

The Effect of Interpersonal Relationships on Job Satisfaction Through Organizational Culture at the Camat Office, Samalanga District, Bireuen Regency

Fatimah Zuhra

Management Study Program, Universitas Islam Kebangsaan Indonesia

Correspondence Author: zuhramatang@gmail.com

ABSTRACT

The Samalanga sub-district office is one of the sub-district offices in Bireuen Regency, which is the operational activity needs competent workers, therefore the management of human resources should also be improved. In this case the interaction between superiors and subordinates and employees with employees must be well established. When the interpersonal relationship in the work environment has been applied so that in the company or agency will create an organizational culture that will differentiate the company with other companies. Habits are run continuously and accepted by every person in the company, this will affect the job satisfaction. The research that is used is a research model of a quantitative approach by collecting data in the form of numbers. The samples used are 64 respondents using a sampling technique that is a saturated sample. In this research, the researcher used the data analysis of validity test, reliability test, normality test, linearity test, and path analysis with the aim to know the direct effect and indirect effect between the variables of interpersonal relationship to job satisfaction through organizational culture. The research results show that Interpersonal Relationship has no direct effect to Job Satisfaction. While the Interpersonal Relationship has indirect effect to Job Satisfaction Through Organizational Culture. Interpersonal Relationships within the company will be well established when employees have been carrying out habits that will give personal satisfaction to employees in carrying out the duties and responsibilities.

Keywords : Interpersonal Relationship, Job Satisfaction, Organizational Culture

INTRODUCTION

Like individuals, organizations also have personalities. Personality in an organization is better known as organizational culture. In today's era, it is undeniable that every company cannot be separated from its organizational culture. Even some experts say that organizational culture is one of the determining factors for the success of an organization. (Andry, 2010) According to (Nisbet, 1970) argues that, Culture is everything that we find in human behavior in a society that is not a direct product of its biological structure. Meanwhile, according to (Robbins, 2001) is defined as a consciously coordinated social unit, consisting of two or more people, which functions on a relatively continuous basis to achieve a goal or a set of common goals. (Osborne & Plastrik, 2000), Organizational Culture is a set of behaviors, feelings, and psychological frameworks that are internalized very deeply and are shared by members of the organization. (Robbins, 2002), that Organizational Culture is a shared perception shared by organizational members of a system of shared meaning. The relationship between humans in an organization is commonly known as interpersonal relations. Interpersonal relationship is the interaction between a person and another person in work situations and within the organization as a motivation to work together productively, so as to achieve economic, psychological and social satisfaction. (Robbins, 1999). The purpose of fostering human relations within the organization is to prevent conflicts, especially interpersonal conflicts within the organization which can usually be detrimental to the continuity of organizational activities. The benefits of good interpersonal relationships in an organization are that every problem can be resolved in a family-like manner, there is mutual respect and trust between employees, the implementation of work is filled with a relaxed and familiar atmosphere.

For individuals, good interpersonal relationships can be a factor that determines career success and facilitates work. Individuals also get social support from their co-workers, so they can reduce stress due to work pressure. This can have an impact on individual productivity and job satisfaction. According to (Robbins, 2007), Interpersonal Relations are: "Interaction between a person and other people in work situations and within the organization as a motivation to work together productively, so as to achieve economic, psychological and social satisfaction". In addition to interpersonal relationships, what companies need to pay attention to is job satisfaction. Job *satisfaction* is the general attitude of individuals towards their work. Someone with a high level of job satisfaction has a positive attitude towards his job, someone who is dissatisfied with his job has a negative attitude towards the job. (Robbins, 2002) Job

satisfaction is a very important factor to get optimal work results. Employees who feel satisfaction at work will certainly make every effort with all their abilities to complete their work assignments, so that work performance can be achieved. According to (Robbins, 2002) employee job satisfaction is influenced by many factors, including: challenging work, rewards, working environment conditions and interpersonal relationships. Employee job satisfaction will result in the progress of the company today and in the future so that special attention is needed from the company so that job satisfaction can increase. This is certainly not easy because usually organizations are faced with formulating goals to be achieved, setting various targets to be aimed at, establishing various activities that must be carried out to achieve goals, developing systems and work mechanisms that are appropriate, allocating resources, resources, manpower, equipment and human resources, monitoring the results achieved, carrying out various arrangements for relations between employees in organizational units so that they move in harmony, in harmony and in good coordination.

