Organizational Culture and Job Satisfaction: The Dark Side of Organizational Politics

Tommy Vara Berlin [a,] Ririn Handayani [a,*] Fahmi Oemar [a]

[a] Department of Management, Graduate Program, Universitas Lancang Kuning, Indonesia.

ABSTRACT

This study aims to see how organizational culture affects job satisfaction at the Pekanbaru Police Satreskrim. In addition, this study will also look at the interaction of the two variables, how organizational politics mediates the influence of organizational culture on job satisfaction. This type of research is explanatory research. The population is members of the Pekanbaru City Police, totaling 95 people. Data analysis in this study used SEM-PLS. Based on the data processing, it was found that there are habits that have become a culture in the Pekanbaru City Police which will determine the good or bad perceptions of its personnel on political behavior in the organization. In addition, the understanding of the political behavior of its personnel is influenced by the culture adopted by the Pekanbaru Police. The limitation of this study is the lack of population size used. So it is suggested to further researchers to examine the organizational culture of Hofstede (1984) per indicator. So that it can explain in more detail the influence of each cultural indicator on organizational politics and job satisfaction.

Introduction

Job satisfaction is a very complex concept because for each person the meaning can be different. This shows the level of understanding and commitment shown by a worker when carrying out his functions in his place of work (Nelson, et al. 2006 in Ariyo & Okwilagwe, 2020). Job satisfaction is one of the criteria for forming a healthy organizational structure. Tafida (2009) in Ariyo & Okwilagwe (2020) simply defines job satisfaction as the quality of life at work as experienced by employees, and conditions that can be promoted by social responsibility programs implemented by employers.

Furthermore, Mila (2011) in a study found that library staff experienced job satisfaction with the job itself and the sense of accomplishment it generated, but were not satisfied with the prospects for promotion and job distribution. The job satisfaction of librarians naturally depends on the economic, social and cultural conditions in a particular country. Job satisfaction is related to motivation and thus satisfaction leads to better performance.

Therefore, organizations need to build a culture that will be taught, learned, and shared with all their employees. MacIntosh and Doherty (2010) assert that organizational culture (values, beliefs, and assumptions) is a reflection of what is most important to organizational founders

[*] CORRESPONDING AUTHOR. Email: ririnhandayani@unilak.ac.id

and leaders because they are responsible for realizing the organization's vision and mission. Organizational culture is an integrated collective understanding of perceptions, memories, values, and attitudes that have been learned and socialized over time and determine behavioral expectations within the organization (Fakhar et al., 2012).

Dimitrios & Athanasios (2014) reviewed the relationship between organizational culture and job satisfaction. The results show that contemporary work-related phenomena such as job satisfaction related to employee preferences for organizational culture are also influenced by demographic characteristics, especially gender. Therefore, that measuring and analyzing organizational culture should be combined with its employee demographics and individual characteristics can lead to valuable conclusions, so that job satisfaction can be achieved.

A recent study from Ester & Andrew (2020) investigated the influence of organizational culture on the job satisfaction of library employees in three states in Southwest Nigeria. With 265 samples and data analysis using simple percentages and Pearson Product Moment Correlation, it was found that the library has a good organizational culture, centered on performance, environment and employee relations. The findings show a significant positive relationship between organizational culture and job satisfaction of the library personnel.

Organizational politics is the management of power that influences various actions or acts to achieve good results at work (quoted from Juhaizi et al., 2018). So the perception of organizational politics is defined as the degree that individuals view their work environment as politically unfair.

The results of Claudia's research (2018) prove that the perception of organizational politics is able to increase job satisfaction. Likewise with Hermawan et al. (2018) and Wayne (2016) prove that the perception of organizational politics affects job satisfaction. Furthermore, Juhaizi et al., (2018) and Cho & Yang (2017) prove that the perception of organizational politics affects job satisfaction and employee motivation.

This study refers to the theory of social exchange. The fundamental premise for this is that an individual's feelings toward any relationship depend primarily on the outcome of that relationship. Where the organization and its employees enter into a reciprocal relationship, the organization needs high performance and loyalty from employees, while the latter wants tangible and intangible benefits. From the perspective of social exchange theory, individuals tend to engage in political behavior to benefit from the behavior, trying harder to get better results (Chernyak-Hai & Rabenu, 2018). The main objective of this study is to build a model and find empirical and conceptual relationships between the dimensions of organizational culture and job satisfaction through the mediating effect of organizational politics based on phenomena, previous research and the conceptual theory described above. So researchers are interested in doing this research. Based on the background of the problem, the purpose of this study is to determine whether organizational culture affects job satisfaction. Then to find out whether perceptions of organizational politics mediate the influence of organizational culture on job satisfaction.

