

# HOW THE JOB CHARACTERISTICS AND ORGANIZATIONAL CULTURE INFLUENCE EMPLOYEE JOB SATISFACTION

R. Sabrina \*, Agustina Linda \*\*

\* Corresponding author, Faculty of Economics and Business, Universitas Muhammadiyah Sumatera Utara, Sumatera Utara, Indonesia

Contact details: Universitas Muhammadiyah Sumatera Utara, Jl. Kapt. Mukhtar Basri No. 3, 20238 Medan, Sumatera Utara, Indonesia

\*\* Faculty of Economics and Business, Universitas Muhammadiyah Sumatera Utara, Sumatera Utara, Indonesia



## Abstract

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The study aims to measure the impact of some variables, i.e, characteristics of work on employee performance, organizational culture on employee performance, quality of interaction between supervisor and subordinates on performance, job satisfaction with employee performance, characteristics of work on job satisfaction, organizational culture on job satisfaction, and quality of interaction between superiors and subordinates on job satisfaction at the Mandailing Natal Transportation Office. In fact, from the perspective of management theory, organizational culture can affect worker job satisfaction directly (Tsang & Nguyen, 2023). The point of view used in this study is the associations' point of view. In total, 31 civil servants participated in the research, and the Government Employees with Employment Agreements (*Pegawai Pemerintah dengan Perjanjian Kerja — P3K*) had 42 people who worked for more than five years at the Mandailing Natal Transportation Office. Meanwhile, 73 people took criteria to remove the notes and used samples. In this study, the data collection technique used questionnaire techniques. The data analysis techniques in this study use trajectory analysis, partial least squares (PLS), and hypotheses testing. The results of the first and second hypotheses recognized the characteristics and organizational culture of the Mandailing Natal Transportation Office. Third, the Mandailing Natal Transportation Office recognized the quality of interaction between leader and subordinates in terms of activity and satisfaction.

**Keywords:** Work, Organizational Culture, Interaction, Performance, Influence, Characteristics

**Authors' individual contribution:** Conceptualization — R.S.; Methodology — R.S.; Investigation — R.S. and A.L.; Resources — R.S. and A.L.; Writing — A.L.; Supervision — R.S.; Funding Acquisition — A.L.

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## 1. INTRODUCTION

Human beings are very important resources for the functioning of the wheels of the organization (Mahapatro, 2010; Snell & Morris, 2022; Swanson, 2022). Without human elements, such as planners, implementers, and supervisors, the goals set in a governance institution will not be achieved, of course. Human resources must have standards of competence (Lusy, 2023), quality (Atmaja et al., 2023), and confidence (Mogea, 2023) in work tasks.

Researchers have reviewed the important role of human resources in organizations, such as government institutions. In this phenomenon, human resources were organized by labor personnel, in accordance with their main duties and functions. This must not hinder, as far as possible, the effective exercise of their functions. Besides, human resources management is an important activity that is carried out to improve the capacity of staff (Bennett, 2022). Human resource development can be achieved through education and training — inside or outside

the workplace — through mutation or promotion. The will, motivation and skills of the personnel can be developed for the benefit of an entity related to the fulfillment of the obligations, principles and functions that correspond to the personnel of the apparatus.

The provision of staff in government institutions that provide public services requires staff with good professionalism and a direct assessment of the community itself for staff care. Low worker activity will affect the quality of public services of a government agency that does not meet the public's forecasts, as stated by (Berman et al., 2021). It is the work of a person or group that can be measured based on the responsibilities imposed on the individual or group. Success in achieving quality and objectives can influence job characteristics, organizational culture, the quality of interaction between older people and dependents, and workers' job satisfaction (Sinaga et al., 2020). All this is closely related to the way in which the individuals of an agency show the quality of the activity. This will involve a great sense of responsibility and loyalty to the agency so that workers are more productive and do not belittle the work and responsibilities imposed on them. Every job and responsibility that has been assigned demands how quickly it trains and trusts top management.

On the other side, the performance of an institution is affected by many factors, such as job characteristics, organizational culture, quality of interaction, and job satisfaction. In fact, from the perspective of management theory, organizational culture can affect worker job satisfaction directly (Tsang & Nguyen, 2023). According to Audina et al. (2017), work performance includes characteristics, leadership style, job satisfaction and organizational culture. Meanwhile, it suggests that the relationship between seniors and dependents has a positive and significant impact on performance.

