

PENGARUH *ORGANIZATIONAL CULTURE* DAN *INTRINSIC MOTIVATION* TERHADAP *JOB SATISFACTION* KARYAWAN KONTRAK GENERASI Z

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *organizational culture* dan *intrinsic motivation* terhadap *job satisfaction* karyawan kontrak Generasi Z pada PT. INKA Kota Madiun. Latar belakang penelitian ini didasari oleh rendahnya tingkat *job satisfaction* sebagian karyawan kontrak generasi Z, meskipun perusahaan telah melakukan berbagai upaya peningkatan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Penelitian ini menerapkan pendekatan kuantitatif melalui penggunaan metode survei. Populasi dalam penelitian ini adalah semua karyawan kontrak dari generasi Z yang jumlahnya 70 orang, dan seluruh karyawan tersebut dijadikan sebagai sampel. Pengumpulan data dilakukan menggunakan kuesioner tertutup, dan analisis data menggunakan regresi linier berganda dibantu oleh SPSS versi terbaru. Hasil penelitian menunjukkan bahwa *organizational culture* dan *intrinsic motivation* berpengaruh positif dan signifikan terhadap *job satisfaction*. Nilai Adjusted R² sebesar 0,846 menunjukkan bahwa kedua variabel independen mampu menjelaskan 84,6% variasi *job satisfaction*. Secara parsial, *intrinsic motivation* memiliki pengaruh paling dominan. Temuan ini menegaskan pentingnya membangun *organizational culture* yang adaptif dan mendorong *intrinsic motivation* dalam upaya meningkatkan *job satisfaction* generasi Z.

Kata Kunci: *organizational culture, intrinsic motivation, job satisfaction, generasi Z, PT. INKA*

Abstract

This study aims to analyze the influence of organizational culture and intrinsic motivation on job satisfaction of Generation Z contract employees at PT. INKA Kota Madiun. The background of this study is based on the low level of job satisfaction of some Generation Z contract employees, even though the company has made various improvement efforts. This study uses a quantitative approach with a survey method. The study population is all 70 Generation Z contract employees, and all of them are sampled (census). Data collection was carried out using a closed questionnaire, and data analysis used multiple linear regression assisted by the latest version of SPSS. The results of the study indicate that organizational culture and intrinsic motivation have a positive and significant effect on job satisfaction. The Adjusted R² value of 0.846 indicates that both independent variables are able to explain 84.6% of the variation in job satisfaction. Partially,

intrinsic motivation has the most dominant influence. This finding emphasizes the importance of building an adaptive organizational culture and encouraging intrinsic motivation in an effort to improve Generation Z job satisfaction.

Keywords: organizational culture, intrinsic motivation, job satisfaction, generation Z, PT. INKA.

A. INTRODUCTION

Human Resource Management (HRM) can be described as both a science and an art concerned with organizing the roles and relationships of employees to ensure that the goals of the organization, its workforce, and society are achieved effectively and efficiently (Hasibuan, 2007). In the current dynamic business environment, human resources (HR) play a crucial role as the main driver of organizational success. The quality of HR largely shapes the direction and competitiveness of an organization in responding to challenges and changes in the business landscape.

Organizations today are expected to build a work environment that supports employees and enhances their job satisfaction. Job satisfaction refers to a positive emotional state that arises from evaluating one's job or work experiences. Employees who feel satisfied with their jobs generally show stronger performance, greater loyalty, and higher work motivation.

Generation Z, defined as individuals born between 1997 and 2012, has begun to enter the workforce and represents a new force in organizations. This generation is recognized for being highly adaptable to technology, valuing workplace flexibility, and holding strong expectations for recognition and opportunities for self-development. As a result, companies must adjust their HR management strategies to align with the unique characteristics of this generation.

One company facing challenges in dealing with Generation Z characteristics is PT. INKA Kota Madiun, a state-owned enterprise engaged in railway manufacturing. The majority of contract employees at this company are Generation Z. However, based on initial observations and internal company data, it was found that some Generation Z contract employees experience low job satisfaction. This is caused by several factors, including low recognition for performance, lack of initiative in work, and a work environment that is perceived as less than conducive.