Theoretical support

Organizational Political Perception

According to Ogungbamila (2013) uncertainty is the main predictor of organizational politics. Employees choose to participate in political behavior because of uncertainty about their future in the organization; to keep their jobs and control their future in the organization; they choose to have manipulative behavior towards the organization. This behavior is informal and not officially accepted by the organization and exists in parallel with the formal rules of the organization. Since organizational politics follows individualistic thinking, it makes each employee to follow his or her own interests regardless of the interests of their peers. Usually employees have a negative image of organizational politics.

Culture

Richard A. (Huntington, 2000) defines culture as the special ideas of a society regarding things that are considered true, good, beautiful, and efficient which must be socialized and accustomed from generation to generation. The word culture (culture) as a concept is rooted in the study of anthropology. A country's national culture has a greater impact on employees than their own organizational culture (Robbins, 2015). Robbins conducted a study at the IBM company in Germany. He found that IBM's Munich facility would be influenced more by German culture than by IBM's culture itself. These findings are incidental, consistent with what Mazda's new president discovered––that Japanese national culture strongly shapes the company's organizational culture, that Japanese employees reject Ford-type cultural values. That is, how much influence organizational culture has on understanding people's behavior at work, national culture has an even greater influence (Robbins, 1996).

Job satisfaction

According to Robins and Judge (2015: 46) job satisfaction is a positive feeling about work, resulting from an evaluation of its characteristics. Job satisfaction is positively correlated with life satisfaction, attitudes and life experiences. Likewise, independence, feedback, social support, and interactions with coworkers outside the workplace are also closely related to job satisfaction. Salary often appears in job satisfaction for poor countries but this can change when a person has reached a comfortable level of living category.
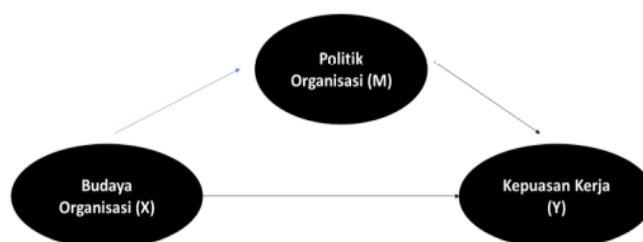
Research Framework

Figure 1. Research Framework

Organizational culture affects job satisfaction

Dimitrios & Athanasios (2014) reviewed the relationship between organizational culture and job satisfaction. The results show that contemporary work-related phenomena such as job satisfaction are related to an employee's preference for his or her organizational culture. The results of this study are supported by Larsen et al. (2018) and Ester & Andrew (2020) which show that organizational culture affects employee job satisfaction. So:
H1: organizational culture affects employee job satisfaction.

Perceptions of organizational politics mediate the relationship of organizational culture to job satisfaction

Amro et al. (2021) found that organizational culture influences perceptions of organizational politics. Meanwhile, Juhaizi et al., (2018) and Cho & Yang (2017) prove that perceptions of organizational politics affect job satisfaction. But Juhaizi et al., (2018) said that the relationship between organizational political perceptions and job satisfaction was significantly negative. This means that when the perception of organizational politics increases, job satisfaction decreases. And vice versa when the perception of organizational politics decreases, employee job satisfaction increases. So:

H2: organizational politics mediates the effect of organizational culture on employee job satisfaction.

Research method

The method used in this research is descriptive and explanatory survey method, because it will describe each variable and explain the relationship between the variables studied. While the type of relationship between the variables used in the study is causality, namely the independent variable/independent variable affecting the dependent/bound variable. Referring to the purpose of the research to be carried out, namely to find out and examine the research variables to be studied, namely the mediation of organizational political perceptions on the relationship between organizational culture and job satisfaction, this research is descriptive and verification.

