The Effect of Work Stress, Work Involvement and Organizational Culture on Employee Job Satisfaction at PT JNE Express Main Branch Medan

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Abstract: This research was conducted at PT. JNE Ekspres, Medan Main Branch with the aim of analyzing the effect of work stress, work involvement and organizational culture on employee job satisfaction. The population is employees working in the company as many as 55 outbound employees with sampling with saturated samples so that the number of research samples is 55 respondents. The type of data used is primary data and the data source used is secondary data, data collection techniques using literature studies, surveys and observations. Data analysis techniques are multiple linear regression, classical assumption tests and hypothesis tests. The results of the study show that work stress, work involvement and organizational culture partially and simultaneously have a significant effect on employee job satisfaction in the company. There is a strong correlation between work stress, work involvement and organizational culture with employee job satisfaction in the company. The adjusted R2 value = 0.495 means that employee job satisfaction in the company can be explained by work stress, work involvement and organizational culture by 49.5% and the remaining 50.5%% can be explained by other variables not studied such as training, compensation, workload and so on.

Keywords: Work Stress, Work Involvement, Organizational Culture, Job Satisfaction

Introduction

Employees are one of the important assets for all companies to carry out their business activities because employees are one of the human resource assets that provide an important role and contribute to the progress of the company to achieve its main goals. With the support of all employees in totality, this can provide added value and benefits for the company to advance and develop from time to time in order to be able to survive and excel in the face of business competition.

The existence of employees in the company will make the company's main targets and goals easier to achieve, so leaders need to maintain and retain employees who are able to provide maximum work results for the company's progress. In addition, employees who work in the company expect to get job satisfaction from the company according to their expectations. However, not all employees have the same job satisfaction and will get satisfaction according to their expectations, so there are many factors that can affect

employee job satisfaction, both internal and external factors, so that these factors can affect the extent to which job satisfaction will be obtained.

In this case, the factors that are the main priorities that can affect job satisfaction in employees are work stress, work involvement and organizational culture. According to (Fahmi, 2019), explaining that stress is a job that puts pressure on oneself and a person's soul beyond the limits of their abilities, so if it continues to be left without a solution, this will have an impact on their health. From the description above, it can be conveyed that work stress is a natural thing that will be faced and encountered by all employees in carrying out their duties, so that with work stress that occurs and continues without the right solution can interfere with the physical and mental health of employees, the result is that employees will become unfocused at work and cause work results to be bad and decrease so that there will be work dissatisfaction in them that they are unable to provide contribution to the company's progress.

Changes in job satisfaction in employees can also be seen from the extent of their work involvement in the company environment. For employees who are involved in each strategic job opportunity, this will provide job satisfaction to employees and consider that their existence plays an important role in the progress of the company. According to (Mubarok, 2024), it is stated that work involvement is the level at which employees unite themselves with work, devote time and energy, and view work as an important part of employees' lives. From the description above, it shows that the involvement of employees in the company will show how much the employee contributes to the interests of the company to achieve its main long-term goals. For core employees and important roles in the company, it will be at the forefront of important involvement regarding the company's progress in the long term. Employees will get high job satisfaction if they are always involved in big projects or strategic projects for the company's continuity in the future.

Job satisfaction expected by each employee can also be seen from the extent of the organizational culture conditions that apply in the company. According to (Sriani, et al., 2022) explained that organizational culture is formed by individuals, in the organization, the organizational ethics adhered to, the employee rights given to each person, and also the type of organizational structure itself. The higher the organizational culture in the company, the more it will contribute to employees at work and be able to increase employee job satisfaction. From the description above, it shows that organizational culture in the company can have a positive or negative influence depending on the change in organizational culture so that if employees are able to take the positive side of organizational culture changes occurring, employees can continue to do their duties as best as possible for the interests and progress of the company in the future.