These activities will then affect employee performance which cannot be separated from the achievement of job satisfaction of employees in the organizational unit. In research (Ma'ruf, 2016), conducted an analysis with the title "The Influence of Organizational Culture and Job Satisfaction on the Organizational Commitment of Waroeng Special Sambal Yogyakarta Employees". The results of the study found that (1) organizational culture had a positive and significant effect on organizational commitment, (2) job satisfaction had a positive and significant effect on organizational commitment, (3) organizational culture and job satisfaction had a positive effect on employees. Described in research conducted by (Herawan et al, 2015) with the title, "The Influence of Organizational Culture on Employee Job Satisfaction at PT. Bank Rakyat Indonesia Kawi Malang". The results show that there is a positive and significant influence on organizational culture on employee job satisfaction. The results of research conducted by (Habib et al, 2014) entitled " *The Impact of Organizational Culture on Job Satisfaction, Employability Commitment and Turn over Intention* ". The results showed that the nature of the organization has a significant effect on job satisfaction and turnover intention. The results of the research (Azeem and Akhtar, 2014), conducted an analysis with the title " *Job Satisfaction and Organizational Commitment among Public Sector Employees in Saudi Arabia* ". The results of this study suggest that job satisfaction has an effect on organizational commitment. According to (Situmorang, 2013) conducted a study entitled "The Influence of Organizational Culture, Leadership, Interpersonal Communication, and Job Satisfaction on Principal Organizational Commitment at Vocational Schools in Medan City. The results show that (1) organizational culture has a direct positive effect on leadership, (2) organizational culture has a direct positive effect on interpersonal communication, (3) organizational culture has a direct positive effect on job satisfaction, (4) leadership has a direct positive effect on international communication, (5) Leadership has a direct positive effect on job satisfaction, (6) International communication has a direct positive effect on job satisfaction, (7) International communication has a direct positive effect on organizational commitment, (8) Job satisfaction has a direct positive effect on organizational commitment, (9) Leadership positive direct effect on organizational commitment, (10) organizational culture has a positive direct effect on organizational commitment. Research conducted by (Sudiarditha, et al, 2012), conducted research with the title "The Influence of the Work Environment and Interpersonal Interaction on Employee Job Satisfaction at the Head Office of Perum Damri Jakarta". The results of this study indicate that there is a significant influence between the work environment and interpersonal interactions on job satisfaction.

The results of research conducted by Octaviana (2011) conducted a study entitled "The Influence of Organizational Culture on Motivation and Job Satisfaction and Employee Performance at PT. Mirota. The results in this study are (1) organizational culture has a positive effect on motivation, (2) organizational culture has a positive effect on job satisfaction, (3) motivation has a positive effect on job satisfaction, (4) organizational culture has a positive effect on performance, (5) motivation has a positive effect on performance, and (6) job satisfaction has a positive effect on performance. The results of Handoko et al's research (2010) with the title "Organizational Culture, Job Satisfaction, Organizational Commitment, the Effect on Lecturer Performance". The results showed that organizational culture and job satisfaction of lecturers did not have a direct effect on improving performance, while organizational culture and commitment had a direct effect on employee performance. Furthermore, research from Vemmylia (2009) entitled "The Influence of Interpersonal Relationships and the Work Environment on Job Satisfaction at PT. PLN Binjai Branch. The results obtained show that it has a positive and significant effect on job satisfaction. Research conducted by Boon and Arumugam (2006), conducted an analysis with the title " *The Influence Of Corporate Culture On Organizational Commitment: Case Study Of Semiconductor Organizations In Malaysia* ". The results of this study indicate that communication, training and development, rewards and recognition, and teamwork are positive with employee commitment. Interpersonal relationships besides influencing organizational culture also affect job satisfaction.

