

The Effect of Rewards and Organizational Culture on Job Satisfaction of Private Kindergarten Teachers in Tembilahan District

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ABSTRACT

This study aims to describe the influence The Influence of Rewards and Organizational Culture on Job Satisfaction of Private Kindergarten Teachers in Tembilahan District. The type of research used in this study is correlational research with a quantitative approach. This research was conducted in Tembilahan District. The research subjects were 80 private kindergarten teachers. To analyze the research data, simple linear regression and multiple linear regression were used. Based on the results of the study, it is known that there is a significant influence of the reward function on the job satisfaction of kindergarten teachers in Tembilahan District. This can be seen from the value of $F_{count} > F_{table}$ ($71.717 > 3.96$) with significance ($0.000 < 0.05$). With the determination of the reward function on the job satisfaction of kindergarten teachers in Tembilahan District resulting from the study, which is 47.90% and the remaining 52.10% is influenced by other variables that were not studied. There is a significant influence of organizational culture on the job satisfaction of kindergarten teachers in Tembilahan District. This can be seen from the value of $F_{count} > F_{table}$ ($90.774 > 3.96$) with significance ($0.000 < 0.05$). With the determination of organizational culture on the job satisfaction of kindergarten teachers in Tembilahan District resulting from the study, which is 53.80% and the remaining 46.20% is influenced by other variables that were not studied. There is a significant influence of rewards and organizational culture on the job satisfaction of kindergarten teachers in Tembilahan District. This can be seen from the value of $F_{count} > F_{table}$ ($48.675 > 3.12$) with significance ($0.000 < 0.05$). With the determination of the reward function and organizational culture on the job satisfaction of kindergarten teachers in Tembilahan District, the results of the study were 55.80% and the remaining 44.20% were influenced by other variables that were not studied.

Keywords: *function rewards, organizational culture, teacher job satisfaction*

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INTRODUCTION

Teacher job satisfaction really needs to be considered by related parties, because it is very closely related to the achievement of goals and the smoothness of learning. Teacher job satisfaction is certainly one of the factors that influences motivation and dedication in teaching which automatically also has an impact on student learning outcomes. Teachers who are satisfied with their work will work optimally, because with good job satisfaction will bring up enthusiasm, diligence, perseverance, creativity, and initiative in working. As according to (Supardi, 2014) states that performance is the result of work achieved by someone in an organization in order to achieve goals based on standards that have been adjusted to work in accordance with the norms and ethics that have been applied. Whether or not the performance of teachers is achieved will have a good effect individually or group.

Job satisfaction is an emotional state that reflects an individual's feelings towards their work, which are pleasant or unpleasant (Saudagar et al., 2020). In other words, job satisfaction will be achieved if the individual feels that the rights received are in accordance with expectations. Based on research conducted by (Tukiyo, 2015) on the job satisfaction of elementary school teachers in Klaten Regency. The findings of this study indicate that elementary school teachers in Klaten Regency are in the moderate category with a percentage of 48.44%. Meanwhile, Mangkunegara (2017) said that there are two factors that influence job satisfaction, namely: 1. Employee factors include: intelligence, gender, age, skills, education, work

experience, personality, emotions, ways of thinking, perceptions and work attitudes. 2. Job factors, namely: type of work, rank/group, organizational structure, position, quality of supervision, financial security, job promotion, social interaction, work relationships.

Rewards defined as the provision of compensation given to someone for the work achievements done, either in financial or non-financial form (Aini, 2020). Reward is defined as something given by an organization to someone either intentionally or unintentionally, as a reward for their contribution in achieving goals (Agus Bandiyono, Kemas Fahmi Hamzah, 2021). The provision of rewards or awards to each teacher must also be adjusted to the achievements that have been made, so that by providing rewards, teachers will be more motivated to be better at carrying out their duties as good as teachers (Lestari & Muslihat, 2023).

Organizational culture in the work environment is a norm that is accepted and upheld by all members and also distinguishes one organization from another (Mila Hariani, 2021). Organizational culture is a collection of values, norms, and views that direct the behavior of organizational members in solving internal and external problems and also serve as a guideline for members in understanding and responding to organizational problems.