The theoretical perspective that can be used to telescope these descriptive facts is: first, the characteristics of the job are one of the factors that determine the suitability of people for a field of work and allow a person to be more successful in the field they want to achieve (Tsang & Nguyen, 2023). Due to the characteristics of the job, the worker is expected to be more oriented in the world of work. Workers will advance and receive sensations of pleasure until they achieve good results and high quality. The characteristics of the job will affect the psychological situation of a worker, that is, workers will feel significant about the specifications of the job to be faced. All workers will be responsible for the results of a job they perform and will be able to apply the knowledge acquired to cope with their work, as well as improve the quality of the person who obtain the final results. Meanwhile, the characteristic models are an enriching vision of work in which the aim is to design jobs that help stakeholders meet their needs for growth, recognition, and accountability. Job wealth adds a source of satisfaction to work. This method increases responsibility, autonomy and control.

Secondly, the development of the work characteristics model, hereinafter referred to as the theory of work characteristics (Sumiati et al., 2021), provides information about work related to the obligations and responsibilities of a job

established by workers. In previous studies, Rizka et al. (2022) noted that the supply of job characteristics refers to the capacity of human resources, based on the capacity and scope controlled by workers, and assigned tasks and responsibilities. Therefore, the staff will be able to act better so that it is more appropriate to the skills and areas that intend to assume the obligations and responsibilities attributed to them. However, the job satisfaction of workers is not effective when the characteristics of their work are very demanding, provided that they have greater job satisfaction, and have awards or characteristics of the work done.

As stated by Hackman and Oldham (1976), the goal of job characteristics theory is to identify job characteristics, and how they blend in with job characteristics, organizational culture, quality of great interaction, worker satisfaction, and performance. The characteristics of the work are related to the evaluation and performance in their situation, according to Sugianto et al. (2018), job characteristics affect workers' job satisfaction.

In this study aims', researchers who take this approach argue that an individual's job satisfaction is determined based on job characteristics that meet that individual's needs. Hence, the primary contribution of this paper is to uncover innovative insights into an effective organizational culture by focusing on some of the variables. The relevance and significance of the study lies in work demands which can help workers adjust their jobs, reducing uncertainty and minimizing the risk of learning through trial and error and promoting a positive work attitude. Personnel with direct work characteristics will also have better work results, so the work activity will be better and adequate.

The structure of this paper is as follows. Section 2 reviews the relevant literature. Section 3 analyses the methodology that has been used to conduct empirical research on the impact of job characteristics on worker activity. Section 4 and Section 5 provide and describe the results of a field study carried out by researchers. Section 6 concludes the research.

## 2. LITERATURE REVIEW

The importance of organizational culture in incorporating sustainability into an organization has been highlighted in both the cleaner production and strategic management literature (Assoratgoon & Kantabutra, 2023). In fact, the result of Kenedi et al.'s (2022) research shows that organizational culture affects employee performance based on organizational commitment itself (Rahmatullah et al., 2022). Meanwhile, according to Lengkong et al. (2016), organizational culture makes a company more successful and stable, more advanced, and anticipating environmental changes. A strong organizational culture protects the agency's objectives, otherwise it will hinder the agency's objectives. A strong, positive culture is highly influential on behavior and efficiency. Therefore, the organizational culture can influence the activity of the workers (Widarko & Brotosuharto, 2022), creating a satisfactory and harmonious social environment (Strengers et al., 2022), and improving the work of the employees and satisfaction of the harmonious social environment. Besides, it can improve the activity of the entity and make

the activity of the agency more productive. A study conducted by Panjaitan et al. (2023) noted that organizational culture on job satisfaction has a positive and significant impact. Organizational culture is common for motivating the employees' work to the fullest in a company and generally creating standards and values. At the same time, worker compliance is a measure of high-quality work, and many workers may be satisfied with their work to achieve organizational goals (Haryadi et al., 2022).