For individuals, good interpersonal relationships can be a factor that determines career success and facilitates work. Individuals also get social support from their co-workers, so they can reduce stress due to work pressure. This can have an impact on individual productivity and job satisfaction. The Samalanga sub-district office is one of the offices of state institutions engaged in administration. Where operational activities require competent workers, therefore human resource management must also be improved. In this case the interaction between superiors and subordinates as well as employees/employees and employees/employees must be well established. Interpersonal relations in the Samalanga sub-district office are quite good. And for the Organizational Culture in this company it is still running well to be

implemented within an organization, namely by imposing a no bribery system and no relationships within the same office, so that job satisfaction is achieved.

METHODS

This study uses a quantitative approach in an effort to test the hypotheses that have been prepared. Quantitative research is required to use numbers starting from data collection, interpretation of the data and the appearance of the results (Arikunto, 2006). Where in this research begins with a theoretical basis to understand the problems or phenomena that develop. The measurement tool for this study was a questionnaire, the data obtained was in the form of answers from employees on the statements submitted. Based on the research objectives that have been set, this type of research is *explanatory*. There are three variables in this study, namely the independent variable: Interpersonal Relations, the dependent variable: Job Satisfaction and mediation: Organizational culture. In accordance with the research objectives, namely wanting to know the effect of interpersonal relationships on satisfaction through organizational culture in the Samalanga District Office, Bireuen Regency.

RESEARCH RESULTS AND DISCUSSION

1.1. Overview of Respondents

Individual characteristics are important data that are examined first because of factors that are easy to define and easy to obtain as well as objectivity. Respondents from this study were employees of the Samalanga District Office, Bireuen Regency, with a total of 64 employees. This data is obtained from withdrawing questionnaires that have been distributed and filled out by respondents. From the questionnaires that have been distributed, it is known that some descriptions of the characteristics of the respondents are as follows: This research was conducted at the Samalanga District Office, Bireuen Regency, with a total sample of 64 respondents. For the purposes of the data, 64 questionnaires have been distributed and then the data from the questionnaires were analyzed. From the results of the questionnaire, it can be drawn an overview of the identity of the respondents studied.

Table 1. Characteristics of Respondents

Characteristics	Amount	Percentage
Age		
<21 years	0	0%
21-25 years	7	10.9%
26-30 years	20	31.2%
31-35 years	10	15.6%
36-40 years	12	18.7%
>40 years	15	23.4%
Amount	64	100%
Gender		
Man	58	90.6%
Woman	6	9.4%
Amount	64	100%
Education		
JUNIOR HIGH SCHOOL	0	0%
SENIOR HIGH SCHOOL	30	59.3%
Diploma	6	9.3%
S1	20	31.2%
Amount	64	100%

The above shows that 7 respondents (10.9%) aged 21-25 years, 20 respondents (31.2%) aged 26-30 years, 10 respondents (15.6%) aged 31-35 years, 12 respondents (18.7%) aged 36-40 years, and 15 respondents (23.4%) aged >40 years. From these data it can be concluded that most of the age of employees is 26-30 years with a percentage of 31.2%. Characteristics of respondents based on gender showed that 58 respondents (90.6%) were male, and 6 respondents (9.4%) were female. From these data it can be concluded that there were more male respondents, namely 58 respondents (90.6%).

Characteristics based on the level of education showed that there were 38 (59.3%) respondents at the high school level, 6 (9.3%) at the diploma level, and the remaining 20 (31.2%) respondents had an undergraduate

degree. From these data it can be concluded that most of the employee's education is high school and bachelor's degree with a total of 58 people with a percentage of 90.6%.

1.2. Description of Research Variables

The description of the research variables aims to describe the research variables through the interpretation of the frequency distribution of respondents' answers as a whole, both in the number of respondents, as well as in the percentage of education variable items. The variables used in this study are:

a. Interpersonal Relations

Table 2. Frequency Distribution of Interpersonal Relations Variable Items (X1)