Based on the results of previous research conducted (Ardiansyah, 2022) related to rewards, organizational culture and teacher job satisfaction. The results of the study showed; There is a positive and significant influence between organizational culture on teacher job satisfaction; There is a positive and significant influence between rewards on teacher job satisfaction; organizational culture and rewards together on teacher job satisfaction by 19.9%. Furthermore, research conducted (Djati, 2017) related to compensation and organizational culture on job satisfaction. The results of the study are: Compensation has a positive effect on employee job satisfaction, Commitment has a positive effect on employee job satisfaction, Organizational Culture does not affect employee job satisfaction, Compensation, Commitment and Organizational Culture together have a positive effect on Employee Job Satisfaction. Research conducted (Andi, 2019) related to the Influence of Organizational Culture, Work Motivation, and Organizational Commitment on Employee Job Satisfaction and Performance. The results of the study showed that organizational culture, work motivation and organizational commitment did not have a significant effect on employee job satisfaction. While work motivation and job satisfaction had a significant effect on employee performance. While the variables organizational culture and commitment have no influence on employee performance at PT. Arta Boga Cemerlang Pekanbaru.

LITERATURE REVIEW

Job satisfaction

Job satisfaction is a person's general attitude or feeling towards their job. This satisfaction reflects the extent to which workers' expectations regarding the rewards they should receive match what they receive. Job satisfaction is characterized by a positive attitude towards the work situation that arises from an assessment of various aspects of the job. (Rasyid Andi .Mhd & Tanjung Hasrudy, 2022) (Susanto, 2020) (Ginting & Siagian, 2021).

There are five factors that influence job satisfaction, namely: Opportunity to advance, Job security, Salary/Wages, supervision, Intrinsic and Job Factors, Working Conditions, Social Aspects of Work and Communication (Sutrisno, 2019) (Kinicki, 2016)

There are six indicators of job satisfaction, namely: Working Conditions, Rewards, Work Facilities, Work Achievement, Recognition from Superiors, Work itself (Afandi, 2021) (Badriyah, 2015).

Rewards

Rewards is a form of appreciation given by individuals or organizations as recognition of a person's contribution or achievement. Rewards can be in the form of words, materials, bonuses, or other forms of appreciation. The purpose of giving rewards is to meet individual needs and is expected to encourage positive behavior related to the work done (Adityarini, 2022) (Mutiar et al., 2022)

In giving rewards, of course there are indicators that are taken into consideration, namely: Wages, Promotions, Bonuses, Appreciation and Recognition.(Connie Chairunnisa, Pahman Habibi, 2020) (Sandra, 2021).

Organizational culture

Organizational culture is a collection of values, norms, and views that guide the behavior of organizational members in solving internal and external problems and also serve as a guideline for members in understanding and responding to organizational problems (Kurniyanto, 2022) (Konandi, Win & Hidayati, 2022) (Rivai, 2020)

Organizational culture has several functions, including:As a link between all components of the organization, As a tool to unite the various traits, characters, and abilities within the organization, As an organizational identity, As an encouragement to achieve high performance for members and the organization (Iba et al., 2021)

Organizational culture indicators, namely: Innovative in calculating risks, Focused on Results, Centered on all member interests, Focused on task details, Aggressiveness, stability (Putri et al., 2023; Sutoro, 2020)

METHOD

This research method is conducted using quantitative methods, and when viewed from the problems to be studied, this study uses regression techniques. This technique is conducted to analyze the influence between two independent variables consisting of Reward (X1) and Organizational Culture (X2) and one dependent variable, namely Teacher Job Satisfaction (Y). This research will be conducted in all Private Kindergartens in Tembilahan District. The population of this study is all Private Kindergarten teachers in Tembilahan District, totaling 99 people. The sampling technique in this study is propotionate random sampling. The sample of this study is 80 teachers. To obtain the data that will be needed with the problems to be studied, the author uses a data collection technique using a questionnaire. The data analysis techniques used in this study are: descriptive analysis and inferential analysis (simple linear regression and multiple linear regression)

RESULTS AND DISCUSSION

Job Satisfaction indicator score description

Table 1. Obtaining Scores for Teacher Job Satisfaction Variable Indicators

No	Indicator	Number of Items	%	Category
1	Working conditions	2	45.13	Low
2	remuneration	3	48.50	Low
3	Work facilities	3	52.83	Low
4	Work performance	3	56.08	Currently
5	Recognition from superiors	3	53.42	Low
6	The job itself	2	51.88	Low
Amount		16	51.66	Low

Based on the table above, it is known that teacher job satisfaction is in the low category with a percentage of 51.66% of what is expected. The indicator with the highest achievement is work performance with an achievement of 56.08% of what is expected. Then the indicator with the lowest percentage is working conditions with 45.13% of what is expected.

