

The Influence of Organizational Culture and Compensation on Employee Job Satisfaction at PT. Swabina Gatra Outsourcing Division

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This study aims to analyze the impact of organizational culture and compensation on job satisfaction of outsourcing employees. Data were collected through a survey of 98 employees. From this population, the sample taken for this study was 79 employees according to the Slovin Formula Calculation. The sampling technique used is the sampling technique with the Slovin Formula, namely $n = N / (1 + Ne^2)$ the result of the calculation of population members. Organizational Culture (X1) has a positive and significant effect on Job Satisfaction (Y). This proves that efforts to build and maintain a strong, supportive, and aligned organizational culture with employee values are important factors that can directly increase job satisfaction at PT. Swabina Gatra. Compensation (X2) has a positive and significant effect on Job Satisfaction (Y). These findings confirm that employee perceptions of the fairness and appropriateness of the compensation system, including salary, benefits, and especially expected incentives, are crucial drivers of job satisfaction. This confirms that the synergistic combination of a positive work environment and a fair reward system is a dominant factor in creating job satisfaction in the PT. Swabina Gatra environment.

INTRODUCTION

Human resources constitute a vital asset for any organization or company, as their roles and contributions critically determine the success of achieving organizational goals. Therefore, fostering a conducive work environment and addressing employee needs are of paramount importance—particularly in enhancing job satisfaction. Job satisfaction refers to a positive emotional state experienced by employees as a result of evaluating their work. Employee job satisfaction levels are influenced by various factors, among which organizational culture and compensation play a significant role.

ORGANIZATIONAL CULTURE

Organizational culture comprises a set of values, norms, beliefs, and habits embraced and practiced by organizational members in their daily activities. This culture reflects the organization's identity and serves as a guide for employees in their attitudes, communication, and decision-making.

According to Tuala (2020:4), organizational culture is a pattern of fundamental assumptions concerning beliefs, values, and behaviors, created and developed by an organization to serve as a foundation for establishing goals, consensus, excellence, performance, innovation, unity, camaraderie, and integrity. These assumptions function as norms or guidelines for organizational members, enabling consistent behavior in addressing both internal and external organizational challenges, thereby supporting organizational growth and development.

Table 1. Organizational Culture Data at PT. Swabina Gatra
January–December 2024

No.	Competency	Materials
1	Religion and Nationalism	1. Status of having a religion officially recognized by the Indonesian state, evidenced by KTP or other official documents. 2. National Anthem "Indonesia Raya". 3. Pancasila: a. Belief in the One and Only God b. Just and Civilized Humanity c. Unity of Indonesia d. Democracy Led by Inner Wisdom in Deliberation/Representation e. Social Justice for All Indonesian People
2	Swabina Gatra Culture	1. Swabina Gatra Vision: "To become a company that can grow and develop HEALTHILY and always EXCELLENT in its field." 2. Meaning of SIAP = Spirit, Sincerity, Morality, Professionalism. 3. Meaning of BISA: With the Grace of Allah SWT, PT. Swabina Gatra will certainly BE ABLE to realize the company's vision now and in the future. 4. Swabina Gatra New Face Spirit: Who We Are = Swabina Gatra; Swabina = Ready Can; Swabina Gatra = New Face.
3	K3L Culture (Occupational Safety, Health & Environment)	1. K3 = Occupational Safety and Health. 2. ISO 45001:2018 = Occupational Health and Safety Management System (OHSMS). 3. OHSMS = Occupational Health and Safety Management System. 4. K3 Goals: Zero workplace accidents, zero occupational diseases (PAK). 5. Causes of accidents: Unsafe actions (unsafe behavior), Unsafe conditions (unsafe environment). 6. Factors contributing to workplace accidents: Human, Environment, Tools & Materials. 7. K3 Month observed from January 12 to February 12. 8. ISO 14001:2015 = Environmental Management System (EMS). 9. Goal of ISO 14001:2015: Pollution Prevention. 10. Five symbols of the K3 flag: • Cross = accident-free & disease-free (zero accident) • Gear wheel = working with physical & mental fitness • 11 gear teeth = 11 chapters of Law No. 1/1970 on K3 • White color = purity and cleanliness • Green color = safety, health, prosperity
4	5-R Culture	1. 5R = Concise, Neat, Clean, Maintain, Diligent. 2. Concise: Remove unnecessary items. 3. Neat: Place items in designated positions. 4. Clean: Clean equipment and work areas. 5. Maintain: Maintain personal hygiene and consistently practice the first three Rs. 6. Diligent: Maintain personal discipline.
5	Service Excellence	1. Service Excellence: The best possible service meeting customer/user expectations and needs. 2. Elements of Service Excellence: Attitude (Aesthetics, Ethics, Ethos), SOP, Competence, Communicative, Sincere. 3. Smile: Upper and lower back molars visible, cheeks pulled up approximately 2 cm, performed sincerely.