An organization's dependency can be observed — one way — through assessing organizational members regarding the interactions between superiors and subordinates. This condition impacts the dynamics of relations between elements in the organization. According to Xiao and Mao (2022), the quality model of superior and subordinate action is based on the belief that the leader develops a unique individual relationship with each person. Meanwhile, the quality of interaction between elders and subordinates (Richter et al., 2023) is based on the daily relationship between the leader and each follower and aims to increase the success of the organization, creating a positive relationship between the leader and his followers. According to the concept of leader exchange, Sethi et al. (2023) and Richter et al. (2023) stated that if the interaction between superiors and dependents is of high quality, it can have a positive impact on the formation of positive attitudes of workers, such as better work activity (Haryadi et al., 2022), job satisfaction, organizational commitment (Wua et al., 2022), reduction of worker turnover rates (Faeq & Ismael, 2022), good psychology of workers (Helalat et al., 2023) and growth of positive behavior in the work environment (Abun et al., 2023).

The hypotheses of this research are based on seven indicators and formulated as follows:

*H1: Characteristics of work positively impact employee performance.*

*H2: Organizational culture has an impact on employee performance.*

*H3: Quality of interaction between supervisor and subordinates has an impact on performance.*

*H4: Job satisfaction positively impacts employee performance.*

*H5: Characteristics of work has an impact on job satisfaction.*

*H6: Organizational culture has an impact on job satisfaction.*

*H7: Quality of interaction between superiors and subordinates has an impact on job satisfaction.*

### 3. RESEARCH METHODOLOGY

#### 3.1. Research design

This study used a quantitative approach with a type of correlation association that measures relationships between two or more variables. This research aims to know the influence of independent variables (*job characteristics, organizational culture, and the quality of interaction between supervisor and subordinates on performance*) on the dependent variable (*job satisfaction*). In this study, measurements are carried out based on the appearance of the variables as they are without adjusting the conditions or manipulating the variables.

#### 3.2. Data collection

The population of this research is employees of the Mandailing Natal Transportation Office. Data collection techniques were from respondents using non-probability sampling and quota sampling. The researcher opted for nonprobability sampling due to unequal opportunities for different population groups to participate. Nevertheless, the researcher established specific criteria for the sample, making quota sampling the suitable technique. In this study, the sample provisions are 31 civil servants and 42 employees of Government Employees with Employment Agreements (*Pegawai Pemerintah dengan Perjanjian Kerja — P3K*) who worked for more than 5 years at the Mandailing Natal Transportation Office. Sample selection was based on considerations of productive age workers at the Mandailing Natal Transportation Office.

In this study, the structural equation modeling (SEM) method with SmartPLS (version 3) software was used as a research instrument for analysis. The SEM instrument used includes 3 activities simultaneously, namely inspection validity and reliability of instruments (confirmatory factor analysis), model testing relationship between variables (path analysis), and obtaining a model that is suitable for prediction (structural models and regression analysis).

#### 3.3. Employee performance

According to Romli et al. (2022), performance is, above all, an expression of work in an organizational unit in which a person works.

The notion of work is the result of the work evaluated, compared to the standards set to see if the worker's activity is good. According to Sugiyono (2011), job workers compare standards and publish that information.

It argues that the results of workers' work in a given period are compared with different options, such as standards, objective criteria, and what they have agreed upon with each other (Nitisemito, 1996). The performance is higher at a person's success level to know to what extent he obtains the defined performance.

Based on this definition, it can be interpreted that their work results from a person's work based on the schedule and predetermined objectives to set and achieve the company's objectives so that workers have a good job. The main characteristics are high-level activity, risk-taking and assumption, realistic objectives, comprehensive work plan and efforts to achieve the objectives, investment (affirmation) use, and search for opportunities to develop a programmed plan.

#### 3.4. Employee performance appraisal

According to the company, activity is moderated by management or authorities and generally moderated by areas of high activity or other designated areas (Mukrodi et al., 2022). The results are transfused to the labor administration for further analysis based on additional needs, whether for the benefit of each worker, for the benefit of the enterprise, or in the activities related to the programmed, the result of the programmed as a product and service and

based on the results of such products or services. A program can be an activity, function, project, or policy with an identifiable goal.

In this study, the Mandailing Natal Transportation Office employs employee performance appraisals to assess and evaluate employee performance. These appraisals primarily inform employees about how their performance aligns with their supervisors' expectations. Employee performance appraisals have found extensive use in state-owned enterprises, serving various purposes such as facilitating promotions, i.e., promoting primary transportation training at Mandailing Natal, recognizing achievements for its workers, enabling transfers, fostering career development, and, in some cases, addressing demotions.

