affected teacher motivation. However, organizational culture changed due to organizational structure changed did not contribute to job satisfaction directly. In fact it affected job satisfaction indirectly through work motivation. It is reasonably, since organizational culture would be working well when the teachers motivated.

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