Item	Jawaban Responden									
	1		2		3		4		5	
	STS		TS		N		S		SS	
	F	%	F	%	F	%	F	%	F	%
X1.1	0	%	0	%	0	%	46	71.9%	18	28.1%
X1.2	1	1.6%	0	%	2	3.1%	45	70.3%	16	25%
X1.3	0	%	0	%	13	20.3%	45	70.3%	6	9.4%
X1.4	0	%	0	%	3	4.7%	45	70.3%	16	25%
X1.5	0	%	0	%	10	15.6%	44	68.8%	10	15.6%
X1.6	0	%	0	%	2	3.1%	44	68.8%	18	28.1%
X1.7	1	1.6%	0	%	2	3.1%	51	79.7%	10	15.6%
X1.8	1	1.6%	0	%	7	10.9%	50	78.1%	6	9.4%
X1.9	0	%	0	%	4	6.2%	53	82.8%	7	10.9%
X1.10	0	%	0	%	2	3.1%	54	84.3%	8	12.5%

From the 2 above it can be seen that the Interpersonal Relations variable (X1) for the item starting a new relationship with people (X1.1), out of 64 employees as many as 46 respondents (71.9%) answered agree, 18 respondents (28.1%) answered strongly agree. Based on these data, it can be said that all employees (100%) agree that the company is able to adapt to new people. In my item (X1.2) Shows openness in relationships with other people, out of 64 employees 1 respondent (1.6%) answered strongly disagree, 2 respondents (3.1%) answered neutral, 45 respondents (70.3%) answered agree and 16 respondents (25%) answered strongly agree. Based on these data, it can be said that almost all employees (95.3%) agree that they are always open to sharing information with colleagues. For item (X1.3), namely showing concern for others, out of 64 employees, 13 respondents (20.3%) answered neutral, 45 respondents (70.3%) agreed, and 6 respondents (9.4%) answered strongly agree. Based on these data, it can be said that the majority of employees (79.7%) agreed that they also feel the problems faced by colleagues. On the item caring for other people's feelings (X1.4), out of 64 employees, 3 respondents (4.7%) answered neutral, 45 respondents (70.3%) answered agree, and 16 respondents (25%) answered strongly agree. Based on these data, it can be said that the majority of employees (95.3%) state that they show a friendly attitude when receiving input from other employees.

For the item providing support to employees (X1.5), out of 64 employees, 10 respondents (15.6%) answered neutral, 44 respondents (68.8%) agreed, 10 respondents (15.6%) answered strongly agree. Based on these data, it can be said that the majority of employees (84.4%) stated that they agreed that mutual motivation was provided to employees for complaints in dealing with problems. On the item of spontaneity (X1.6), out of 64 employees, 2 respondents (3.1%) answered neutral, 44 respondents (68.8%) answered agree, 18 respondents (28.1%) answered strongly agree. Based on these data, it can be seen that the majority of employees (96.9%) agreed because they always appreciate the hard work of others. For the item respecting differences in other people (X1.7), out of 64 employees 1 respondent (1.6%) answered strongly disagree, 2 respondents (3.1%) answered neutral, 51 respondents (79.7%) answered agree, 10 respondents (15.6%) answered strongly agree. Based on these data, it is known that the majority of employees (95.3%) agreed, because they respect the differences in backgrounds between employees in the organization. On item (X1.8) Not being overly suspicious, out of 64 employees 1 respondent (1.6%) answered strongly disagree, 7 respondents (10.9%) answered neutral, 50 respondents (78.1%) answered agree, 6 respondents (9.4%) answered strongly agree. Based on these data, the majority of employees (87.5%) agreed to avoid

mutual suspicion. For item (X1.9), namely placing oneself on an equal footing with other people, out of 64 employees, 4 respondents (6.2%) answered neutral, 53 respondents (82.8%) answered agree, 7 respondents (10.9%) answered strongly agree. Based on these data, it can be said that the majority of employees (93.7%) stated that they agreed with maintaining equality among fellow employees. In item (X1.10), namely two-way communication, there were 64 employees. 2 respondents (3.1%) answered neutral, 54 respondents (84.3%) agreed, 8 respondents (12.5%) answered strongly agree. Based on these data, it can be seen that the majority of employees (96.8%) agreed to convey information that was easy to understand. From the description above, it can be concluded that the average employee of the Samalanga District Office of Bireuen Regency feels that interpersonal relationships or relationships between one another are very important for the company.

b. Job satisfaction

Table 3. Frequency Distribution of Job Satisfaction Variable Items (Y)