### 3.5. Job characteristics

Job characteristics are critical to organizational productivity, and the job satisfaction of the Mandailing Natal Transportation Office staff is designed to play an essential role in the success and survival of the organization. By increasing competition, well-designed work will attract and retain labor and motivate the production of quality products and services.

According to Mukrodi et al. (2022), the work package's characteristics are responsibilities, types of tasks, and degree of job satisfaction. Jobs that are good in themselves are more motivating for most people and for jobs that are not good. Carpenter et al. (2014) argue the introduction of the internal aspects of the work, changes in the necessary skills, clarity of procedures and tasks, the importance of tasks, authority, and responsibility, and the delay of the tasks performed. It is one of the characteristics of employees of the Mandailing Natal Transportation Office. To complete the work, it has a lot of morale and motivation to complete the work. In addition, dimensions are identified, improving organizational efficiency and job satisfaction (Rubiati, 2023).

From this result, it can be concluded that the characters of the work at the Mandailing Natal Transportation Office are different from one type to another, the essence of the work, which collects the properties of the works found in all works, and which the workers feel and appreciate, but that to complete them someone needs skill.

### 3.6. Job satisfaction

Being an attitude, the definition of job satisfaction includes various things, such as a person's behavioral conditions and tendencies. Satisfaction is not as real as it seems, but it can be done in a work result. Job satisfaction will be different from that of each individual. It is very difficult to know the satisfaction characteristics of each individual. Job satisfaction is an interesting problem because of its great impact on institutions, both in companies and in the organization/company. For workers, this job satisfaction will provoke pleasant sensations at work. Meanwhile, for companies, job satisfaction is beneficial for increasing productivity, and improving workers' attitudes and behavior. This job satisfaction reflects someone else's feelings about their work. Hence, Nainggolan et al. (2022) state that work joy is a feeling of reinvincing, or not reinvincing, with

experience in the work of workers. Workplace satisfaction can be more accurately understood through the analysis of job activity, absenteeism rate, intent to change, age of workers, position level, and organizational size.

Meanwhile, Luthans (2006) has talked about work, salary, promotion policy, supervision, and labor partnership. These factors should be the company's responsibility to ensure their job satisfaction. Job satisfaction is the emotional situation of the employees, whether or not it occurs at the intersection between the value of workers' remuneration and the compensatory value that the company or entity wants. According to Muis et al. (2018), job satisfaction is fundamentally an individual characteristic since each individual has a different degree of satisfaction depending on the value system applied to the employee.

## 4. RESEARCH RESULTS

The Mandailing Natal Transportation Office is a government agency that provides community services in fulfilling its obligations and responsibilities in the transport of Mandailing Natal. It has a rather complex structure that includes the head of the agency, the secretary, the scope of transport facilities and infrastructures, the supply of traffic, the transport zone, and the scope of control and operation. From the obligations and responsibilities acquired, the appropriate work characteristics required, the application of the organizational culture, the healthy and harmonious interaction, job satisfaction, and, ultimately, the appropriate activity. The excellent performance of an organization cannot be distinguished from the individual activity of workers and their groups. Natal Regency, an employee of the Mandailing Natal Transportation Office, still needs improvement. This condition can be seen by achieving worker unreliability, as indicated below.

**Table 1.** Performance assessment of civil servants in the Mandailing Natal Transportation Office for 2020-2022

| Year | Performance value | Target |
|------|-------------------|--------|
| 2020 | 81.48             | 90-120 |
| 2021 | 82.02             | 90-120 |
| 2022 | 82.28             | 90-120 |

The table shows that the performance value is only good if the goal has been achieved, so it still needs improvement. The average performance assessment achievement achieved, which every year experiences growth, is not too significant because the employee value has yet to be achieved. The employees must improve their performance as best as possible to achieve targets in the future.

**Table 2.** Evaluation of P3K performance in the Mandailing Natal Transportation Office in 2020-2022

| Year | Performance appraisal | Target |
|------|-----------------------|--------|
| 2020 | 82.30                 | 91-100 |
| 2021 | 82.57                 | 91-100 |
| 2022 | 82.74                 | 91-100 |

From the table above, the performance of the P3K shows that it has yet to achieve its goal. Therefore, it is still necessary to improve the performance of P3K workers to achieve a target performance. The poor functioning of P3K Transport Office civil servants, civil servants, and P3K is due, among other things, to inadequate job characteristics, inadequate institutional culture, the quality of ineffective high-dependency relationships, and job satisfaction that has yet to be fully achieved.