This research is the Police and Criminal Investigation Unit (Satrekrim) Pekanbaru Resort Police. The field of research carried out in this research is human resource management. The population of this study amounted to 70 members of the Pekanbaru Poresta Criminal and Investigation Unit. Because the total population is less than 100 it will be taken entirely as a sample.
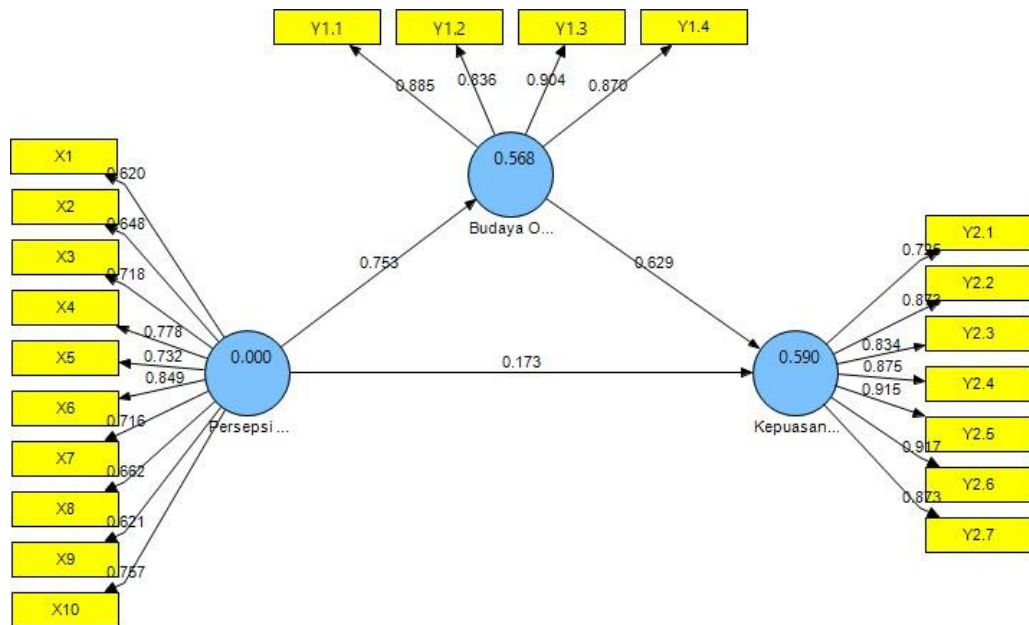
Results

Analisis Partial Least Square (PLS)

Figure 2. Path Chart

Hypothesis test

Hypothesis testing is used to test the effect of exogenous variables on endogenous variables. The test criteria state that if the value of T-statistics T-table (1.96), it is stated that there is a significant effect of exogenous variables on endogenous variables. The results of the significance test can be seen through the following table.

Table 1. Significance Test

Exogenous	Endogenous	Path Coefficient	Standard Error	T Statistics
Organizational Political Perception	Organizational culture	0.753	0.038	19.635
Organizational Political Perception	Job satisfaction	0.173	0.078	2.233
Organizational culture	Job satisfaction	0.629	0.072	8.712

Source: Primary Data Processed, 2022

The influence of organizational political perceptions on organizational culture. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between organizational political perceptions and organizational culture is 19,635. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of organizational political perceptions on organizational culture. The effect of organizational political perceptions on job satisfaction. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between organizational political perceptions and job satisfaction is 2.233. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of organizational political perceptions on job satisfaction. The influence of organizational culture on job satisfaction. In the test results

listed in the table above, it can be seen that the T statistic value of the relationship between organizational culture and job satisfaction is 8,712. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of organizational culture on job satisfaction.

Indirect Effect Test

The indirect effect test is carried out with the aim of testing whether there is an indirect effect of the independent variable on the dependent variable through its mediating variable. The test criteria state that if T-statistics T-table (1.96) then it is stated that there is a significant effect of exogenous variables on endogenous variables through their mediating variables. The indirect effect test results can be seen through the summary in the following table:

Table 2. Indirect Effect Test Results

Exogenous	Intervening	Endogenous	Indirect Coefficient	Standard Error	T Statistics
Organizational Political Perception	Organizational culture	Job satisfaction	0.474	0.059	7.963

Source: Primary Data Processed, 2022

Based on the tests listed in the table above, it can be seen that the influence of organizational political perceptions on job satisfaction through organizational culture is obtained by the T statistics value of 7,963. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of organizational political perceptions on job satisfaction through organizational culture. Therefore, organizational culture is stated to be able to mediate the influence of organizational political perceptions on job satisfaction.

Convert Path Diagram into Structural Model

The conversion of the path diagram into the measurement model is intended to determine the strength of the influence between the described constructs on the effects on the model, namely direct effects and indirect effects. The model effects directly or indirectly are as presented in the following table:

Table 3. Direct and Indirect Model Effects

Exogenous	Intervening	Endogenous	Coefficient	
			Direct	Indirect
Organizational Political Perception		Organizational culture	0.753	
Organizational Political Perception	Organizational culture	Job satisfaction	0.173	0.474
Organizational culture		Job satisfaction	0.629	

Source: Primary Data Processed, 2022

Based on the table above, it can be seen that the measurement model formed is as follows:

Equation 1: Z = 0.753 X

From equation 1 it can be informed that

1. The direct effect coefficient of organizational political perception on organizational culture is 0.753 which states that organizational political perception has a positive and significant

effect on organizational culture. This means that the better the political perception of the organization, it tends to improve organizational culture.