Reward indicator score description

Table 2. Reward Variable Indicator Score Acquisition

No	Indicator	Number of items	%	Category
1	Wages	4	46.19	Low
2	Promotion	4	47.94	Low
3	Bonus	4	50.81	Low
4	Appreciation and Recognition	3	45.75	Low
	Amount	15	47.80	Low

Based on the table above, it is known that the score of the reward variable indicator is in the low category with a percentage of 47.80% of what is expected. The indicator with the highest score is the bonus indicator with a percentage of 50.81% of what is expected. While the indicator with the lowest percentage is Appreciation and Confession with a percentage of 45.75% of what was expected.

Description of Organizational Culture indicator scores

Table 3. Organizational Culture Indicator Score Obtained

No	Indicator	Number of items	%	Category
1	innovative in calculating risk	3	43.58	Low
2	Focus on results	3	45.50	Low
3	Centered on all member interests	3	50.08	Low
4	Focus on task details	3	52.00	Low
5	Aggressiveness	2	52.63	Low
6	Stability	3	47.67	Low
	Amount	17	48.34	Low

Based on the table above, it is known that the percentage of the organizational culture variable indicator is in the low category with a percentage of 48.34% of what is expected. The indicator with the highest percentage is Aggressiveness with a percentage of 52.63% of what is expected. While the indicator with the lowest percentage is innovative in calculating low risk with a percentage of 43.58% of what is expected.

The Effect of Rewards on Teacher Job Satisfaction

Table 4. Regression Test of Reward on Teacher Job Satisfaction

Model	Constant	B	Sig
Rewards*Job satisfaction	23,676	0.492	0,000

Based on the simple linear regression test in table 4 above, the regression equation is $\hat{Y} = 23.676 + 0.492X_1$. This explains that every additional reward variable (X_1) of 1 point will cause an increase in the Teacher Job Satisfaction variable (Y) of 0.492 with a constant value of 23.676.

Table 5.T-Test Calculation of Teacher Rewards and Job Satisfaction

Variables	Thitung	Ttable	Sig	Decision
Rewards*Job satisfaction	11,172	1,664	0,000	There is a Significant Influence

Furthermore, the hypothesis testing criteria are H_0 is accepted if $T_{count} < T_{table}$, otherwise H_0 is rejected if $T_{count} > T_{table}$. From the T distribution list where $n = 80$, variable $k = 2$ $df_1 = k-1$, $df_2 = nk$ the T_{table} value is obtained = 3.96. Thus the hypothesis H_0 is rejected and H_a is accepted because $T_{count} > T_{table}$ ($71.717 > 3.96$) with a significant value ($0.000 < 0.05$). So it can be concluded that there is a significant influence of rewards on the Job Satisfaction of Kindergarten Teachers in Tembilahan.

Based on the results of the study conducted (Muqoyyaroh, 2018) related to rewards on employee job satisfaction at PDAM Magetan. The results of the study showed that the results of the Simple Linear Regression Test were $Y = 13.054 + 0.496$, meaning that if the customer satisfaction variable remains constant, then the amount of employee job satisfaction is 13.054. The results of the Determination Coefficient (R^2) are known to be 0.879 indicating that 87% of employee job satisfaction variables are influenced by rewards, while the remaining 13% are influenced by other variables. Furthermore, the results of the t-test obtained a value of 21.549 while 1.668. This means that the value $> (21.549 > 1.668)$ so that it can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an influence between Rewards on Employee Job Satisfaction at PDAM Magetan. $R^2_{hit} t_{hit} t_t$

The results of research conducted by (Diaz & Lara, 2025) about factors that influence job satisfaction in the Philippines. The results of the study indicate that the reward system has a moderate effect on the job satisfaction of employees working in educational institutions. This study explains that promotion and salary play an important role in employee job satisfaction. The results of the study conducted by (Fadhil, 2023) about rewards and job satisfaction. The results of the study statistically state that rewards have a positive and significant effect on job satisfaction.