The problem is that the labor characteristics of Mandailing Natal Regency still need to be suitable for the position occupied by the workers or in their jobs, and it can be seen that they disagree with the academic background. Staff assignments sometimes need to be proportionate to the scope of their function. In addition, the organizational culture has not been fully established in the Mandailing Natal Transportation Office, where the points of the employees' work culture, i.e., the "berahlas", according to the State Civil Apparatus Law of 2014, has not been fully implemented, such as the shortage of competence and relations with non-collaborative workers. Another problem is that the quality of significant interaction needs to be improved, evidenced by the need for more communication between dependents and workers. Some workers often delay their work and complete it by the end of the last day. Therefore, sometimes the elders warn repeatedly but are not very concerned about the employees. While in Natal Regency, a worker at the Mandailing Natal Transportation Office, has been unable to prevent some workers from being satisfied with the work. This condition is due to less intensive communication, so the work environment between workers could be more pleasant and a reward for a job well done, and colleagues need more complementarity, promotion, and clarity.

#### 4.1. Hypothetical test of *H11*

The results of the hypothetical test show that the relationship between the characteristic variables of work and the activity of workers has a correlation value of 1.974 ( $> 1.995$ ). The value of the original samples is positive (0.223), which indicates that the relationship between the characteristics of the work and the yield is positive and significant. Therefore, it can be concluded that *H1* was accepted since the statistical value  $>$  T-table was admitted.

Job characteristics are a job description related to the duties and responsibilities of a job assigned to a worker. The worker is a way of seeing and defining the balance of an organization or company, as well as the results of the work of workers based on the quality and quantity obtained by a worker. The better the characteristics of the work, the performance of workers will increase and vice versa.

From the results of this study carried out through a hypothetical test, the relationship between the characteristic variables of light work and the activity of workers has a correlational value in 1974 ( $> 1.995$ ). The evolutionary value of the original sample is positive (0.223), indicating that the relationship between job characteristics and performance is positive and significant. Therefore, it can be concluded that *H1* of this study is admitted since the statistical value is  $>$  T-table.

#### 4.2. Hypothetical test of *H2*

The results of the hypothetical test show that the relationship between the variables of organizational culture and the performance of workers has a correlation value of 2.399 ( $> 1.995$ ). The estimated value of the original sample is positive (0.158), which indicates that the positive and significant direction of the relationship between organizational culture and the performance of workers is positive and significant. Therefore, it can be concluded that *H2* was accepted, since the T-table  $>$  the statistical value was admitted.

Organizational culture is one of the characteristics and beliefs shared by the members of a specific organization or group of companies. At the same time, activity results from work in terms of quality and number of works. According to research data conducted through 2 hypothetical tests, the relationship between the variables of organizational culture directly and significantly influences, with a correlational value of 2.399 ( $> 1.995$ ).

The estimated value of the original sample is positive (0.158), which indicates that the positive and significant direction of the relationship between organizational culture and workers' performance is positive and significant. Therefore, we can conclude that *H2* was accepted in this study according to the statistical value of the T-table.

This research coincides with the studies conducted by the organizations (Indajang et al., 2020; Jufrizen, 2017; Muis et al., 2018; Andayani & Tirtayasa, 2019; Wahyudi & Tupti, 2019), according to the results of the research, which demonstrate that organizational culture has a significant impact on the activity of workers.

#### 4.3. Hypothetical test of *H3*

The results of the hypothetical test show that the relationship between the high and changing quality of subordinate interaction and worker performance has a correlation value of 2.403 ( $> 1.995$ ). The value of the original samples is positive (0.104), which indicates that the quality ratio of the interaction between elderly and dependent people is positive and significant. It can be concluded that *H3* was accepted because the statistical value  $>$  T-table was admitted.

The quality of interaction between elderly and dependent people is generated in 4 indicators: affection, contribution, loyalty, and professional responsibility. The results of the analysis demonstrate that these four indicators are capable of completing leadership. The better the workers' activity is managed, the faster the entity's objectives will be achieved.

Based on the hypothetical test results, the ratio between the elderly and dependents and workers is 2.403 ( $> 1.995$ ). The value of the original samples is positive (0.104), which indicates that the quality-quality ratio of the interaction between elderly and dependent people is positive and significant. Therefore, *H3* was accepted since the statistical value was  $>$  T-table.