Jawaban Responden										
Item	1		2		3		4		5	
	STS		TS		N		S		SS	
	F	%	F	%	F	%	F	%	F	%
Y1.1	2	3.1%	12	18.8%	15	23.4%	31	48.4%	4	6.2%
Y1.2	1	1.6%	17	26.6%	16	25%	24	37.5%	6	9.4%
Y1.3	0	%	6	9.4%	18	28.1%	29	45.3%	11	17.2%
Y1.4	1	1.6%	6	9.4%	19	29.7%	34	53.1%	4	6.2%
Y1.5	1	1.6%	0	%	4	6.2%	49	76.6%	10	15.6%
Y1.6	0	%	0	%	6	9.4%	47	73.4%	11	17.2%
Y1.7	0	%	0	%	0	%	42	65.6%	22	34.3%
Y1.8	1	1.6%	0	%	1	1.6%	29	45.3%	33	51.6%

On item (Y1.1), the company has provided salaries according to expectations, out of 64 employees 2 respondents (3.1%) answered strongly disagree, 12 respondents (18.8%) answered disagree, 15 respondents (23.4%) answered neutral, 31 respondents (48.4%) answered agree, and the remaining 4 respondents (6.2%) answered strongly agree. Based on these data, it can be said that the majority of employees (54.6%) stated that they agreed, with the suitability of the salary that had been set. On item (Y1.2), namely holiday allowances as expected by employees, out of 64 employees 1 respondent (1.6%) answered strongly disagree, 17 respondents (26.6%) answered disagree, 16 respondents (25%) answered neutral, 24 respondents (37.5%) answered agree, and 6 respondents (9.4%) answered strongly agree. Based on these data, it can be said that the majority of employees (46.9%) stated that they agreed with the appropriateness of the holiday allowances provided by the company. For item (Y1.3), namely regarding promotions for promotion, out of 64 employees, 6 respondents (9.4%) answered disagree, 18 respondents (28.1%) answered neutral, 29 respondents (45.3%) agreed, 11 respondents (17.2%) answered strongly agree. Based on these data, it can be seen that the majority of employees (62.5%) agreed with the promotion for promotion. For item (Y1.4), namely the results of work with promotions. Of the 64 employees, 1 respondent (1.6%) answered strongly disagree, 6 respondents (9.4%) answered disagree, 19 respondents (29.7%) answered neutral, 34 respondents (53.1%) answered agree, and 4 respondents (6.2%) answered strongly agree. Based on these data, it can be seen that the majority of employees (59.3%) agreed to promotions resulting from work performance. For item (Y1.5) support is provided by the manager at work.

Of the 64 employees, 1 respondent (1.6%) answered strongly disagree, 4 respondents (6.2%) answered neutral, 49 respondents (76.6%) answered agree, 10 respondents (15.6%) answered strongly agree. Based on these data, it can be seen that some employees (92.2%) agree with the support provided by the manager. For item (Y1.6) objective assessment. Of the 64 employees, 6 respondents (9.4%) answered neutral, 47 respondents (73.4%) answered agree, 11 respondents (17.2%) answered strongly agree. Based on these data, it can be seen that the majority of employees (90.6%) stated that they agreed with their superiors providing an objective assessment. For item (Y1.7) co-workers are cooperative. Of the 64 employees, 42 respondents (65.6%) answered that they agreed, and the remaining 22 respondents (34.3%) answered that they strongly agreed. Based on these data, it can be said that almost all employees (99.9%) agreed with establishing good cooperation among employees. For item (Y1.8) team orientation, out of 64

employees, 1 respondent (1.6%) answered strongly disagree, 1 respondent (1.6%) answered neutral, 29 respondents (45.3%) answered agree, and 33 respondents (51.6%) answered strongly agree. Based on these data, it can be seen that the majority of employees (96.9%) agree that colleagues are a cohesive team .

c. Organizational culture

Table 4. Frequency Distribution of Organizational Culture Variable Items (Z)