This research was conducted at PT JNE Express Main Branch Medan which is one of the private companies in the city of Medan and is engaged in the field of shipping goods for the interests and needs of the community. As a company that has been operating for a long time, the company needs employees to carry out duties and responsibilities in accordance with the position or position that has been given so that it is expected by the boss that all employees are able to perform their duties as well as possible for the progress of the

company. However, it can be said that employees who work in the company have different backgrounds so they expect job satisfaction from the company also from a different perspective. As a result, not all employees who work in the company get the same and equal job satisfaction from the company.

Literature Review

Definition of Job Satisfaction

According to (Widodo, 2016) , job satisfaction is a pleasant psychological condition or feeling of an employee that is very subjective and highly dependent on the individual and his work environment. Meanwhile (Priansa, 2018) , high job satisfaction will encourage the realization of organizational goals effectively. Meanwhile, low job satisfaction levels are a threat that will bring destruction or setbacks to organizations quickly or slowly. According to (Prihastuty and Yustini, 2024) explained that the level of job satisfaction can affect their work performance, employees who work hard and have a positive attitude are employees who show a high level of job satisfaction, and vice versa, employees who work lazily do not have satisfaction with their work.

According to (Sedarmayanti, 2019) , job satisfaction is someone who calculates the difference between what should be and the reality that is felt, so that if the satisfaction obtained exceeds what is desired, people will be more satisfied. Meanwhile, (Zahruddin, et al., 2023), explained that job satisfaction is the general attitude and feeling of a worker towards his or her work. Job satisfaction is also an emotional response to a person's tasks, as well as the physical and social conditions of the workplace. This is the result of their perception of their job, based on work environment factors, such as supervision style, policies and procedures, affiliated work groups, working conditions, and additional benefits.

Definition of Work Stress

Work stress is employees who experience tension due to an imbalance between the ability of employees to complete their work and the demands of the job (Prihastuty and Yustini, 2024). According to (Gaol, 2019), it is explained that stress is a state of tension that creates a physical and psychological imbalance that affects an employee's emotions, thought processes, and condition. Too much stress can threaten a person's ability to cope with their environment.

According to (Fahmi, 2019), explaining that stress is a job that puts pressure on oneself and a person's soul beyond the limits of their abilities, so if it continues to be left without a solution, this will have an impact on their health. Stress does not arise out of thin air, but the causes of stress are generally followed by factors of events that affect a person's psyche, and the event occurs beyond his ability so that the condition has suppressed his soul. According to (Chandra and Adriansyah, 2017), it can be said that work stress is a state of tension that affects a person's emotions, way of thinking, and physical condition. Stress that is not handled properly usually results in a person's inability to interact positively with their environment, both in the sense of the work environment and the outside environment.

Definition of Work Engagement

According to (Mubarok, 2024), it is stated that work involvement is the level at which employees unite themselves with work, devote time and energy, and view work as an important part of employees' lives. This means that by working, employees can express themselves and consider that work is an activity that is central to their lives. According to (Prihastuty and Yustini, 2024), it is stated that work engagement is a measure to which individuals psychologically favor their work and consider the level of performance achieved important as self-reward.

According to (Sriani, et al., 2022), it is explained that work involvement is the involvement of an individual's ego with work. Work engagement is a description of the extent of a person's confidence in their work and how far their work is useful to satisfy their needs. According to (Nurlaini and Almasdi, 2020), explaining work involvement is the attitude of employees to identify themselves with work. Employees with a high level of work engagement will identify themselves with the work and are very attentive to the tasks they perform.

Definition of Organizational Culture

Organizational culture is an invisible social force, which can move people in an organization to carry out work activities. Indirectly, everyone in the organization understands the culture that applies in their organization (Mubarok, 2024). According to (Sriani, et al., 2022) explained that organizational culture is formed by individuals, in the organization, the organizational ethics adhered to, the employee rights given to each person, and also the type of organizational structure itself. The higher the organizational culture in the company, the more it will contribute to employees at work and be able to increase employee job satisfaction.