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4. ISO 9001:2015 = Quality Management System.
 5. Goal of ISO 9001:2015: Control and improvement of product/service quality; fulfillment of user/consumer expectations.
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Based on the above data regarding organizational culture at Swabina Gatra in 2024, one aspect of organizational culture was not fully implemented: professionalism. This manifested as a lack of discipline in carrying out duties and responsibilities. Some employees may have exhibited unproactive attitudes, failed to complete tasks on time, or demonstrated insufficient commitment to company-set targets.

Organizational Culture Data (2025)

Swabina Gatra Culture	1. Swabina Gatra Vision: “To become a company that can grow and develop HEALTHILY and always EXCELLENT in its field.” 2. Meaning of SIAP = Polite, Integrity, Trustworthy, Caring. 3. Meaning of BISA = Courageous, Innovative, Synergistic, Adaptive. 4. Swabina Gatra New Face Spirit: a. Who We Are = Swabina Gatra b. Swabina = Ready Can c. Swabina Gatra = New Face d. RWS = Let’s Go To 1T e. Morning Spirit = Morning Morning Morning, Extraordinary Happy, Healthy and Safe f. Swabinears = Always in Our Hearts
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From the organizational culture data above for 2025, we can observe changes in the company’s culture. In 2024, there was an issue with professionalism; however, by 2025, this problem had largely diminished. Nevertheless, the organizational culture terminology has been revised: SIAP now stands for Polite, Integrity, Trustworthy, Caring, while BISA means Courageous, Innovative, Synergistic, Adaptive. Thus, while the professionalism issue from 2024 has been addressed, the cultural framework itself has been redefined with new meanings. In 2024, the professionalism challenge stemmed from a lack of discipline in executing duties and responsibilities.

COMPENSATION

Compensation refers to any form of reward or remuneration provided by a company or organization to its employees in recognition of their contributions, performance, and services in carrying out their job duties and responsibilities. Compensation may include salary, allowances, bonuses, incentives, facilities, and employee welfare programs. The provision of compensation aims to motivate employees to work more productively, enhance loyalty, and foster a fairer and more competitive work environment.

However, the company faces challenges in improving employee job satisfaction—particularly complex issues related to compensation contributing to employee dissatisfaction. One major challenge is the high number of employees choosing to resign, compounded by the absence of monetary incentives for employees. This phenomenon stems from several factors, including the termination of partnerships with client companies and employee performance evaluations deemed insufficient relative to the standards set by the company.

Table 2. Compensation Data of PT. Swabina Gatra
Januari – Desember 2024

Position / Level	Number of Employees	Basic Salary (IDR)	Meal Allowance (IDR)	Position Allowance (IDR)
I	2	4.842.476	320.000	600.000
II	51	4.742.445	320.000	400.000
III	42	4.612.440	320.000	300.000

Before discussing the core issue, here is the compensation data for 2024–2025 provided by PT. Swabina Gatra. Based on the table, the total compensation received by employees of PT. Swabina Gatra can be seen based on their position or grade. Position I is Manager, with 2 employees receiving a basic salary of IDR 4,842,476, a meal allowance of IDR 320,000, and a position allowance of IDR 600,000. Position II is Supervisor and Admin, with 51 employees receiving a basic salary of IDR 4,742,445, a meal allowance of IDR 320,000, and a position allowance of IDR 400,000. Position III is Staff, with 42 employees receiving a basic salary of IDR 4,612,440, a meal allowance of IDR 320,000, and a position allowance of IDR 300,000. Ideally, there should also be incentive allowances, but PT. Swabina Gatra does not provide them even though incentives could boost employee motivation.