The relevant research results above support the results of this study. Based on the findings of the research conducted on kindergarten teachers in Tembilahan District, it is known that teacher job satisfaction is still in the low category. The results of this study strengthen the research phenomenon, namely that teachers feel that the workload they receive is not in accordance with their time and abilities. Then, the facilities provided by the school are inadequate to support the work of teachers. Teachers feel dissatisfied with the opportunity to develop themselves through training and further education. Teachers feel that the salary they receive is not comparable to the workload.

Furthermore, this study must be able to explain the magnitude of the influence of rewards on Teacher Job Satisfaction in Tembilahan. For that, it is necessary to know the coefficient of determination. The following are the results of the determination coefficient test in this study:

Table 6. Reward Determination Coefficient on Teacher Job Satisfaction

Variables	Rsquare	Determination	Interpretation
Rewards*Job satisfaction	0.479	47.90%	Strong Enough

Based on table 6 above shows the magnitude of the influence of rewards on teacher job satisfaction. Based on the formula $KD = R^2 \times 100\%$, it can be seen that rewards on teacher job satisfaction are 47.90% and the remaining 52.10% are influenced by other variables that are not studied.

The Influence of Organizational Culture on Teacher Job Satisfaction

Table 7. Regression Test of the Influence of Organizational Culture on Teacher Job Satisfaction

Model	Constant	B	Sig
Organizational Culture*Job Satisfaction	17,105	0.590	0,000

Based on the simple linear regression test in table 7 above, the regression equation is $\hat{Y} = 17.105 + 0.590X_2$. This explains that every additional 1 point of the Organizational Culture variable (X_2) will cause an increase in the Teacher Job Satisfaction variable (Y) of 0.590 with a constant value of 17.105.

Table 8. T-Test of Organizational Culture Coefficient on Teacher Job Satisfaction

Variables	Thitung	Ttable	Sig	Decision
Organizational Culture*Job Satisfaction	6,661	1,664	0,000	There is a Significant Influence

Furthermore, the hypothesis testing criteria are H_0 is accepted if $T_{count} < T_{table}$, otherwise H_0 is rejected if $T_{count} > T_{table}$. From the T distribution list where $n = 80$, variable $k = 2$ $df_1 = k - 1$, $df_2 = nk$, the T_{table} value is obtained = 3.96. Thus, the H_0 hypothesis is rejected and H_a is accepted because $T_{count} > T_{table}$ ($90.774 > 3.96$) with a significant value ($0.000 < 0.05$). So it can be concluded that there is a significant influence of organizational culture on the job satisfaction of kindergarten teachers in Tembilahan District.

Based on the results of the research conducted (Maha Putra & Nasution, 2024) about organizational culture and job satisfaction. The results of the study indicate that organizational culture has a positive and significant effect on job satisfaction. Based on the results of research conducted by (Tulung et al., 2020) about organizational culture on job satisfaction. The results of the study showed that organizational culture has a positive effect on job satisfaction. This means that the higher the organizational culture, the higher the teacher's job satisfaction.

The relevant research results above support the results of this study. Based on the findings conducted on kindergarten teachers in Tembilahan District, it is known that Organizational Culture is still in the low category. The still less than optimal organizational culture is in line with the less than optimal job satisfaction of teachers. Problems with organizational culture are characterized by schools not paying enough attention in the form of suggestions and input on learning plans that have been prepared by teachers, teachers not paying enough attention to work details. There are still many teachers who only use existing media without trying to find new, more innovative media.