According to (Nurlaini and Almasdi., 2020), it is explained that organizational culture is the main solution to external and internal problems whose implementation is carried out consistently by a group which is then passed on to new members as the right way to understand, think and feel about related problems as above. According to (Yakup, 2017), it is explained that organizational culture is a collection of values, principles, traditions, and ways of working that are embraced together and influence the behavior and actions of organizational members. For this reason, it must be taught to members, including new members, as a correct way to study, think, and feel the problems faced.

Methodology

Research Approach

In this study, the research approach used is quantitative and associative. According to (Priyastama, 2020), quantitative research is a research method using numbers and statistics in the collection and analysis of measurable data. According to (Sugiyono, 2019) , explaining associative research is research that proves and finds a relationship between two or more variables. In this study, the author wants to explain the influence of independent variables,

namely work stress, work involvement and organizational culture on the dependent variable, namely job satisfaction.

Population and Sample

According to (Sudaryono, 2019), it is argued that population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are applied by the author to be studied and then conclusions are drawn. In this study, the population is *55 outbound* employees who work in the company.

According to (Priyastama, 2020), it is argued that a sample is a set of data taken from a population. The research sampling method uses random samples with saturated samples, namely sampling carried out with the entire population used because it is below 100 respondents (Priyastama, 2020). Thus, the number of samples used was 55 respondents.

Research Data Collection Techniques

The following are the data collection techniques in this study, namely:

a. Literature study, which is the collection of data obtained through literature, reading books, papers, scientific journals related to the problem being researched, namely work environment, training, job promotion and job satisfaction.

b. *Survey*, which is the collection of data obtained by giving questionnaires to employees who work in the company and are willing to provide answers related to the variables being studied.

c. Observation, namely data collection is carried out by making direct observations on research objects that are active in the company.

Data Analysis Techniques

In this study, the author used multiple linear regression analysis, classical assumption test and hypothesis test. The author uses statistical data processing, namely the SPSS version 22 program to process the tabulation data of respondents' answers.

Result and Discussion

Overview of PT. JNE Express Main Branch Medan

Established on November 26, 1990, PT Tiki Jalur Nugraha Ekakurir or JNE started its business activities centered on handling customs/import activities of goods/documents and their delivery from abroad to Indonesia. PT. Tiki Jalur Nugraha Ekakurir or commonly known as JNE is one of the largest freight forwarding companies in Indonesia, thanks to its network and distribution area coverage that covers more than 83,000 destination points including districts, villages, and outer islands, with sales outlets totaling more than 8,000 points.

Data Quality Test Results
Results of the Work Stress Validity Test

The following can be presented the results of validity testing for work stress variables, namely:

Table 1. Results of the Work Stress Validity Test

Variabel	Item Kuesioner	Corrected Item-Total Correlation		Simpulan
		rhitung	rtabel	
	Stres kerja_1	.857		Valid
	Stres kerja_2	.773		Valid
Stres kerja	Stres kerja_3	.627	.260	Valid
	Stres kerja_4	.645		Valid
	Stres kerja_5	.753		Valid

sumber: data diolah SPSS, 2024

Table 1., shows that all questionnaire items in the Work Stress variable in the company have 5 statements of the value of the calculation coefficient > the table (0.260), so it is concluded that the questionnaire items in the work stress variable can be declared valid. This reflects that work stress will be experienced by employees who work in the company will also determine the extent of job satisfaction obtained by employees.

Results of the Work Engagement Validity Test

The following can be presented the results of validity testing for work involvement variables, namely:

Table 2. Results of the Work Engagement Validity Test

Variabel	Item Kuesioner	Corrected Item-Total Correlation		Simpulan
		rhitung	rtabel	
	Keterlibatan kerja_1	.525		Valid
Keterlibatan	Keterlibatan kerja_2	.539	.260	Valid
kerja	Keterlibatan kerja_3	.494		Valid
	Keterlibatan kerja_4	.651		Valid

sumber: data diolah SPSS, 2024

Table 2., shows that all questionnaire items in the involvement variable in the company have 4 statements of the value of the calculation coefficient > the table (0.260), so it is concluded that the questionnaire items in the work involvement variable can be declared valid. This reflects that employees who have been included by the leadership to perform big tasks will have job satisfaction in employees because their existence is important for the progress of the company.