The phenomenon observed is the absence of incentive payments such as bonuses or commissions. This occurs due to a mismatch between employee expectations and the company's compensation policy. Employees generally expect incentives as a form of appreciation for performance, productivity, or achievement of certain targets. However, many companies do not provide incentives due to budget limitations, internal policies, or overly strict criteria.

For compensation in 2025, there were no changes; it remained the same as in 2024, with no additional compensation provided to employees.

Table 3. Employee Job Satisfaction Data PT. Swabina Gatra
Januari – Desember 2024

Age Group (Years)	Tingkat kepuasan karyawan					
	Overall	Career Path	Management	Company Culture	Salary & Benefits	Work-life balance
21-25	3,50	3,15	3,10	3,65	3,63	3,15
26-30	3,30	2,94	2,80	3,64	3,27	3,08
31-35	3,37	2,99	2,74	2,91	2,91	3,09
>35	3,38	3,03	2,60	2,60	2,18	3,12

The job satisfaction data above was collected from employees of PT. Swabina Gatra from January to December 2024. The data is categorized by age range: 21–25, 26–30, 31–35, and over 35 years old.

Based on the findings, the employees most satisfied with their jobs are those aged 21–25 and above 35. The average satisfaction level for employees aged 21–25 is 3.50, while the average for employees above 35 is 3.38. The 21–25 age group consists mostly of fresh graduates or employees new to the workforce.

Regarding job satisfaction related to organizational culture, the 21–25 age group shows higher scores. The data was collected monthly by distributing forms to employees and evaluated by the recruitment team to determine which age group shows higher satisfaction with compensation and organizational culture.

The scale used to measure satisfaction ranges from 1 to 5, where 1 means strongly agree and 5 means strongly disagree. The data above measures job satisfaction for 2025, which remains similar to 2024, except for a stricter and more detailed organizational culture.

From the table, it is shown that older employees tend to be less satisfied with the company's culture and compensation. In contrast, younger employees tend to feel more satisfied because their expectations are different.

In 2025, there was a slight improvement in organizational culture for employees aged 26–30, similar to the 21–25 age group. This suggests that changes in culture tend to be more positively received by younger employees, who are mainly motivated by salary and enjoyment, unlike older employees who prioritize stability.

RESEARCH METHOD

The population in this study consists of all employees working at PT. Swabina Gatra, totaling 98 employees. From this population, a sample of 79 employees was obtained using the Slovin formula: $n = N / (1 + Ne^2)$. The sampling technique used is the Slovin method based on the total population size.

RESULTS AND DISCUSSION

Validity Test

Validity testing is an assessment of the research instrument that evaluates how accurately an item measures what it is intended to measure. An item is considered valid if it has a significant relationship with the overall score. The approach used to test item validity in this study is the Product Moment correlation, assisted by SPSS version 27. If the sig. (2-tailed) value is less than the probability level of 0.05 and the Pearson correlation value is positive, then the item is considered valid. Conversely, if these criteria are not met, the item is considered invalid. The results of the questionnaire validity test using SPSS 27 are as follows:

Table 5. Item Validity Test Results

		Correlations		
		X1	X2	Y JOB
		ORGANIZATIONAL	COMPENS	SATISFACTI
		CULTURE	ATION	ON
ITEM 1	Pearson Correlation	.855**	.771**	.678**
	2-tailed signifikansi	0,00	0,00	0,00
	N	70	70	70
ITEM 2	Pearson Correlation	.781**	.770**	.775**
	2-tailed signifikansi	0,00	0,00	0,00
	N	70	70	70
ITEM 3	Pearson Correlation	.850**	.775**	.822**
	2-tailed signifikansi	0,00	0,00	0,00
	N	70	70	70
ITEM 4	Pearson Correlation	.848**	.761**	.749**
	2-tailed signifikansi	0,00	0,00	0,00
	N	70	70	70
ITEM 5	Pearson Correlation	.828**	.785**	.791**
	2-tailed signifikansi	0,00	0,00	0,00
	N	70	70	70
ITEM 6	Pearson Correlation	.808**	.861**	
	2-tailed signifikansi	0,00	0,00	
	N	70	70	
ITEM 7	Pearson Correlation	.840**		
	2-tailed signifikansi	0,00		
	N	70		

Based on the results of the questionnaire validity analysis conducted using SPSS V27, it can be concluded that all questionnaire items for each research variable (Organizational Culture, Compensation, and Job Satisfaction) are declared valid. This finding is supported by the significance values (Sig. 2-tailed) for each item, where all values for the organizational culture variable, compensation variable, and job satisfaction variable are below 0.05. This meets the decision criterion for the validity test, which states that an item is considered valid if the sig. (2-tailed) value is less than the specified probability level of 0.05.

Reliability Test

The results of the reliability test using Cronbach's Alpha show that the alpha values for each variable are greater than 0.60, indicating that the instruments used in this study are reliable.

Table 6. Reliability Test Results

ITEM	Cronbach's Alpha		
	ORGANIZATIONAL CULTURE	COMPENSATION	JOB SATISFACTION
ITEM_1	0,937	0,932	0,926
ITEM_2	0,941	0,933	0,921
ITEM_3	0,938	0,932	0,918
ITEM_4	0,938	0,933	0,922
ITEM_5	0,939	0,931	0,920
ITEM_6	0,940	0,927	
ITEM_7	0,938		

Based on the results of the reliability test using SPSS, it can be concluded that all research instruments (questionnaires) for the three variables—organizational culture, compensation, and job satisfaction—are declared reliable. This assessment is based on the Cronbach's Alpha scores obtained for each variable. The general criterion used is that an instrument is considered reliable if the Cronbach's Alpha value is greater than 0.60.

Assumption Testing

Normality Test

The Normality Test is required to assess other variables by assuming that the residual values follow a normal distribution. In this study, the normality test was conducted using the normal probability plot method. The following is the result of the normality test in this research:

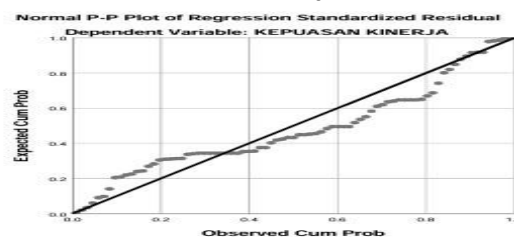


Figure 2. Normality Test

Normality Test Results

Based on the normality test conducted using the Kolmogorov–Smirnov method, the obtained significance value (Asymp. Sig. 2-tailed) is greater than 0.05. In addition, the Normal P–P Plot shows that the residual points spread along the diagonal line.

Thus, it can be concluded that the residual data are normally distributed, fulfilling the classical assumption required for regression analysis.

Hypothesis Testing

The Influence of Organizational Culture (X1) on Job Satisfaction (Y)

Table 7. T-Test Results for the Influence of Organizational Culture (X1) on Job Satisfaction (Y)

		Coefficients ^a		t	Sig.
Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error		
1	(Constan)	5,806	1,589	3,654	0,001

X1 ORGANIZATIONAL CULTURE	0,728	0,068	0,791	10,647	0,000
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a. Dependent Variable: Y JOB SATISFACTION

Referring to the data in the table, the partial test for the Organizational Culture variable (X1) produced a t-value of 10.647. The corresponding significance value is 0.000, which is far below the threshold of $\alpha = 0.05$. This finding strongly supports the acceptance of H1, which confirms that Organizational Culture (X1) has a significant partial effect on Job Satisfaction (Y). Furthermore, the positive regression coefficient (B) indicates a direct relationship, meaning that an improvement in the quality of Organizational Culture will be accompanied by an increase in Job Satisfaction.

