

THE EFFECT OF WORK CULTURE, WORK ENVIRONMENT AND COMPENSATION ON JOB SATISFACTION AND THEIR IMPACT ON TELEVISION MEDIA EMPLOYEE LOYALTY IN JAKARTA

¹Rani, ²Wahyu Indrarti, ³Faizal Roni
^{1,2,3}Bina Sarana Informatika University, Jakarta

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ABSTRACT

This study aimed to examine the effect of work culture, work environment, and compensation on job satisfaction and their effect on employee loyalty. This research is quantitative, and the research was conducted in Jakarta on television media workers, using a sampling technique in this study used is Purposive Sampling, with television employee's criteria and willingness to fill out a questionnaire. Collecting data using a Likert scale questionnaire, and from the data, collection results obtained 68 respondents who were willing to fill out the questionnaire. The collected data is processed using SmartPLS software. Based on the research results, work culture has a significant effect on job satisfaction, compensation has a significant effect on job satisfaction, work culture has a significant effect on loyalty, the work environment has a significant effect on loyalty, job satisfaction has a significant effect on loyalty, 8. Work culture has a positive effect on loyalty through job satisfaction, the Work environment has a negative effect on loyalty through job satisfaction, and compensation has a positive effect on loyalty through job satisfaction.

E-mail:

rani.rxa@bsi.ac.id,
wahyu.wii@bsi.ac.id,
faizal.fzi@gmail.com

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1. INTRODUCTION

The most important organizational resource is its people. They cannot be substituted by other resources in their respective responsibilities and functions. The effectiveness of human resources is one of the cornerstones of a company's success. Humans are now seen more as a valuable organizational assets than a production factor[1]. The caliber of an organization's human resources significantly impacts its performance and excellence[2]. Additionally, a business needs trustworthy people resources to operate this system as system managers to accomplish its objectives. Of course, it must consider several crucial factors in its administration, including motivation, training, and development[3]. As a result, one of the critical metrics for successfully and efficiently attaining corporate goals will be human resource management.

Global communications started to expand quickly during the industrial revolution and have had a considerable impact. "Broadcasting The World" started to take shape. Thanks to the advancement of modern technology, a nation can comprehend what is happening in other regions. The media on television has integrated seamlessly into human civilization[4]. Humans interact with this most potent kind of mass communication almost constantly. People can watch news broadcasts on television to gain knowledge, and they can watch entertaining programming on television to get entertainment. Humans can learn a wide variety of new things by watching television[5].

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Television is an example of an audio-visual medium that uses both audio and visual elements to deliver information[6]. Every country requires that almost all homes have a television. Every home having television affects how dependent individuals who watch it are on it. Because it can give viewers maximum satisfaction, information, and amusement, television cannot be completely detached from people's lives[7].

The general people may now swiftly and readily learn about the most recent developments in many world regions thanks to television broadcasts. Additionally, television broadcasts have a broad audience and can cross borders between governmental systems, social and cultural groups, and geographic regions[8]. One of the factors that can affect people's attitudes, perspectives, lives, orientations, and motivations is potentially television. The best mass media for spreading information is television[9].

A tool for communicating with numerous people is television. Television programs are distributed to listeners and viewers via transmission. Following Suharto's presidency, the growth of radio and television stations was so quick that it employed a significant number of people[10]. To manage a television program, several different abilities are required. Presenter, director, cameraman, script and screenwriter, producer, and others are a few of the highly sought-after careers. Since the competition in the television industry is the competition to capture the attention of the public and the attention of businesses that will advertise through station services, some workers or employees put much effort into creating programs that attract viewers. The higher the rating and share of the television station are calculated, the more viewers or audience members like the show. As a result, many businesses will automatically place their commercials on the television station, considerably enhancing their rating and share. Because they are chasing a program, employees in the broadcasting sector are always expected to be creative and imaginative while juggling hectic technical duties. High work demands necessitate dependable human resources, job satisfaction, and work loyalty to deliver high-quality broadcast products. According to Manoppo's research[11], work ethics, motivation, and development impact broadcasting staff's satisfaction with their jobs. Career. Job satisfaction measures a person's overall attitude toward their work and the discrepancy between the number of rewards they receive and the number they feel they should receive[11]. According to Wibowo[12], an employee's opinion of how well their employment delivers things that are necessary determines whether they are satisfied with their jobs. For instance, if employees feel they put in too much effort compared to others in the department yet get less in return. They could be unhappy at work and may have unfavorable views toward their boss, coworkers, and job. Let us say, however, that they believe they are receiving fair treatment and compensation. In that situation, they will likely feel content with their work and have a favorable attitude. One factor utilized in employee evaluations is job loyalty, which includes devotion to one's job, position, and organization. Employees' readiness to protect the company from irresponsible individuals at work and outside is a sign of their devotion to the company. As a result, a worker's attitude about their job can be seen in how they apply their skills and knowledge, do duties responsibly and honestly, and are willing to work longer hours[13].