Results of the Organizational Culture Validity Test

The following can be presented the results of validity testing for organizational culture variables, namely:

Table 3. Results of the Organizational Culture Validity Test

Variabel	Item Kuesioner	Corrected Item-Total Correlation		Simpulan
		rhitung	rtabel	
	Budaya organisasi_1	.516		Valid
	Budaya organisasi_2	.420		Valid
	Budaya organisasi_3	.433		Valid
Budaya organisasi	Budaya organisasi_4	.503	.260	Valid
	Budaya organisasi_5	.297		Valid
	Budaya organisasi_6	.414		Valid
	Budaya organisasi_7	.304		Valid
	Budaya organisasi_8	.555		Valid

sumber: data diolah SPSS, 2024

Table 3., shows that all questionnaire items in the organizational culture variable in the company have 8 statements of the value of the calculation coefficient > the table (0.260), so it is concluded that the questionnaire items in the organizational culture variable can be declared valid. In this case, it reflects that a company that has a healthy organizational culture will be able to carry out its duties smoothly and job satisfaction will be obtained by employees.

Job Satisfaction Validity Test Results

The following can be presented the results of validity testing for job satisfaction variables, namely:

Table 4. Job Satisfaction Validity Test Results

Variabel	Item Kuesioner	Corrected Item-Total Correlation		Simpulan
		rhitung	rtabel	
	Kepuasan kerja_1	.402		Valid
	Kepuasan kerja_2	.396		Valid
	Kepuasan kerja_3	.417		Valid
	Kepuasan kerja_4	.443		Valid
Kepuasan kerja	Kepuasan kerja_5	.345	.260	Valid
	Kepuasan kerja_6	.385		Valid
	Kepuasan kerja_7	.4210		Valid
	Kepuasan kerja_8	.286		Valid
	Kepuasan kerja_9	.368		Valid

sumber: data diolah SPSS, 2024

Table 4., shows that all questionnaire items on the job satisfaction variable in employees in the company have 9 statements of the value of the calculation coefficient > the table (0.260), so it is concluded that the questionnaire items on the job satisfaction variable can be declared valid. In this case, it reflects that job satisfaction is the expectation of most employees so that employees will try to get their life goals to be realized properly.

Reliability Test Results

The following can be presented the results of reliability testing for variables of work stress, work engagement, organizational culture and job satisfaction, namely:

Table 5. Reliability Test Results

Reliability statistics

Variabel	Croncbach's Alpha	Nilai koefisien standar	Simpulan
Stres kerja_X1	.889		Reliabel
Keterlibatan kerja_X2	.754		Reliabel
Budaya organissi_X3	.733	0.6	Reliabel
Kepuasan kerja_Y	.709		Reliabel

sumber: data diolah SPSS, 2024

Table 5., shows that for the variables of work stress, work engagement, organizational culture and job satisfaction have Croncbach's Alpha > 0.6 so it is concluded that the variable used is reliable. This means that the majority of respondents gave relatively stable and consistent average answers between questionnaires and each other in each research variable.

