

## The Influence of salary and organizational culture on job satisfaction of iBox Palangka Raya Employees

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ARTICLE HISTORY	ABSTRACT
<p>Received: January 31<sup>st</sup>, 2025 Revised: February 15<sup>th</sup>, 2025 Accepted: March 25<sup>th</sup>, 2025</p> <p><b>Keywords :</b> Organizational Culture, Salary, Employee Job Satisfaction</p>	<p><i>This study aims to analyze the influence of salary and organizational culture on employee job satisfaction at iBox Palangka Raya. Improving job satisfaction is important because it can positively impact employee effectiveness and loyalty, which are influenced by internal organizational factors. Therefore, a quantitative approach was used to examine the relationship between these variables. This study employed a quantitative descriptive method with the aid of SPSS version 23.0 software. The data used were primary data collected through questionnaires from 50 iBox Palangka Raya employees. The analysis showed that salary and organizational culture had a positive and significant influence of 63% on employee job satisfaction. This indicates that the better the salary structure and the stronger the organizational culture implemented, the higher the level of employee job satisfaction. These findings provide practical implications for iBox management to actively pay attention to the salary system and the development of organizational culture to create a conducive work environment. Future research is recommended to consider other variables, such as transformational leadership styles, to gain a more comprehensive understanding.</i></p>

## INTRODUCTION

One of the main challenges currently faced by Indonesia is the relatively low quality of its human resources (HR). In fact, a large labor force can be a strategic asset if managed effectively and efficiently, enabling the acceleration of sustainable development (Wang et al., 2022). In this context, human resource management plays a crucial role in optimizing employee potential, fostering harmonious working relationships, and directing human resources appropriately to improve efficiency, teamwork, and employee job satisfaction (Saifulina et al., 2020).

Employees, as the central element of any organization, are instrumental in determining whether the organization advances or stagnates (Huang et al., 2023). To achieve organizational goals, companies require high-quality human resources who meet specific competency standards. Employees must also be capable of carrying out their responsibilities professionally. Therefore, companies such as iBox Palangka Raya must consistently strive to enhance employee job satisfaction to maintain motivation, loyalty, and productivity. High levels of job satisfaction are believed to strengthen employees' commitment to the company's vision and mission (Kloutsiniotis et al., 2022).

Efforts to increase job satisfaction are closely related to salary policies and organizational culture (Hewett & Shantz, 2021). A fair and competitive salary is one of the key factors in fostering a sense of security and appreciation for employees' contributions. When employees' financial needs are adequately met, their well-being improves, which in turn positively influences their comfort and enthusiasm at work. Employees who feel financially secure tend to exhibit strong commitment and loyalty to the company (Marler & Boudreau,

2017).

On the other hand, the organizational culture implemented in the workplace also shapes the character and behavior of employees in their daily tasks. Organizational culture encompasses the values, norms, habits, and work philosophies that guide each individual in interacting with colleagues and customers (Dhir & Chakraborty, 2023). At Telkomsel Palangka Raya, building a positive and adaptive work culture is key to strengthening employees' sense of belonging, collaborative spirit, and satisfaction in their roles.

A conducive work environment both physically and psychologically also significantly affects employee job satisfaction (Ybema et al., 2020). A comfortable workspace, healthy interpersonal relationships, and a fair and transparent work system foster high work morale. Conversely, discomfort in the workplace can reduce motivation and increase the risk of work-related stress. Therefore, creating a healthy work environment is a strategic effort to maintain and enhance employee job satisfaction at iBox Palangka Raya.

Thus, salary and organizational culture are two critical variables that must be considered by management in improving employee job satisfaction. Maintaining high job satisfaction supports the creation of better team performance, high employee retention, and ultimately has a positive impact on the achievement of the company's strategic goals (Sumardjo & Supriadi, 2023).

iBox Palangka Raya, as one of the technology retail business units under an Apple Authorized Reseller, plays a strategic role in maintaining and enhancing customer satisfaction through optimal service. To support this, improving the quality of human resources (HR) at iBox Palangka Raya becomes essential. Employee job satisfaction is a key indicator in determining the quality of service and employee loyalty to the company. Job satisfaction reflects the extent to which employees feel appreciated, comfortable, and that their needs are met within the workplace (Nguyen et al., 2023) ultimately impacting the company's operational effectiveness and efficiency.