PT. INKA Kota Madiun has made various efforts to improve job satisfaction, such as developing a more flexible work system, providing innovative projects, and providing space for self-development. However, problems still arise in two important aspects: organizational culture and intrinsic motivation. Organizational culture reflects the system of values, norms, and work behaviors that develop within a company. A strong and positive organizational culture is expected to foster employee loyalty and engagement. Meanwhile, intrinsic motivation drives individuals to work based on internal drives, such as the desire to develop and achieve.

Based on internal data from PT. INKA Kota Madiun in 2025, it was found that some Generation Z contract employees exhibited low levels of job satisfaction, characterized by suboptimal job mastery, minimal recognition from superiors, and less than harmonious working relationships. This indicates a need to evaluate the factors influencing their job satisfaction. Research conducted by Cahyaningrum and Prayekti (2022) and Kamsidik et al. (2025) found that organizational culture and intrinsic motivation significantly influence job satisfaction. Therefore, this study aims to further examine the influence of organizational culture and intrinsic motivation on job satisfaction among Generation Z contract employees at PT. INKA Kota Madiun.

Theoretical Study And Hypothesis Development

Organizational Culture

Organizational culture refers to a set of values, beliefs, and norms that are shared among members of an organization and serve as guidelines for behavior and interaction (Busro, 2020). A well-established culture can encourage productive work habits, strengthen employee loyalty, and foster a sense of belonging within the organization. According to Robbins and Judge, as cited in Hari (2018), organizational culture is reflected through seven key dimensions: innovation and willingness to take risks, attention to detail, focus on outcomes, concern for people, emphasis on teamwork, level of aggressiveness, and stability. Organizational culture plays an important role in shaping job satisfaction, as a culture that matches employees' values and expectations helps create

a supportive work environment. For Generation Z employees, working in an open and inclusive culture makes them feel appreciated and more engaged in decision-making processes.

Intrinsic Motivation

Intrinsic motivation is an individual's inner drive to do something for personal satisfaction, rather than external pressure or material rewards. According to Utami (2021), indicators of intrinsic motivation include: achievement, recognition, the work itself, responsibility, and advancement. Intrinsic motivation is crucial in fostering employee commitment and engagement in their work. Generation Z generally has a high need for self-development, autonomy, and recognition of accomplishments. When their intrinsic motivation is met, they tend to have high job satisfaction and a strong commitment to the organization.

Job Satisfaction

Job satisfaction is a person's positive attitude toward their job and work environment. Hasibuan (2021) states that job satisfaction is influenced by several factors, such as job content, compensation, relationships with superiors, and relationships with coworkers. Afandi (2021) adds that job satisfaction indicators include: work, wages, supervisors, and coworkers. Employee job satisfaction is crucial in organizations because it directly impacts productivity, loyalty, and employee retention rates. Employees who are satisfied with their jobs will demonstrate higher work performance and a lower risk of turnover.

Hypothesis Development

Based on the theoretical description, the hypotheses in this study are as follows:

H₁ : Organizational culture has a positive and significant effect on job satisfaction of Generation Z contract employees at PT. INKA Kota Madiun.

H₂ : Intrinsic motivation has a positive and significant effect on job satisfaction of Generation Z contract employees at PT. INKA Kota Madiun.

B. METHOD

This research applies a quantitative approach using a survey method to examine the influence of organizational culture and intrinsic motivation on the job satisfaction of Generation Z contract employees at PT. INKA, Madiun. The study population consisted of all 70 Generation Z contract employees, who were entirely included as respondents through a saturated sampling technique. Data were collected using structured questionnaires designed based on indicators of each variable and assessed with a Likert scale. The data analysis involved instrument testing through validity and reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), as well as multiple linear regression to evaluate the impact of the independent variables on the dependent variable. The analysis was conducted using the latest version of SPSS software.

C. RESULTS AND DISCUSSIONS

Respondent Description

This study involved 70 respondents who were Generation Z contract employees (born 1997–2012) at PT INKA Madiun City. The majority of respondents were between 23 and 27 years old and had a diploma or bachelor's degree. This indicates that PT INKA provides job opportunities for young people with adequate educational backgrounds.