This study coincides with the studies signed by Subyantoro (2009) and Muis et al. (2018), which

show that the quality of interaction between superiors and subordinates significantly influences workers' activity.

#### 4.4. Hypothetical test of *H4*

The results of the hypothetical test show that the relationship between the change in job satisfaction and the worker's performance has a correlation value of 6.932 ( $> 1.995$ ).

The estimated value of the original sample is positive (0.623), which indicates that the relationship between job satisfaction and worker performance is positive and significant. Therefore, it can be concluded that *H4* was accepted since the statistical value was  $>$  T-table.

Job satisfaction is the attitude or feeling of a worker, pleasant or not, or a measure of satisfaction for working in a job being performed. Although organization is a way of looking at and defining balance, the quality and quantity obtained by a worker are also a measure of the results of workers' work.

Among the results of the *H4* test, the relationship between job satisfaction and workers' performance variables shows a correlation value of 6.932 ( $> 1.995$ ). The estimated value of the original sample is positive (0.623), which indicates that the relationship between job satisfaction and worker performance is positive and significant. Therefore, it can be concluded that *H4* was accepted since the statistical value  $>$  T-table was accepted.

The results of this research coincide with the studies by Adhan et al. (2020), Andayani and Tirtayasa (2019), and Wahyudi and Tupti (2019).

#### 4.5. Hypothetical test of *H5*

The results of *H5* show that the relationship between the characteristic variables of work and job satisfaction has a correlation value of 4.502 ( $> 1.995$ ). The estimated value of the original sample is positive (0.448), indicating that the relationship between job characteristics and job satisfaction is positive and significant. Therefore, it can be concluded that *H5* was accepted since the statistical value was  $>$  T-table.

Work characteristics are the basis of organizational productivity and job satisfaction. Workers are designed to play an important role in the success and survival of the organization. The increase in competition, well designed, will make it possible to attract and retain the workforce, as well as to reason the production of quality products and services. From the results of the hypothesis tests, the relationship between the variables that characterize work and job satisfaction shows a correlation value of 4.502 ( $> 1.995$ ). The estimated

value of the original sample is positive (0.448), indicating that the relationship between job characteristics and job satisfaction is positive and significant. Therefore, it can be concluded that *H5* was accepted since the statistical value was  $>$  T-table.

This study coincides with the studies carried out by Rizka et al. (2022) the results of the study show that job characteristics significantly influence job satisfaction.

#### 4.6. Hypothetical test of *H6*

The results of the hypothetical test show that the relationship between the variables of organizational culture and job satisfaction has a correlational value of 4.120 ( $> 1.995$ ). The estimated value of the original sample is positive (0.359), which indicates that the positive and significant direction of the relationship between organizational culture and job satisfaction is positive and significant. Therefore, it can be concluded that *H6* was accepted since the statistical value was  $>$  T-table.

The organizational culture, that is, everything that has to do with the models of habits that are carried out in a company, can influence what is called job satisfaction, and the worker can be satisfied with his work to achieve organizational objectives.