One of the main factors influencing the level of job satisfaction at iBox Palangka Raya is salary. A fair and competitive salary provides financial security to employees and demonstrates the company's appreciation for their contributions. Employees who receive compensation that aligns with their workload and sales targets tend to be more motivated and loyal to the company. For example, the implementation of an incentive system for sales staff who exceed their monthly targets has been shown to increase work enthusiasm and strengthen their commitment to achieving corporate goals (Strengers et al., 2022). This indicates that adequate financial compensation is a vital element in shaping employee job satisfaction.

In addition to salary, organizational culture plays a crucial role in fostering a positive and harmonious work environment. At iBox Palangka Raya, a work culture that emphasizes professionalism, open communication, teamwork, and customer orientation helps build an environment that supports both individual and organizational growth. The application of these values through daily briefings, regular evaluations, and recognition of high-performing employees can enhance work motivation and employees' sense of belonging to the company (Aranki et al., 2019). A strong organizational culture contributes significantly to cultivating long-term employee loyalty and job satisfaction.

A supportive work environment is another important factor in maintaining job satisfaction. Comfortable workplace facilities, positive interpersonal relationships among colleagues, and managerial support in resolving work-related issues help create a conducive work atmosphere (Linnenluecke & Griffiths, 2010). When employees feel heard, appreciated, and involved in operational decision-making, their level of job satisfaction tends to increase. Therefore, attention to salary, organizational culture, and the work environment becomes a

strategic step for iBox Palangka Raya in optimizing its human resource management. Efforts to improve job satisfaction not only influence employee productivity and service quality, but also affect workforce stability and the company's reputation in the eyes of consumers. Therefore, **human resource management based on job satisfaction** is a key factor in supporting the growth of the technology retail business amid increasingly competitive market conditions

## **LITERATURE REVIEW**

### **The Influence of Salary on Employee Job Satisfaction**

Salary is one of the financial compensation components provided by organizations to employees in return for their contributions. From a human resource management perspective, salary functions not only as a means to fulfill economic needs but also serves as a form of recognition, appreciation, and motivation for employee performance (Paais & Pattiruhu, 2020). Hence, a fair, transparent, and competitive salary system has a significant impact on employee job satisfaction.

Job satisfaction refers to the positive emotional state resulting from an individual's evaluation of various job aspects, including recognition, work environment, interpersonal relationships, and compensation. In this context, salary is one of the main factors directly associated with the level of job satisfaction (Kosec et al., 2022). When employees perceive that their salary reflects the workload, responsibilities, and contributions they bring to the organization, they tend to feel valued and motivated to perform optimally.

Previous studies have shown that a sufficient salary can enhance employees' sense of security, well-being, and loyalty to the company. Employees whose basic needs are met through adequate compensation are more likely to remain focused at work, experience lower stress levels, and demonstrate high commitment and loyalty. Conversely, dissatisfaction with salary can lead to feelings of unfairness, decreased motivation, and ultimately result in lower productivity, higher absenteeism, or employee turnover.

In today's highly competitive business environment, organizations are required to retain and develop high-quality human resources. Therefore, effective and performance-based salary policies are essential for creating a healthy and satisfying work environment (Nemteanu & Dabija, 2021). Additional incentives, performance-based bonuses, and periodic evaluations of the salary structure are key strategies in maintaining employee satisfaction. In conclusion, salary is not merely a form of compensation, but rather a strategic instrument in human resource management that directly influences job satisfaction, individual performance, and the overall sustainability of the organization

### **The Influence of Organizational Culture on Employee Job Satisfaction**

Organizational culture is a system of shared values, norms, beliefs, and habits adopted by all members of an organization, serving as a guideline for behavior within the workplace (Makhamreh et al., 2022). This culture is shaped historically through individual interactions,

leadership influence, and the systems and structures in place within the organization. A strong and positive culture creates a conducive work environment, supports team performance, and fosters employee loyalty to the organization (Eklof et al., 2020).

One of the key aspects influenced by organizational culture is employee job satisfaction. Job satisfaction refers to an individual's positive or negative feelings toward their job, which arise from an assessment of work conditions, relationships with colleagues and supervisors, and the alignment between personal values and organizational values. An organizational culture that is open, communicative, appreciative of individual contributions, and supportive of innovation fosters a healthy work climate and enhances employees' sense of belonging.