Validity and Reliability Test Results

The research instrument was declared valid and reliable. all items had correlation values ranging from 0.476 to 0.714, which are greater than the r-table value (0.235) and Cronbach's Alpha >0.70. This indicates that the instrument is suitable for use in research.

Classical Assumption Test

The data meets the classical assumptions, including:

- a. Normality: Data is normally distributed (Kolmogorov-Smirnov Sig. = 0.072 > 0.05).
- b. Multicollinearity: No multicollinearity problem (Tolerance values 0.674 and 0.674 > 0.10; VIF values 2.612 and 2.612 < 10).
- c. Heteroscedasticity: No heteroscedasticity (Sig. values 0.168 and 0.068 > 0.05).

Results of Multiple Linear Regression Analysis

The analysis indicates that the Adjusted R² value is 0.846, which suggests that organizational culture and intrinsic motivation account for 84.6% of the variation in job satisfaction, while the remaining 15.4% is explained by other factors not included in the model. Furthermore, the t-test findings confirm that each variable also exerts a significant partial influence, as outlined below:

Table 1. T-test

Variable	t _{hitung}	Sig.	Description
Organizational Culture	4.652	0,000	Significant
Intrinsic Motivation	5.135	0,000	Very Significant

Source: SPSS output, 2025 (processed data)

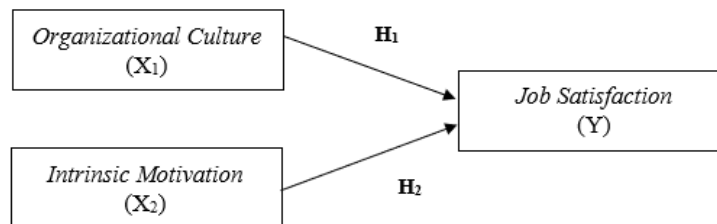


Figure 1. Thinking Framework

Discussion

The findings of this research show that organizational culture positively influences job satisfaction. An organizational setting with a strong and adaptable culture fosters positive perceptions among employees, which in turn enhances their sense of belonging and overall

satisfaction at work. This result is consistent with Robbins and Judge (2017), who emphasized that organizational culture is an essential factor in shaping employee behavior and attitudes.

In addition, intrinsic motivation was found to be the most dominant factor affecting job satisfaction. This indicates that Generation Z employees are primarily motivated by internal drivers, such as the pursuit of achievement, a sense of responsibility, and the desire for recognition. This outcome is in line with Deci and Ryan's (1985) Self-Determination Theory, which argues that job satisfaction improves when individuals' needs for autonomy, competence, and relatedness are fulfilled.

For PT. INKA, these results demonstrate the importance of managing motivation and a work culture that aligns with the characteristics of Generation Z. Strengthening an inclusive work culture and creating a workspace that fosters intrinsic motivation can be an important strategy for increasing the retention and satisfaction of young contract employees.

D. CONCLUSIONS

This research concludes that organizational culture and intrinsic motivation both have a positive and significant impact on the job satisfaction of Generation Z contract employees at PT. INKA, Madiun. A strong organizational culture that corresponds with employee values helps create a supportive workplace, which enhances job satisfaction. Among the variables, intrinsic motivation is found to be the most influential, suggesting that the job satisfaction of Generation Z employees is largely shaped by internal factors such as achievement, responsibility, and recognition. The Adjusted R² value of 0.846 indicates that these two variables account for 84.6% of the variation in job satisfaction, while the remaining 15.4% is explained by other factors beyond this research model.

E. SUGGESTIONS

For the Company (PT. INKA Kota Madiun):

- a. The company needs to strengthen an inclusive and collaborative organizational culture by instilling work values that align with the characteristics of Generation Z.
- b. Developing more structured recognition and reward programs to facilitate employee intrinsic motivation, such as providing work challenges, innovative projects, and constructive feedback.
- c. Encouraging the active participation of young employees in operational decision-making to foster a sense of ownership and responsibility for their work.

For Future Researchers:

- a. It is recommended to add other variables that may influence job satisfaction, such as leadership, work-life balance, or other external factors, to broaden the scope of the study.
- b. Further research may also consider qualitative or mixed-method approaches to delve deeper into the subjective perceptions and experiences of Generation Z employees in the workplace.

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