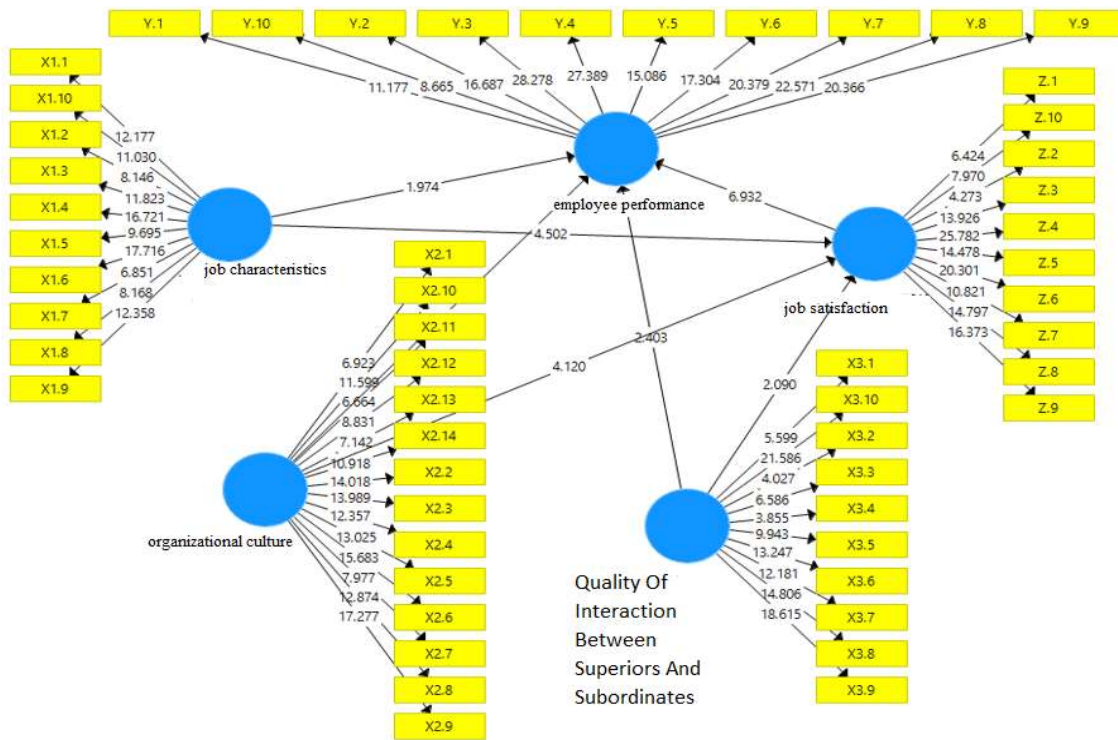
From the results of the hypothetical test, it is shown that the relationship between the variables of organizational culture and job satisfaction has a correlational value of 4.120 ( $> 1.995$ ). The estimated value of the original sample is positive (0.359), which indicates that the positive and significant direction of the relationship between organizational culture and job satisfaction is positive and significant. Therefore, it can be concluded that *H6* was accepted since T-table  $>$  the statistical value was admitted.

The results of this research coincide with the research investigated by Meilina (2016). The results of mechanical research show that organizational culture significantly influences job satisfaction.

#### 4.7. Hypothetical test of *H7*

The results of the hypothetical test show that the relationship between the high and changing quality of interaction between superiors and subordinates and the job satisfaction of dependents has a correlational value of 2.090 ( $> 1.995$ ). The value of the original samples is positive (0.150), which indicates that the quality and job satisfaction of the interaction between elderly and dependent people is positive and significant. In this study, it can be concluded that *H7* is accepted since the statistical value is  $>$  T-table.

Figure 1. Results of the bootstrapping structural equation



Source: Authors' elaboration.

Table 3. Specialistic independent efficient hypotheses testing

| Relationship  | O     | M     | STDEV | O/STDEV | P-values |
|---|-------|-------|-------|---------|----------|
| Organizational culture → Job satisfaction → Employee performance                                    | 0.223 | 0.221 | 0.062 | 3.581   | 0.000    |
| Characteristics of work → Job satisfaction → Employee performance                                   | 0.279 | 0.268 | 0.075 | 3.711   | 0.000    |
| Quality of interaction between superiors and subordinates → Job satisfaction → Employee performance | 0.094 | 0.099 | 0.046 | 2.035   | 0.042    |

Note: O – Original sample, M – Sample mean, STDEV – Standard deviation, O/STDEV – T-statistics.  
 Source: Authors' elaboration using SmartPLS.

The value of the original samples is positive at 0.150, which indicates that the quality of interaction between superiors and subordinates and job satisfaction of the interaction between elderly and dependent people is positive and significant. Therefore, it can be concluded that H7 was accepted since the statistical value was > T-table.

This research coincided with previous research and was investigated by researchers such as Rismawati and Mattalata (2018) and Yuzarni et al. (2022) in a high-quality interaction between elders and subordinates. Therefore, the higher the quality of interaction between seniors and dependents, the more work there will be in the Mandailing Environmental Service.

The quality of interaction between older and dependent people is the quality exchange of the relationship between dependent people and their elderly. Work joy is loving a job that allows the employees to feel happy and enjoy morale, achievement, and work. Increasing the quality of the relationship between high-sex workers and dependents increases job satisfaction, and workers feel more comfortable working with us, which increasingly increases the loyalty that workers give to agencies. The results of the hypothesis test show that the quality variables correlate with the job satisfaction of tall and dependent women.