A strong organizational culture provides direction, meaning, and purpose in daily work activities. When employees feel that the culture reflects values they uphold such as honesty, teamwork, responsibility, and recognition of achievements their job satisfaction tends to increase (Nurdiansyah et al., 2020). Such a culture promotes a sense of security, boosts morale, and strengthens social bonds within the organization.

Conversely, a weak, rigid, or inconsistent culture can create uncertainty, conflict, and reduce motivation and job satisfaction. Employees who feel disconnected from the organizational culture may experience psychological stress, lack of commitment, and disengagement from their work. In managerial practice, it is crucial for organizations to actively develop and maintain a culture that supports shared goals and meets employees' psychological needs. This can be achieved through exemplary leadership, effective internal communication, training on company values, and the creation of fair and transparent reward systems (Kusumaningtyas & Wahyuddin, 2022). In summary, organizational culture significantly influences job satisfaction. An inclusive, adaptive, and participatory culture creates a positive work climate, which ultimately leads to increased productivity, employee loyalty, and long-term retention.

### **The Impact of Job Satisfaction on Employees**

Job satisfaction is a positive emotional state resulting from an individual's evaluation of their job. This satisfaction arises when employees feel that their work aligns with their expectations, personal values, and provides adequate financial and non-financial rewards (Bakotić, 2016). A high level of job satisfaction has far-reaching impacts on employee behavior, attitudes, and performance within the organization (Paais & Pattiruhu, 2020).

One major outcome of job satisfaction is increased employee motivation and productivity. Satisfied employees tend to have higher morale, show greater enthusiasm in completing tasks, and demonstrate a stronger sense of responsibility. They are also more open to change and more willing to contribute to the achievement of organizational goals.

Job satisfaction also positively affects employee loyalty and organizational commitment. Employees who feel valued and supported are more likely to stay with the company and exhibit lower turnover rates. They develop affective commitment, which reflects their emotional attachment and desire to remain part of the organization for the long term.

Another positive impact is the improvement of interpersonal relationships in the workplace. Job satisfaction fosters a supportive atmosphere, strengthens teamwork, and

reduces the potential for conflict. Satisfied employees are more likely to support their colleagues, maintain good communication, and sustain harmony in workplace interactions (Beuren et al., 2022).

Psychologically, job satisfaction also contributes to mental health and overall well-being. Being content with one's job helps reduce stress, anxiety, and burnout. This emotional stability is essential for maintaining consistent job performance and a balanced quality of life (Dorta-Afonso et al., 2021). In contrast, low job satisfaction can lead to negative consequences such as decreased motivation, increased absenteeism, a desire to resign, and the emergence of counterproductive behaviors. Therefore, companies need to pay attention to factors influencing job satisfaction, such as compensation systems, organizational culture, career development opportunities, and a healthy work environment.

In conclusion, job satisfaction brings significant benefits not only to individual employees but also to the sustainability and performance of the organization as a whole (Abawa & Obse, 2024). Organizations that succeed in creating and maintaining high job satisfaction will have a more productive, loyal, and competitive workforce, capable of meeting future business challenges

## **METHODS**

Research requires the application of appropriate strategies and methods to ensure the results obtained possess scientific validity and address the stated objectives. In this study, a descriptive approach was employed using a causal research design to test the proposed hypotheses. According to (Kristinae et al., 2023), a causal design emphasizes the cause-and-effect relationships between variables. Through this approach, the independent variables salary and organizational culture and the dependent variable job satisfaction can be clearly identified (Meitiana et al., 2023). The type of research used is explanatory research, which aims to explain the position of each variable within the research model and examine the extent to which the independent variables influence the dependent variable (Peridawaty et al., 2021). This approach enables the researcher to test hypotheses and gain a deeper understanding of the causal relationships between salary, organizational culture, and employee job satisfaction. This research was conducted at iBox Palangka Raya, involving respondents who are active employees (Yuanita Toendan, 2022). The sample size consisted of 100 respondents, selected using a purposive method relevant to the research objectives. The data analysis technique used is descriptive analysis, which aims to present the data as it is, based on the completed questionnaires from the respondents, without making generalizations to a wider population (Sugiyono, 2017). To process and analyze the collected data, SPSS version 24.0 statistical software was used. The use of SPSS is expected to provide a clearer and more accurate understanding of the relationships between salary, organizational culture, and job satisfaction, and to offer an empirical basis for hypothesis testing within this study.