Results of the Classic Assumption Test
Normality Test Results

The following can be presented the results of the normality test from the tabulation of respondents' answers, namely:

a. Kolmogorov Smirnov Test *Method*

Table 6. Kolmogorov Smirnov Test Results

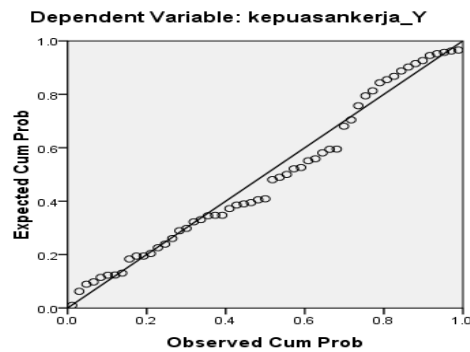| One Sample Kolmogorov Smirnov Test		Unstandardized Residual
N		55
Normal Parameters	Mean	.0000000
	Std Deviation	2.23471193
Most Extreme	Absolute	.103
Differences	Positive	.103
	Negative	-.069
Kolmogorov Smirnov Z		.763
Asymp.Sig. (2-taield)		.606

sumber: data diolah SPSS, 2024

Table 6., above shows that the results of Kolmogorov Smirnov's test have a significance value (Asymp. Sig.2-tailed) is 0.606 so that the significance value is 0.606 > 0.05, then it is concluded that the residual value is distributed normally and meets the assumption of normality.

a. P-Plot Chart Method

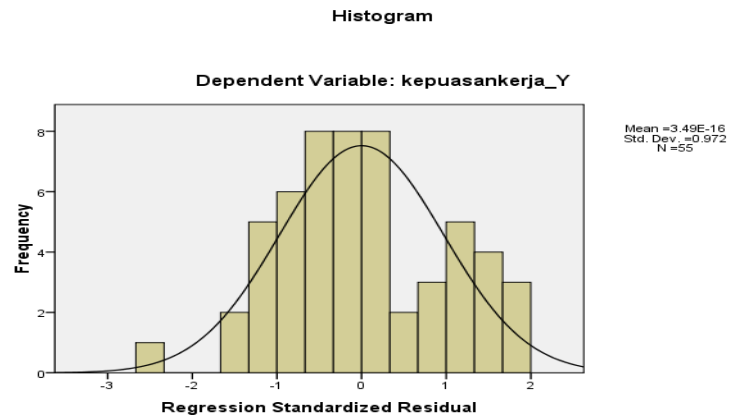**Figure 1.** Results of the normality test of the P-Plot graph method

The figure above shows that the points in the regression model are evenly distributed and along the diagonal line of the DNA are close together, so it can be concluded that the data is normally distributed and meets the assumption of normality.

b. Histogram Chart Method

Figure 2. Normality test results of the Histogram method

The figure above shows that the lines in the regression model form a curved bell line along the Y axis, so it can be concluded that the data is normally distributed and meets the assumption of normality.

Multicollinearity Test Results

The following can be presented the results of the multicollinearity test from the tabulation processing of respondents' answers, namely:

Table 7. Multicollinearity Test Results
Coefficients

Variabel	Collinearity Statistics	
	Tolerance	VIF
Stres kerja_X1	.625	1,252
Keterlibatan kerja_X2	.548	1,236
Budaya organissi_X3	.635	1,275

sumber: data diolah SPSS, 2024

Table 7., shows that for the variables of work environment, job training and job promotion, it has a tolerance value of > 0.1 and a VIF value of < 10, so it can be concluded that the regression model above does not have a multicolliearity symptom which means that there is no correlation with each other between independent variables.

Heteroscedasticity Test Results

The following can be presented the results of heteroscedasticity testing from the tabulation processing of respondents' answers, namely:

a. Glejser Method

The following is the result of tabulation processing of respondents' answers using the Glejser method as follows:

Table 8. Glacier Test Results

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Model	B	*Std. Error*	Beta		
1	(Constant)	2.107	2,230		.945	.349
	Stres kerja_X1	-.134	.091	-.294	-1.473	.147
	Keterlibatan kerja_X2	.068	.132	.102	.514	.610
	Budaya organissi_X3	.043	.056	.108	.772	.444

a. *Dependent Variable: Abs_res*
Sumber: data diolah SPSS, 2024

Table 8., it can be stated that for the variables of work stress (value sig. 0.147), work involvement (sig. 0.610) and organizational culture (value sig. 0.444), so that the independent variable has a significant value > 0.05, it can be concluded that the regression model does not have heteroscedasticity symptoms, meaning that there are no disturbing variables in this study.