Furthermore, this study must be able to explain the magnitude of the influence of organizational culture on the job satisfaction of kindergarten teachers in Tembilahan. For this reason, it is necessary to know the coefficient of determination. The following are the results of the determination coefficient test in this study:

Table 9. Coefficient of Determination of Organizational Culture on Teacher Job Satisfaction

Variables	Rsquare	Determination	Interpretation
Organizational Culture*Job Satisfaction	0.538	53.80%	Strong

Based on table 9 above shows the magnitude of the significant influence of organizational culture on teacher job satisfaction in Tembilahan District. Based on the formulation of $KD = R^2 \times 100\%$, it can be seen that organizational culture influences teacher job satisfaction by 53.80% and the remaining 46.20% is influenced by other variables not studied.

Influence *Rewards* and Organizational Culture on Teacher Job Satisfaction

Table 10. Regression Test of the Influence of Rewards and Organizational Culture on Teacher Job Satisfaction

Model	Constant	B	Sig
<i>Rewards</i>		0.186	
Organizational culture	17,662	0.414	0,000

Based on the multiple linear regression test in table 10 above, the regression equation is $\hat{Y} = 17.662 + 0.186X_1 + 0.414X_2$. This explains that every additional reward variable (X_1) of 1 point will cause an increase in teacher job satisfaction of 0.186. Then, every additional Organizational Culture (X_2) of 1 point will cause an increase in teacher job satisfaction variable (Y) of 0.414 with a constant value of 17.662.

Table 11.F Test Calculate Reward Coefficient and Organizational Culture on Teacher Job Satisfaction

Variables	Fcount	Ftable	Sig	Decision
<i>Rewards</i> , Organizational Culture*Job Satisfaction	48,675	3.12	0,000	There is a Significant Influence

Furthermore, the hypothesis testing criteria are H_0 is accepted if $F_{count} < F_{table}$, otherwise H_0 is rejected if $F_{count} > F_{table}$. From the F distribution list where $n = 80$, variable $k = 3$ $df_1 = k - 1$, $df_2 = nk$ the F_{table} value is obtained = 3.12. Thus the hypothesis H_0 is rejected and H_a is accepted because $F_{count} > F_{table}$ ($48.675 > 3.12$) with a significant value ($0.000 < 0.05$). So it can be concluded that there is a significant influence of rewards and organizational culture on the job satisfaction of kindergarten teachers in Tembilahan District.

The results of this study are in line with research conducted by (Ardiansyah, 2022) which shows that there is a positive and significant influence between organizational culture and teacher job satisfaction, there is a positive and significant influence between rewards and teacher job satisfaction.

This study also shows that rewards, organizational culture, and teacher job satisfaction are still in the low category. This indicates that teacher job satisfaction that is not yet optimal is caused by inadequate reward provision and the implementation of organizational culture that is not yet fully optimal.

Furthermore, this study must be able to explain the magnitude of the influence of rewards and organizational culture on the job satisfaction of kindergarten teachers in Tembilahan District. For this reason, it is necessary to know the coefficient of determination. The following are the results of the determination coefficient test in this study:

Table 12. Coefficient of Determination of Rewards and Organizational Culture on Teacher Job Satisfaction

Variables	Rsquare	Determination	Interpretation
<i>Rewards</i> , Organizational Culture*Job Satisfaction	0.558	55.80%	Strong

Based on table 12 above shows the magnitude of the influence of rewards and organizational culture on the job satisfaction of kindergarten teachers in Tembilahan District. Based on the formulation of $KD = R^2 \times 100\%$, it can be seen that rewards and organizational culture on teacher job satisfaction together are 55.80% and the remaining 44.20% are influenced by other variables that are not studied.

CONCLUSIONS AND RECOMMENDATION

Based on the description and analysis of the research data, it can be concluded that There is a significant influence of rewards and organizational culture on the job satisfaction of kindergarten teachers in Tembilahan District. This means that teacher job satisfaction is still not optimal due to inadequate rewards and the implementation of organizational culture that is not yet fully optimal.

Limitation (if applicable)

The research approach used is limited to reward variables and organizational culture. This limitation is caused by the research having limited time, energy and cost.

Credit authorship contribution statement

First Author: Methodology, Formal analysis, Data curation, Conceptualization. Second Authors: Resources, Project Administration, Methodology. Last Author: Funding acquisition, Formal analysis, Data curation.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Ethical Declaration

All participants provided informed consent prior to their involvement in the study. They were informed about the study's purpose, procedures, and their right to withdraw at any time without consequence.

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