The Influence of Compensation (X2) on Job Satisfaction (Y)

Table 8. T-Test Results for the Influence of Compensation (X2) on Job Satisfaction (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3,336	1,440		2,317	0,024
1 X2 COMPENSATION	0,826	0,061	0,853	13,471	0,000

a. Dependent Variable: Y JOB SATISFACTION

The partial test for the Compensation variable (X2) produced a t-value of 13.471 with a significance level of 0.000. Since this significance value is lower than the 0.05 threshold, the second hypothesis (H2) is accepted. This result statistically proves that Compensation (X2) has a significant partial effect on Job Satisfaction (Y). The positive direction of the relationship, indicated by the regression coefficient (B), means that an increase in compensation has the potential to increase job satisfaction.

Uji Determinasi Berganda (R²)

The Multiple Determination Coefficient Test (R²) in regression analysis is used to determine how much the independent variables (X) collectively are able to explain the variation or changes in the dependent variable (Y). More specifically, the Multiple Determination Test (R²) helps measure the strength of the model, assess the feasibility of the regression model, and support decision-making.

Table 8. Multiple Determination Test Results

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	2.945	1.370		2.149	.035
Organizational Culture (X1)	.245	.100	.263	2.451	.017
Compensation (X2)	.610	.104	.628	5.853	.000

The Adjusted R Square value of 0.733 indicates that 73.3% of the variation in employee job satisfaction can be explained by organizational culture and compensation, while the remaining 26.7% is influenced by other factors outside the scope of this research model.

Discussion

1. The Influence of Organizational Culture (X1) on Job Satisfaction (Y)

The results of the first hypothesis test (H1) through the t-test indicate that the Organizational Culture variable (X1) has a positive and significant effect on Job Satisfaction (Y). This finding is supported by the obtained t-value of 10.647 with a significance level of 0.000, which is smaller than $\alpha = 0.05$. The positive regression coefficient (0.728) indicates that the relationship between the two variables

is in the same direction: the stronger and more positive the organizational culture perceived by employees, the higher their level of job satisfaction.

2. The Influence of Compensation (X2) on Job Satisfaction (Y)

The results of the second hypothesis test (H2) show that the Compensation variable (X2) also has a positive and significant effect on Job Satisfaction (Y). This is evidenced by the very high t-value of 13.471, with a significance level of 0.000 (< 0.05). The positive direction of the effect, indicated by the regression coefficient of 0.826, means that employees' perceptions of fair and adequate compensation are directly proportional to their level of job satisfaction.

3. The Simultaneous Influence of Organizational Culture (X1) and Compensation (X2) on Job Satisfaction (Y)

The results of the F-test indicate that the variables Organizational Culture (X1) and Compensation (X2) collectively (simultaneously) have a significant effect on Job Satisfaction (Y). This is shown by the F-value of 96.569 with a significance level of 0.000. Furthermore, the analysis of the coefficient of determination (R^2) shows an Adjusted R Square value of 0.735.

CONCLUSION

Based on the analysis conducted in this study, the following conclusions can be drawn:

1. Organizational Culture (X1) has a positive and significant effect on Job Satisfaction (Y). This confirms that building and maintaining a strong, supportive organizational culture that aligns with employee values is an essential factor that directly enhances job satisfaction at PT. Swabina Gatra.
2. Compensation (X2) has a positive and significant effect on Job Satisfaction (Y). This finding confirms that employees' perceptions of fairness and adequacy in the compensation system—including salary, allowances, and especially expected incentives—play a crucial role in driving job satisfaction. The fairer the compensation felt by employees, the higher their job satisfaction.
3. Organizational Culture (X1) and Compensation (X2) together have a significant effect on Job Satisfaction (Y). These two variables simultaneously explain 73.5% of the variation in employee job satisfaction. This reinforces that the combination of a positive work environment and a fair reward system is a dominant factor in creating job satisfaction within PT. Swabina Gatra.

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