a. Scatterplot Chart Method

The following is the result of tabulating the respondents' answers using the Scatterplot method as follows:
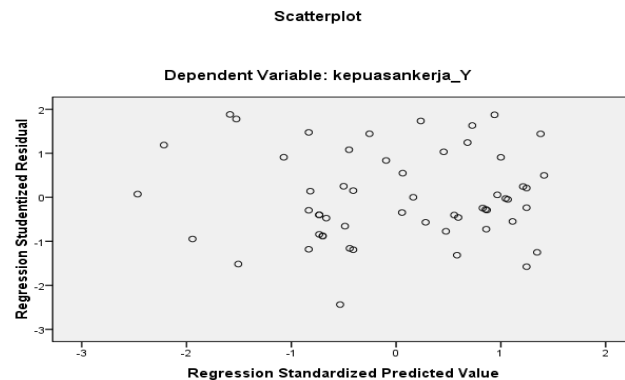
Figure 3. Results of Heteroscedasticity Test of Scatterplot Method

The figure above shows that the points contained in the regression model are unevenly distributed on the Y axis so that they do not form clear and irregular waves, so it can be concluded that the data is normally distributed and meets the assumption of normality.

Multiple Linear Regression

The following can be presented the results of multiple linear regression testing from the tabulation processing of respondents' answers, namely:

Table 9. Multiple Linear Regression Results

		Coefficientsa				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Model	B	Std. Error	Beta		
1	(Constant)	20.267	3.961		5.117	.055
	Stres kerja_X1	-.560	.162	.491	1.874	.021
	Keterlibatan kerja_X2	.496	.235	.298	3.462	.001
	Budaya organissi_X3	.275	.099	.078	2.469	.015

a. *Dependent Variable:* Kepuasan kerja_Y
Sumber: data diolah SPSS, 2024

Table 9., above shows the results of multiple linear regression tests with the results namely: Y = 20.267 - 0.560 X1 + 0.496X2 + 0.275X3. The following is the description, namely:
a. The value of a (contanta) is 20.267 and a positive value means that employee job satisfaction will increase by 20.267 assuming that the variables of work stress, work engagement, and organizational culture have a fixed coefficient value (zero).
b. Work stress with a coefficient value of -0.560 and a negative value means that every increase in the value of one unit will reduce employee job satisfaction by -0.560 (56%).
c. Work involvement with a coefficient value of 0.496 and a positive value means that every increase in the value of one unit will increase employee job satisfaction by 0.496 (49.60%).
d. Organizational culture with a coefficient value of 0.275 and a positive value means that every increase in the value of one unit will increase employee job satisfaction by 0.275 (27.50%).

Hypothesis Test Results
Partial Test Results (t-Test)

The following can be presented the results of partial testing of the tabulation of respondents' answers, namely:

Table 10. Partial Test Results

Model	Standardized Coefficients Beta	t	Sig.
1 (Constant)		5.117	.055
Stres kerja_X1	.491	1.874	.021
Keterlibatan kerja_X2	.298	3.462	.001
Budaya organissi_X3	.078	2.469	.015

a. *Dependent Variable:* Kepuasan kerja_Y

Sumber: data diolah SPSS, 2024

In this study, the number of research samples n = 55 so that ttable = 1.673 was obtained at sig 0.05. From table 10., the following can be described as follows:

a. Work stress partially does not have a significant effect on employee job satisfaction at PT. JNE Express Main Branch Medan n (tcal value >ttable, 1.874 > 1.673 on sig. 0.021<0.05), so that the H1 research hypothesis was accepted.

b. Work involvement partially does not have a significant effect on employee job satisfaction at PT. JNE Express Main Branch Medan n (tcal value >ttable, 3.462 > 1.673 on sig. 0.001<0.05), so that the H2 research hypothesis was accepted.

c. Organizational culture partially does not have a significant effect on employee job satisfaction at PT. JNE Express Main Branch Medan n (tcount value >ttable, 2.469 > 1.673 on sig. 0.015<0.05), so the H3 research hypothesis was accepted.