## 5. DISCUSSION

### 5.1. The impact of characteristics of work on job satisfaction through employee performance

The results show that the results of the intervention test vary between job characteristics and job satisfaction through worker activity, with a correlation value of 3.711 (< 1.995). The estimated value of the original sample is positive (0.279), which indicates that the direction of the relationship between the variable's characteristic of work and job satisfaction is positive and significant. Therefore, it can be concluded that H4 was accepted since the statistical value was > T-table.

The results of this study show that job characteristics have an important influence on the determination of job satisfaction and worker activity. Workers prefer to use skills and offer a lot of work, and retros isles ask them what they are doing. Because of these characteristics, the job is mentally challenging. In fact, having less work means losing your job. A stressful and discreet job will hinder job satisfaction and a challenging job will increase job satisfaction. This study shows that the relationship between the main dimensions of job characteristics and job satisfaction is very large for

workers who want responsibility, the meaning of work, self-control, retroactivity of work activity and possibilities for progress.

According to the results of the *H4* test, the results of the intervention test vary between job characteristics and job satisfaction through worker activity, with a correlational value of 3.711 ( $< 1.995$ ). The estimated value of the original sample is positive (0.279), which indicates that the positive and significant direction of the relationship between job characteristics and job satisfaction variables is positive and significant through the performance of workers. Therefore, it can be concluded that *H4* was accepted since the statistical value  $> T$ -table was accepted. The results of this research are in line with previous research that was conducted by Januardi and Budiono (2021) and Yuzarni et al. (2022). The results of the mechanical research show that job characteristics and job satisfaction have a significant effect on employee performance.

## 5.2. The impact of organizational culture on job satisfaction through employee performance

The results of the *H6* show that the results of the intervention test of organizational culture variables on job satisfaction through the activity of workers have a correlation value of 3.581 ( $< 1.995$ ). The estimated value of the original sample is positive (0.223), which indicates that the positive and significant direction of the relationship between organizational culture and job satisfaction is positive and significant, with the performance of the worker. Therefore, it can be concluded that *H6* was accepted since the statistical value was  $> T$ -table.

The organizational culture is an organizational character in the motivational organization of the worker and, in general, in good norms and values, and is a measure of the results of the work of the workers, and the satisfaction of their work can be satisfied with the work of the worker with the achievement of the objectives of the organization.

According to the results of test 6, the results of the intervention test of the cultural variable of job satisfaction of the worker are 3.581 ( $< 1.995$ ), with a correlative value  $> 1.995$ .

The results of this research are in line with previous research conducted by (Subyantoro, 2009; Busro, 2018). The results show organizational culture on employee performance through job satisfaction has an impact on employee performance.

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## 5.3. The impact of quality of interaction between superiors and subordinates on job satisfaction through employee performance

The results of the test of the *H7* show that among the results of the intervention test on the quality of worker interaction of 2.035 ( $< 1.995$ ) is positive, which indicates that the relationship between superiors and subordinates is positive and significant, so it can be concluded that hypothesis *H7* was accepted, since the statistical value of  $T$ -table  $>$  was admitted. Satisfied with work, salary and good relationship with the elderly, dependents will feel a greater automatic responsibility for their work to maintain their activity. The interaction between older people and people with high-quality dependency can generate greater satisfaction, productivity and work activity of workers. From the results of the *H7*, the difference between the results of the intervention test variable, the quality of the interaction between older people and dependent people in job satisfaction.

## 6. CONCLUSION

The main findings of this paper show that the job satisfaction of the staff of the Mandailing Natal Transportation Office deduces the quality of the interaction between elderly and dependent people, the organizational culture, and the quality of the work activity. Besides, the characteristics of the work have a positive and significant impact on the activity of the workers of the Mandailing Natal Transportation Office. The organizational culture has a positive and significant impact on the activity of the staff of the Mandailing Natal Transportation Office, and also the quality of the interaction between superiors and subordinates has a positive and significant impact on the activity of the staff of the Mandailing Natal Transportation Office.

The implication of the research results is that organizational culture has a positive and significant effect on job satisfaction at the Mandailing Natal Transportation Office. Based on these implications, this research is important for future research because future research can make the empirical study of the efforts that can be made by the Mandailing Natal Transportation Office to improve the quality of its workers through improving organizational culture.

The limitations of this research lie in human resources (researchers) who have not optimally collected data from the entire population. Therefore, for further research, researchers hope that the quantity of human resources can be developed optimally.



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