Lack of loyalty at work due to discomfort with the workplace might result in a wish to leave (turnover intent), which can ultimately lead to an employee quitting his job[14]. A high turnover rate can be detrimental to the business, leading to instability, higher operating costs, and numerous additional losses. Direct expenditures associated with recruitment operations, such as advertising and agency fees and search costs, are included in the costs or losses caused by turnover. In contrast, indirect expenses cover the price of training new staff and the productivity loss brought on by this process[15].

According to Almira's research[16], several issues arise in the broadcasting sector, such as a lack of opportunities for professional growth, ambiguous job descriptions, task overlap, a sense of boredom, and a lack of challenge in work, and the perception that rewards are not in line with expectations. Spent time, effort, and resources. Their compensation is insufficient to maintain their families, and they are not given overtime pay or access to proper healthcare facilities. Research on job loyalty and happiness among those employed in the television sector is thus still interesting.

Workplace culture can have an impact on employee loyalty and job happiness[17]. Humans have known about work culture for a very long time, but they have yet to grasp how deeply ingrained habits of values and conduct are in productive work. These values are derived from traditions, religion, social mores, and laws that become convictions in those carrying out labor acts. Since this is linked to the caliber of work, it is referred to as work culture[18]. Culture is the set of ideals that become habits. According to Employers Resource Council[19], an organization's collaborative culture has just as much impact as its plans and objectives.

Furthermore, it is anticipated that the workplace will impact loyalty and job happiness[20]. According to Nitisemito[21], the workplace consists of everything that surrounds employees and can impact how well they complete their jobs. On the other hand, the work environment is defined by Sidanti[22] as the physical and psychological conditions within the organization. Therefore, the Company must create a positive working environment, including both the physical environment (pleasant office layout, clean surroundings, sufficient air exchange) as well as the non-physical environment (color, adequate lighting, and melodious music) (employee work atmosphere, employee welfare, relations between fellow employees, relations between employees and leaders, and places of worship). The findings of Dewi and Frianto's study demonstrate that the working environment has a favorable and significant impact on employee performance[23]. Similarly to this, the research findings of Benny Setiadi et al[24] demonstrate a considerable impact of Physical and Non-Physical Work Environment Variables on Employee Performance.

Employee happiness and loyalty will also be impacted by compensation[25]. Employees value compensation because it serves as a benchmark for measuring employee success. Employee motivation may rise as a result of compensation. Therefore, the organization's or Company's focus on fair and logical regulation is required. Employee work satisfaction tends to decline when they believe their salary is insufficient[26]. Since earning a living is the main reason people work, compensation is an award in the form of money and income that is taken into account while choosing a vocation[27]. Because every employee has the right to rewards and fair treatment from the Company's management in exchange for the services they provide, the Company must be able to provide compensation that is fair for what has been provided by human resources to the Company in order to motivate employees to perform their duties as employees[28]. The Company and employees must have a productive working relationship to boost employee morale. Employees contribute positively to the success of the Company through their job, and the business rewards their contributions by paying employees fairly[29].

Concerning the study's emphasis, the occurrence of human resource management issues fosters a hostile work environment that may lower employee job satisfaction. Employees who are unsatisfied with their jobs exhibit behaviors like arriving late or leaving early, working casually, frequently missing work due to illness, leaving work hours, and submitting resignation letters. As a result, news about employee turnover in the media is expected.

2. METHOD

This research is quantitative, and the research was conducted in Jakarta on television media workers, using a sampling technique in this study used is Purposive Sampling, with the criteria of television employees willing to fill out a questionnaire. Collecting data using a Likert scale questionnaire, and from the data, collection results obtained 68 respondents who were willing to fill out the questionnaire. The collected data is processed using SmartPLS software[30].

3. RESULT AND DISCUSSION

a. Validity test

The tabulated data is processed using SmartPLS software. First, the model is executed using the PLS Algorithm. The convergent validity test is seen from the measurement model using reflective indicators assessed based on the loading factor (Average Variance Extracted). Each value of the recommended AVE (Average Variance Extracted) must be above 0.60.