Item	Jawaban Responden									
	1		2		3		4		5	
	STS		TS		N		S		SS	
	F	%	F	%	F	%	F	%	F	%
Z1.1	0	%	0	%	2	3.1%	38	59.4%	24	37.5%
Z1.2	0	%	0	%	5	7.8%	35	54.7%	24	37.5%
Z1.3	1	1.6%	1	1.6%	3	4.7%	39	60.9%	20	31.2%
Z1.4	1	1.6%	9	14.1%	20	31.2%	28	43.8%	6	9.4%
Z1.5	1	1.6%	0	%	4	6.2%	38	59.4%	21	32.8%
Z1.6	0	%	0	%	4	6.2%	46	71.9%	14	21.9%
Z1.7	0	%	0	%	5	7.8%	36	56.2%	23	35.9%
Z1.8	1	1.6%	0	%	2	3.1%	25	39.1%	36	56.2%
Z1.9	0	%	0	%	2	3.1%	41	64.1%	21	32.8%
Z1.10	0	%	0	%	1	1.6%	36	56.2%	27	42.2%

On item (Z1.1), namely obeying the rules, out of 64 employees, 2 respondents (3.1%) answered neutral, 38 respondents (59.4%) answered agree, and the remaining 24 respondents (37.5%) answered strongly agree. Based on these data, it can be said that the majority of employees (96.9%) agreed with the compliance of employees in wearing uniforms. On item (Z1.2), namely always arriving on time, out of 64 employees, 5 respondents (7.8%) answered neutral, 35 respondents (54.7%) agreed, and the remaining 24 respondents (37.5%) answered strongly agreed. Based on these data, it can be said that the majority of employees (92.2%) stated that they agreed, because employees arrived on time at work. On item (Z1.3), namely output quality, out of 64 employees 1 respondent (1.6%) answered strongly disagree, 1 respondent (1.6%) answered disagree 3 respondents (4.7%) answered neutral, 39 respondents (60.9%) answered agree, and the remaining 20 respondents (31.2%) answered strongly agree. Based on these data, it can be said that the majority of employees (92.1%) stated that they agreed, because employees were able to complete the work targets set by the company. On item (Z1.4), namely the use of time, out of 64 employees, 1 respondent (1.6%) answered strongly disagree, 9 respondents (14.1%) answered disagree, 20 respondents (31.2%) answered neutral, 28 respondents (43.8%) answered agree, 6 respondents (9.4%) answered strongly agree. Based on these data, it can be seen that the majority of employees (53.2%) stated that they agreed that leave rights were properly utilized.

On item (Z1.5), namely friendliness and courtesy towards customers, out of 64 employees, 1 respondent (1.6%) answered strongly disagree, 4 respondents (6.2%) answered neutral, 38 respondents (59.4%) agreed, 21 respondents (32.8%) answered strongly agree. Based on these data, it can be seen that the majority of employees (92.2%) agree that employees always provide the best service for customers. For item (Z1.6), namely, not favoritism, out of 64 employees, 4 respondents (6.2%) answered neutral, 46 respondents (71.9%) answered agree, 14 respondents (21.9%) answered strongly agree. Based on these data, it can be seen that the majority of employees (93.8%) agree if they are objective towards all customers handled. On item (Z1.7) quick response in experiencing complaints. Of the 64 employees, 5 respondents (7.8%) answered neutral, 36 respondents (56.2%) answered agree, 23 respondents (35.9%) answered strongly agree. Based on these data, it can be seen that the majority of employees (92.3%) agree that the company is always responsive in handling any complaints from customers. On item (Z1.8), namely, the receptionist's ability to serve arriving customers, out of 64 employees, 1 respondent (1.6%) answered strongly disagree, 2 respondents (3.1%) answered neutral, 25 respondents (39.1%) answered agree, 36 respondents (56.2%) answered strongly agree. Based on these data, it can be seen that the majority of employees (95.3%) agreed that the receptionist at the Samalanga District Office, Bireuen Regency, always provided good service.