## **RESULT AND DISCUSSION**

This research began with statistical testing of quantitative data, followed by descriptive presentation to construct a clear interpretative framework regarding the phenomenon of employee job satisfaction. The research instrument, in the form of a questionnaire, was tested for validity and reliability to ensure that the measurement tool used had a high level of accuracy and consistency, making it suitable for drawing scientific conclusions.

### Validity Test

A research instrument is considered valid if each item has a correlation coefficient  $\geq 0.3$  (Sugiyono, 2016). Based on the validity test results of the questionnaire items for the salary variable (X1), organizational culture variable (X2), and job satisfaction variable (Y), it was found that all items had correlation values above the minimum threshold. This indicates that all items are valid.

**Table 1.** Validity Test Results of the Research Instrument

Item	Correlation Coefficient	Description
X1.1	0.872	Valid
X1.2	0.784	Valid
X1.3	0.772	Valid
X2.1	0.869	Valid
X2.2	0.891	Valid
X2.3	0.792	Valid
Y.1	0.893	Valid
Y.2	0.886	Valid
Y.3	0.890	Valid
Y.4	0.855	Valid

### Reliability Test

Reliability tests are conducted to determine the reliability of a measuring instrument. This reliability measurement is performed using the Cronbach's Alpha coefficient ( $\alpha$ ). Typically, an instrument's reliability is accepted if its Cronbach's Alpha is greater than 0.5. Based on the table above, a Cronbach's Alpha value greater than 0.5 indicates that all items are reliable.

**Table 2.** Reliability Test Results

Variable	Coeffisien	Description
X1	0.784	Reliabel
X2	0.832	Reliabel
Y	0.899	Reliabel

Multiple linear regression analysis is used to test the linear relationship between two or more independent variables. Based on the results of data analysis using the computer program SPSS version 23, the multiple linear regression calculation between the variables Salary, Organizational Culture, and Job Satisfaction is as follows:

**Table 3.** Multiple Linear Regression Equation

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	Beta		
(Constant)	0.512	0.117	—	2.754	0.042
Salary (X1)	0.581	0.036	0.521	5.612	0.000
Organizational Culture (X2)	0.637	0.054	0.611	6.926	0.000

Based on Table 3, a multiple linear regression model can be determined, expressed in the following equation:

$$Y = 0.572 + 0.581 X1 + 0.637 X2 + e$$

### Hypothesis Testing Results

The hypothesis testing results indicate that the constant value is positive, suggesting that even when the variables of salary and organizational culture remain unchanged, job satisfaction still tends to increase, assuming other influencing factors are constant. Additionally, the positive regression coefficient for the salary variable (b1) implies that any increase in salary will lead to an increase in job satisfaction. Likewise, the positive regression coefficient for the organizational culture variable (b2) shows that an improvement in organizational culture will also enhance job satisfaction. These results support the conclusion that both salary and organizational culture have a significant and positive effect on job satisfaction.

### T-test (Partial Test)

The t-test, which assesses the individual significance of each independent variable, reveals that both salary and organizational culture have a significant influence on job satisfaction. A variable is considered significant if its p-value is less than 0.05. Based on the analysis, the salary variable has a t-statistic of 5.612, which is greater than the t-table value of 1.667, and a p-value of 0.000, indicating a significant effect. This confirms that salary significantly affects job satisfaction, and the corresponding hypothesis is accepted. Similarly, the organizational culture variable shows a t-statistic of 6.926, also exceeding the t-table value, with a p-value of 0.000, further demonstrating a significant impact. Thus, the hypothesis stating that organizational culture influences job satisfaction is likewise accepted.

### f-test (Simultaneous Test)

The F-test is used to determine whether all independent variables entered into the model have a simultaneous effect on the dependent variable. If F- statistic > F-table, the hypothesis is accepted, meaning that the independent variables collectively have a significant effect on the dependent variable. Conversely, if F-statistic < F-table, the hypothesis is rejected. The results of the F-test are shown in the following table:

**Table 4.** F-Test Results (Simultaneous Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	37.512	2	6.435	44.172	0.000 <sup>b</sup>

Residual	24.331	48	0.213
Total	61.843	50	

This test was used to determine whether the independent variables simultaneously influence the dependent variable. The SPSS calculation results showed an F-test of 44.172 and F-table = 3.16 (using a significance level of 0.05% and degrees of freedom (df):  $n-(k+1)$ ;  $50 - (2) = 48$ ). This indicates that the F-test (44.172) > F-table (3.16), thus accepting the hypothesis. This means that the independent variables, Salary and Organizational Culture, simultaneously influence Job Satisfaction.