Table 1. Convergent Validity

	Average Variance Extracted (AVE)
Work Culture	0,697
Job Satisfaction	0,722
Compensation	0,867
Work Environment	0,873
Loyalty	0,658

Source: Data processing with SmartPLS, 2022

The results shown in the table above show that the Average Variance Extracted test results for all research constructs are already above 0.5. In addition, all indicators referred to in Figure 4.7, namely data processing with the PLS Algorithm, have a loading factor above 0.60, so it can be concluded that the indicators meet the convergent validity test. Thus, these indicators are valid and can be accepted as a measure of the research's latent variables.

b. Discriminant Validity Test

The measurement of discriminant validity and the measurement model is assessed based on comparing the cross-loading of a construct to be higher than the correlation between the latent variables or by looking at the cross-loading of the measurement with its construct.

Table 2. Discriminant Validity Test

	Work Culture	Job Satisfaction	Compensation	Work Environment	Loyalty
EK	0,879	0,718	0,635	0,747	0,625
HP	0,561	0,640	0,629	0,584	0,709
KD	0,677	0,846	0,757	0,755	0,757
KF	0,644	0,766	0,918	0,834	0,628
KJ	0,652	0,757	0,644	0,573	0,864
KN	0,691	0,885	0,944	0,811	0,796
KP	0,667	0,686	0,593	0,544	0,840
LA	0,821	0,705	0,611	0,594	0,728
LF	0,753	0,827	0,875	0,937	0,711
LN	0,726	0,827	0,769	0,931	0,637
PK	0,799	0,654	0,545	0,557	0,640
PS	0,861	0,650	0,545	0,653	0,598
RK	0,748	0,841	0,689	0,715	0,740

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	Work Culture	Job Satisfaction	Compensation	Work Environment	Loyalty
RM	0,699	0,661	0,564	0,556	0,817
SK	0,811	0,714	0,650	0,746	0,704
SP	0,806	0,861	0,765	0,764	0,742
SU	0,701	0,907	0,808	0,795	0,812
TA	0,618	0,715	0,606	0,564	0,846
TJ	0,656	0,785	0,718	0,689	0,780
TP	0,572	0,789	0,770	0,728	0,659

Source: Data processing with SmartPLS, 2022

In the cross loading table, it can be seen that each indicator in a construct will be different from the indicators in other constructs and accumulate in the construct in question. The cross loading value in the table above shows a good discriminant validity because the correlation value of the indicator to the construct is higher than the correlation value of the indicator to the other constructs.

c. Construct Reliability Test

Test the consistency of the indicators in one latent variable is done with the reliability test. The reliability test can be measured from the composite reliability value. To be said to be a reliable construct, the composite reliability value must be more than 0.70.

Table 3. Composite Reliability

	Composite Reliability
Work Culture	0,920
Job Satisfaction	0,928
Compensation	0,929
Work Environment	0,932
Loyalty	0,920

Source: Data processing with SmartPLS, 2022

From the SmartPLS output above, it shows that all research constructs are above 0.70 so it can be stated that the gauges used in this study have good reliability.

d. Path Coefficient

To see the results of path coefficient testing and hypothesis testing, it can be seen in the results of processing smartPLS using PLS Bootstrapping. Here's what PLS Bootstrapping looks like:

Table 4. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Culture -> Job Satisfaction	0,312	0,317	0,077	4,049	0,000
Work Culture -> Loyalty	0,305	0,299	0,100	3,054	0,002
Job Satisfaction -> Loyalty	0,825	0,828	0,161	5,113	0,000
Compensation -> Job Satisfaction	0,473	0,479	0,095	4,957	0,000
Compensation -> Loyalty	0,168	0,163	0,124	1,358	0,175

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	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Environment -> Job Satisfaction	0,221	0,209	0,118	1,881	0,061
Work Environment -> Loyalty	-0,397	-0,393	0,135	2,951	0,003

Source: Data processing with SmartPLS, 2022

To test the hypothesis, the t-statistic value generated from the smartPLS output is compared with the t-table value, the PLS output is an estimate of the latent variable which is an aggregated linear of the indicators. The test criteria with a significance level of (α) 5% can be concluded:

- 1) Work culture has a significant effect on job satisfaction, because the value of tcount = 4.049 is greater than 1.96 ($4.049 > 1.96$), and the value of sig P-Values = 0.000 is smaller than 0.05 ($0.000 < 0.05$)
- 2) The work environment has no significant effect on job satisfaction, because the value of tcount = 1.881 is smaller than 1.96 ($1.881 < 1.96$), and the value of sig P-Values = 0.060 is greater than 0.05 ($0.060 > 0.05$)
- 3) Compensation has a significant effect on job satisfaction, because the value of tcount = 4.957 is greater than 1.96 ($4.957 > 1.96$), and the value of sig P-Values = 0.000 is smaller than 0.05 ($0.000 < 0.05$)
- 4) Work culture has a significant effect on loyalty, because the value of tcount = 3.054 is greater than 1.96 ($3.054 > 1.96$), and the value of sig P-Values = 0.002 is smaller than 0.05 ($0.002 < 0.05$)
- 5) The work environment has a significant effect on loyalty, because the value of tcount = 2,951 is greater than 1.96 ($2,951 > 1.96$), and the value of sig P-Values = 0.003 is smaller than 0.05 ($0.003 < 0.05$)
- 6) Compensation has no significant effect on loyalty, because the value of tcount = 1.358 is smaller than 1.96 ($1.358 < 1.96$), and the value of sig P-Values = 0.175 is greater than 0.05 ($0.175 > 0.05$)
- 7) Job satisfaction has a significant effect on loyalty, because the value of tcount = 5.113 is greater than 1.96 ($5.113 > 1.96$), and the value of sig P-Values = 0.000 is smaller than 0.05 ($0.000 < 0.05$)

Table 6. Mediation Effect

Variable Effect	Causal Influence		Total Effect
	Direct	Indirect, Via Y1	
X1 against Y1	0,312	-	0,312
X2 against Y1	0,221	-	0,221
X3 against Y1	0,473	-	0,473
X1 against Y2	0,305	$0,312 \times 0,825 = 0,257$	0,562
X2 against Y2	-0,397	$0,221 \times 0,825 = 0,174$	-0,223
X3 against Y2	0,168	$0,473 \times 0,825 = 0,390$	0,558
Y1 against Y2	0,825	-	0,825

e. Discussion

Organizational culture has a significant effect on job satisfaction and loyalty. Based on the research results, wage standards are the lowest dimension in organizational culture, where many respondents state that the existing wage standards are not in line with expectations. Therefore,

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to increase organizational culture and affect job satisfaction and loyalty, it is better if the television industry management can adjust wage standards. The work environment has no significant effect on job satisfaction and negatively impacts loyalty. Based on the research results, a noisy workspace that disturbs the work atmosphere, less than optimal lighting, and uncomfortable room temperature significantly reduces job satisfaction and loyalty, so industrial management should television needs to improve physical facilities so that employees become more comfortable at work.

Compensation has a significant effect on job satisfaction and is not significant on loyalty. Based on the study's results, many employees still complain about the calculation of wages/salaries that have not prioritized the principles of justice and the welfare of employees, so many employees feel that their salaries are insufficient. Therefore, the television industry management should readjust the standard of wages and salaries of employees.

Job satisfaction is good enough in the television industry to increase job satisfaction. Complaints about wages where the wage system, where employees feel that wages are still not following their responsibilities and skills, must be appropriately handled. Work loyalty is good enough in the television industry; it is just that employees are still employees who often feel disobedient to company regulations and orders from superiors and do not maintain a harmonious relationship with superiors. This can be due to the work pattern in the creative industry that prioritizes creativity so that the leadership's orders are often ignored.

According to the respondents, the organizational culture variable is quite good. The study results show that the highest dimensions of work culture are self-concept and interpretation of themselves at work, where most employees realize that work is essential for life. Most have interpreted the importance of working. The dimensions The spirit of working together is also high, where employees state that their work spirit is following the spirit of teamwork. The work environment variable, according to the respondents, is quite good. In the work environment variable, communication with superiors and co-workers is the dimension with the highest score. The respondents also consider the work structure in the company to be very good, and the leader supports every creative idea of his subordinates.

The compensation variable, according to the respondent, is quite good. The dimension of the compensation variable that is best responded to is the level of security at work, where procedures and SOPs are standardized. In addition to security, incentives are a reasonably good dimension in employees' eyes. In the variable of job satisfaction, according to respondents, it is pretty good. The highest dimension of job satisfaction is working conditions where work tools, workspace, and work facilities are adequate. In addition, supervision by an open, open, and considerate superior is also highly impacted by job satisfaction. In contrast, the respondent's loyalty variable is quite good. In the loyalty variable, the dimensions of responsibility and cooperation are the highest; employees always feel ready to take risks in carrying out their work, and employees always cooperate with the team in completing tasks.

4. CONCLUSION

Based on the results of the research, work culture has a significant effect on job satisfaction. Compensation has a significant effect on job satisfaction, and work culture has a significant effect on loyalty, the work environment has a significant effect on loyalty, job satisfaction has a significant effect on loyalty, and work culture has a positive effect on loyalty through job satisfaction, environment work harms loyalty through job satisfaction. Compensation has a positive effect on loyalty through job satisfaction. Some management policies in the television industry are television industry management can make adjustments to wage standards, television industry management needs to improve physical facilities so that employees become more comfortable at work, television industry management should readjust the wages and salaries of employees.

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