Simultaneous Test Results (F-Test)

The following can be presented as the results of simultaneous testing of the tabulation of respondents' answers, namely:

Table 11. Simultaneous Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	295.309	3	98.436	18.616	.000[a]
Residual	269.673	51	5.288		
Total	564.952	54			

a. *Predictors: (Constant),* Stres kerja_X1, Keterlibatan kerja_X2, Budaya organisasi_X3

b. *Dependent Variable:* Kepuasan kerja_Y

Sumber: data diolah SPSS, 2024

In this study, the number of samples n = 55, where the value of df (1) = k − 1 = 4 -1 = 3 and the value of df (2) = n–k = 55 – 4 = 51, then Ftable = 2.786 was obtained at sig.0.05. While the value of Fcal = 18.616 at sig.0.000. From the table above, it can be concluded that work stress, work involvement and organizational culture together have a significant effect on

employee job satisfaction at PT. JNE Express main branch Medan (Fcal > Ftabel value, 18,616 > 2,786 on sig. 0.000<; 0.05), so that the H4 research hypothesis was accepted.

Determination Coefficient (R2) Results

The following can be presented as the results of the determination coefficient test from the tabulation processing of respondents' answers, namely:

Table 12. Determination Coefficient (R2) Results

					Change Statistics	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R	F Change
1	.723$_a$	.523	.495	2.29950	.523	18.616

Model Summaryb

a. *Predictors: (Constant*), Stres kerja_X1, Keterlibatan kerja_X2, Budaya organisasi_X3

b. *Dependent Variable:* Kepuasan kerja_Y

Sumber: data diolah SPSS, 2024

Table 12., shows the value of the determination coefficient of R = 0.723, meaning that there is a strong correlation between work stress, work engagement and organizational culture and employee job satisfaction in the company. The *adjusted* value of R2 = 0.495 means that the job satisfaction of employees in the company can be explained by work stress, work engagement and organizational culture by 49.5% and the remaining 50.5%% can be explained by other variables that are not studied such as training, compensation, workload and so on.

Discussion

The Effect of Work Stress on Employee Job Satisfaction at PT JNE Express Main Branch Medan

Based on the results of statistical tests carried out, it can be conveyed that work stress partially has a positive and significant effect on job satisfaction in the company (tcal>table value, 1,874>1,673 on sig. 0.021<0.05), so that the H1 research hypothesis is accepted. This shows that the work stress that occurs in employees during their work is a condition that will be encountered and faced by all employees in the company. Therefore, each employee who experiences stress at work is usually different so that this difference will determine the attitude and behavior of the employee in dealing with the work stress he experiences.

For employees who have enough experience in handling the work stress experienced, this can be overcome in an appropriate and effective way so that this does not interfere with them at work and job satisfaction can still be obtained by employees. On the other hand, employees who are still easy and not so experienced in overcoming the work stress they experience, this will make the employee's work concentration disturbed and not optimal in completing their tasks. As a result, the work cannot be completed on time and the results are not optimal, making the employee get a reprimand from the boss and as a result, make employee job satisfaction poor and decrease. If this condition occurs in a continuous manner, it can have a bad impact on the continuity of the company and employees in achieving the company's main goals.