Equation 2: Y = 0.173 X + 0.629 Z

From equation 2 it can be informed that

1. The direct effect coefficient of organizational political perception on job satisfaction is 0.173 which states that organizational political perception has a positive and significant effect on job satisfaction. This means that the better the political perception of the organization, it tends to increase job satisfaction.

2. The direct effect coefficient of organizational culture on job satisfaction is 0.629 which states that organizational culture has a positive and significant effect on job satisfaction. This means that the better the organizational culture, the more likely it is to increase job satisfaction.

3. The indirect effect coefficient of organizational political perception on job satisfaction through organizational culture is 0.474 which states that organizational political perception has a positive and significant effect on job satisfaction through organizational culture. This means that the better the organizational culture caused by the better the political perception of the organization, it tends to increase job satisfaction.

Discussions

Organizational culture affects employee job satisfaction

The test results listed in the table above can be seen that the T statistic value of the relationship between organizational culture and job satisfaction is 8,712. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of organizational culture on job satisfaction. The direct effect coefficient of organizational culture on job satisfaction is 0.629 which states that organizational culture has a positive and significant effect on job satisfaction. This means that the better the organizational culture, the more likely it is to increase job satisfaction. From the descriptive analysis of the respondents' organizational culture variables, an average of 4.10 said that most of them agreed that their superiors made most of the decisions without consulting their subordinates; an average of 4.19 indicated that they agreed that their superiors used authority and power when dealing with their subordinates; An average of 4.01 indicates that most agree that their superiors rarely ask for the opinion of their subordinates. For the description of the organizational political perception variable, it shows that on average 3.91 most agree that there is a group of people in the organization who say "you can get along with us, without relying on self-quality; of 4.00 indicates agree that joining certain people or groups will be more profitable than improving self-quality; an average of 4.20 indicates that most respondents agree that showing self-quality is actually something 'weird' in this organization. From the explanation of the two related variables above, it shows that the organizational culture that exists in the perception of

the Pekanbaru Police Polresta is not so ideal. This is also shown in the results of the descriptive analysis of the perceptions of the police personnel on organizational political variables which are also not very good. So that the results of the descriptive analysis are in accordance with the results of the data processing which shows that organizational culture affects the perception of organizational politics in the Pekanbaru City Police Resort. This is in accordance with the research results of Amro et al. (2021) that organizational culture affects perceptions of organizational politics.

Organizational politics mediates the influence of organizational culture on employee job satisfaction

The test results listed in the table above can be seen that the T statistics value of the relationship between organizational political perceptions and organizational culture is 19,635. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of organizational political perceptions on organizational culture. The direct effect coefficient of organizational political perception on organizational culture is 0.753 which states that organizational political perception has a positive and significant effect on organizational culture. This means that the better the political perception of the organization, it tends to improve organizational culture. Based on the tests listed in the table above, it can be seen that the influence of organizational political perceptions on job satisfaction through organizational culture is obtained by the T statistics value of 7,963. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of organizational political perceptions on job satisfaction through organizational culture. Therefore, organizational culture is stated to be able to mediate the influence of organizational political perceptions on job satisfaction. The indirect effect coefficient of organizational political perception on job satisfaction through organizational culture is 0.474 which states that organizational political perception has a positive and significant effect on job satisfaction through organizational culture. This means that the better the organizational culture caused by the better the political perception of the organization, it tends to increase job satisfaction. The findings of this study indicate that the good or bad political views held by the police personnel depend on the organizational culture of the Pekanbaru Police, so that it will affect their job satisfaction.

Conclusion

It can be concluded that the habits that have become a culture in the Pekanbaru City Police will determine whether the personnel's perception of political behavior in the organization is good or bad. Then the findings of this study indicate that the understanding of the political behavior of its personnel is influenced by the culture adopted by the Pekanbaru Police. The better the views of its personnel on political behavior as a result of the organizational culture, it will determine whether they are satisfied or dissatisfied with the work they face on a daily basis. That is, the perception of organizational politics is a good mediation for the influence of

organizational culture on job satisfaction. To the leaders of the Pekanbaru Police, improving the existing organizational culture is highly recommended. This becomes very important in order to improve the perception of its personnel on the political behavior in the Polres. So that if the organizational culture improves, it will improve perceptions of political behavior which in turn will increase job satisfaction. It is recommended for further researchers to examine the organizational culture of Hofstede (1984) per indicator. So that it can explain in more detail the influence of each cultural indicator on organizational politics and job satisfaction.

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Disclosure statement

No potential conflict of interest was reported by the authors.

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