For item (Z1.9), namely, Coordination gives authority within the company so that it is directed. Of the 64 employees, 2 respondents (3.1%) answered neutral, 41 respondents (64.1%) answered agree, 21 respondents (32.8%) answered strongly agree. Based on these data, it can be seen that the majority of employees (96.9%) agreed that leaders always provide direction in completing work. On item (Z1.10) Coordinate with other teams if there are big problems. Of the 64 employees, 1 respondent (1.6%) answered neutral, 36 respondents (56.2%) answered agree, 27 respondents (42.2%) answered strongly agree. Based on these data, it can be seen that the majority of employees (98.4%) agreed that employees at the Samalanga District Office, Bireuen Regency work as a team oriented .

1.3. Data Instrument Test

An important condition that applies to the validity of an instrument is that it must be valid and reliable. According to Arikunto (in Supriyanto & Maharani, 2013) explains that a good instrument must meet two important requirements, namely valid and reliable. To state whether the instrument is good or not, it is necessary to test the validity and reliability.

1.4. Validity test

The validity of the measuring instrument shows the extent to which the data collected does not deviate from the description of the variable in question. Whether an instrument indicator is valid or not can be determined by comparing the Pearson product moment correlation index with a significant level of 5% as a critical value. If the significance value (sig) is less than 5% (0.05) then it is declared valid and otherwise declared invalid. Meanwhile, according to Sugiyono (1999) it can be known by correlating the item score with the total score if the correlation r is above 0.30 it can be concluded that the instrument is valid otherwise if the correlation is below 0.30 it can be concluded that the item is invalid so it must be repaired or discarded.

1.5. Reliability Test

The requirement for reliable data is that the value of *Cronbach's Alpha* is greater than 0.60 . The results of the reliability test for each variable are as follows:

Table 5. Research Variable Reliability Test Results

Variabel	Nilai <i>Cronbach's Alpha</i>	Standar Nilai	Keterangan
Hubungan Interpersonal	0,761	0,60	Reliabel
Kepuasan Kerja	0,778	0,60	Reliabel
Budaya Organisasi	0,831	0,60	Reliabel

Based on table 5 above, it can be seen that the *Cronbach's Alpha* value for each variable is > 0.60, thus the research results are *reliable* .

1.6. Normality test

The normality test is intended to find out whether the residuals of the regression model studied are normally distributed or not. The method used to test normality is by using the *Kolmogorov-Smirnov test* . If the significance value of the *Kolmogorov-Smirnov test results* is > 0.05 , then the assumption of normality is met.

Table 6. Kolmogorov-Smirnov Normality Test Results

	Unstandartdized Residual	Unstandardized Residual
Kolmogorov-Smirnov Z	0.896	0.896
Asymp. Sig. (2-tailed)	0.940	0.340

From the *Kolmogorov-Smirnov Test* on SPSS, the values obtained are 0.940 and 0.340 which are greater than 0.05, which means that the assumption of normality is met.

1.7. Linearity Test

Linearity test is carried out using *curve estimation* , which is a description of the linear relationship between the dependent variable and the independent variable. If the sig f value < 0.05 , then the independent variable has a linear relationship with the dependent variable

Table 7. Linearity Test Results

Model	Sig	Keterangan
X ke Z	0,000	Linier
X ke Y	0,000	Linier
Z ke Y	0,000	Linier

From table 4.12 it can be concluded that all models in this study are linear, because all sig values < 0.05 .

CONCLUSION

Based on the results of data analysis through proving the hypothesis proposed in this study regarding the effect of interpersonal relationships on job satisfaction through organizational culture at the Samalanga District Office, Bireuen Regency, this study concluded that the two hypotheses proposed in this study were not all accepted. The conclusion is in accordance with the formulation of the problem as follows:

- a. Interpersonal relations have no direct effect on job satisfaction in the Samalanga District Office, Bireuen Regency. This is due to the significant value at ($p = 0.367 > 0.05$ or greater than the specified significance level. This means that interpersonal relationships have no significant effect on job satisfaction.
- b. Interpersonal relations have a significant influence on Organizational Culture ($p = 0.000 < 0.05$), then the results of the path analysis of Organizational Culture also have a significant influence on Job Satisfaction ($p = 0.001 < 0.05$). Thus it can be concluded that the indirect effect of Interpersonal Relations on Job Satisfaction through Organizational Culture is fulfilled. So that in this study the Organizational Culture variable is able to become an *intervening variable* .

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