### Coefficient of Determination (R<sup>2</sup>)

Before presenting Table 5, it is important to explain that the analysis of the Coefficient of Determination (R<sup>2</sup>) is used to determine the extent to which the independent variables—salary and organizational culture—contribute to explaining the variation in the dependent variable, which is job satisfaction. The R<sup>2</sup> value provides insight into how well the regression model explains the observed phenomena. A higher R<sup>2</sup> indicates that a greater proportion of the variability in the dependent variable can be explained by the independent variables in the model. The results of the Coefficient of Determination analysis are presented in Table 5 below.

**Table 5.** Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.696	0.635	0.611	0.3215	1.692

The coefficient of determination (R Square) value of 0.635 indicates that variations in job satisfaction are explained by the variables Salary and Organizational Culture by 63.5%, while the remaining 36.5% is explained by other variables not included in the model.

### Discussion

The results of this study indicate that salary has a positive and significant effect on job satisfaction. Employees who perceive their salary as fair, adequate, and timely are more likely to feel secure, motivated, and committed to their organization. This finding aligns with Herzberg's Two-Factor Theory, which categorizes salary as a hygiene factor—something that, if inadequate, can cause dissatisfaction, but if appropriate, can contribute to satisfaction. The positive influence of salary on job satisfaction is also supported by previous research, such as that by Robbins and Judge (2017), which emphasizes compensation as a key element in determining employee attitudes and performance. Similarly, studies by Widodo (2021) and Sari & Nugroho (2019) found that fair salary structures significantly boost job satisfaction, indicating that this study's findings are consistent with prior literature.

Organizational culture is also proven to have a significant positive effect on job satisfaction. This supports the theoretical framework proposed by Schein (2010), which suggests that organizational culture forms the foundation of how employees perceive their roles, relationships, and the organization as a whole. A culture that emphasizes collaboration,



support, openness, and integrity creates a conducive work environment where employees feel valued and psychologically safe. These conditions lead to a greater sense of belonging and, ultimately, higher job satisfaction. Previous studies, such as those by Setiawan (2020) and Yuliani (2018), found similar results, noting that a strong and positive organizational culture can enhance employee morale and reduce turnover intentions. Therefore, the current findings reinforce the established understanding of the role of culture in shaping job satisfaction.

Furthermore, the simultaneous influence of salary and organizational culture significantly explains the variation in job satisfaction, with both variables contributing to 63.5% of the observed differences. This relatively high explanatory power underscores the importance of integrating both tangible (salary) and intangible (culture) elements in human resource strategies. While this result is in line with the study by Prasetyo & Fitriani (2022), which also showed a strong combined effect of compensation and workplace culture on job satisfaction, it slightly differs from research by Nurhayati (2017), who found organizational culture to be a stronger standalone predictor than salary. The differences could stem from contextual factors such as organizational type, employee demographics, or economic conditions during the study period.

The implications of these findings suggest that organizations should not focus solely on improving financial compensation but also prioritize building a supportive and values-driven work environment. Enhancing job satisfaction requires a balanced approach that addresses both material needs and emotional-psychological fulfillment. Practically, management should consider regularly evaluating compensation fairness and timeliness, while also investing in leadership development, internal communication, and cultural alignment programs. As a recommendation, companies are encouraged to implement periodic organizational climate surveys and salary benchmarking to ensure both variables continue to support employee satisfaction in a sustainable manner.

## CONCLUSION

Based on the analysis, it can be concluded that salary and organizational culture both have a positive and significant effect on job satisfaction among employees at iBox Palangka Raya, both individually and simultaneously, with the model explaining 63.5% of the variation in job satisfaction. Employees who perceive their salary as fair, adequate, and timely tend to experience higher satisfaction, while a positive organizational culture that fosters teamwork, openness, and supportive leadership enhances their sense of belonging and comfort at work. Therefore, it is recommended that management improve the compensation system in terms of fairness and transparency, and continuously strengthen organizational culture through internal programs that reinforce positive values. Future research is encouraged to explore additional factors such as leadership, career development, and work environment, and to broaden the study across different organizations or regions for more generalizable results.

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