The Effect of Work Involvement on Employee Job Satisfaction at PT JNE Express Main Branch Medan

Based on the results of the statistical tests carried out, it can be conveyed that work involvement partially has a positive and significant effect on job satisfaction in the company (tcal>table value, 3,462>1,673 on sig. 0.001<0.05), so that the H2 research hypothesis is accepted. This shows that the work involvement given by the leadership to employees will make the existence of employees provide an important role for the company. By involving employees in major tasks in the company, this allows employees to optimize their optimal contribution and potential for the company's progress, so that employees will get job satisfaction according to their expectations of being able to advance the company.

On the other hand, if employees are not involved in important and important work related to the continuity of the company, this makes employees become unappreciated for their existence so that employees will be disappointed and dissatisfaction will be experienced by the employee. With conditions like this, employee involvement will be reduced and unable to maximize their contribution and abilities for the company's progress.

The Influence of Organizational Culture on Employee Job Satisfaction at PT JNE Express Main Branch Medan

Based on the results of the statistical tests carried out, it can be conveyed that organizational culture partially has a positive and significant effect on job satisfaction in the company (tcount value >ttable, 2.469 > 1.673 on sig. 0.015<0.05), so that the H3 research hypothesis is accepted. Thus, it can be conveyed that the organizational culture in the company is an important part of the existing and becomes a unit in the activities carried out by employees in the company. A company that has a healthy, harmonious and good organizational culture will make the working atmosphere in the company will be more conducive so that between colleagues and between divisions and between employees and leaders will be able to work together to realize the company's vision and mission.

With a healthy organizational culture, all employees will be able to cooperate and coordinate with each other for the continuity and progress of the company so that the job satisfaction expected by employees will be fulfilled. Therefore, leaders need to maintain and create organizational culture conditions in the company in a healthy and harmonious manner so that all employees will be able to help each other in completing their respective duties and responsibilities for the company's progress better in the future.

The Effect of Work Stress, Work Involvement and Organizational Culture on Employee Job Satisfaction at PT JNE Ekpress Main Branch Medan

Based on the results of statistical tests carried out, it can be stated that work stress, work involvement and organizational culture simultaneously have a significant effect on job satisfaction in the company (Fcal > Ftabel value, 18,616>2,786 on sig. 0.000<; 0.05), so that the H4 research hypothesis was accepted. Thus, it can be conveyed that employee job satisfaction can be optimized by minimizing work stress that occurs to employees during their work. Employees who are able to overcome work stress that occurs to them will make

employees able to work with focus and complete tasks on time and with optimal results for the company's progress.

Meanwhile, employee job satisfaction can also be maximized by involving the role of employees in important jobs and major tasks in the company so that in the view of the wealthy that their existence plays an important role in the progress of the company to run smoothly and excel in facing business competition in the field of courier services. Therefore, for employees who are competent in their fields, the contribution and potential abilities possessed by employees must be maximized, so that the company will have greater opportunities and abilities to realize its vision and mission to be greater in the future.

Job satisfaction in employees can be obtained by creating a healthy and harmonious organizational culture so that this condition makes employees will be able to work with full concentration and the work will be better and the results will be in accordance with the expectations of the leadership. With the work ability and work results that can be provided by employees to the company, it will make employees get their own satisfaction and this will have a positive impact on the company's progress in the future.

Conclusion

In the future, leaders should provide counseling facilities for employees who experience stress and cannot be resolved on their own. This is intended to help accelerate the resolution of stress problems that occur to employees so that they do not interfere with the implementation of tasks and the company will continue to run smoothly to achieve its main goals.

For employees who are less involved in important work, they should be able to coordinate with their superiors and improve their skills and work ability. This is intended so that employees in the future can play an important role in the progress of the company to realize its vision and mission in the future.

Leaders should be able to create a healthy and harmonious organizational culture in the company environment. This is intended so that all employees feel comfortable at work because of the dynamic organizational culture and helping each other so that they can communicate and coordinate when completing their tasks.

Leaders should be able to pay attention to what kind of job satisfaction is expected by employees in general so that this condition can provide job satisfaction according to employee expectations and make employees more motivated to work seriously for the company's progress.

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