

**THE IMPLEMENTATION OF ORGANIZATIONAL BEHAVIOR AND
JOB SATISFACTION FOR THE LEGAL AND HUMAN RESOURCES
EMPLOYEES AT GREEN SCHOOL, BALI**

Ni Putu Tirka Widanti

Magister of Public Administration Department
University of Ngurah Rai, Bali
tirka.widanti@unr.ac.id

Achluddin Ibnu Rochim

Administration Science Doctoral Program
Faculty of Social and Political Sciences
University of 17 Agustus 1945 Surabaya didin@untag-sby.ac.id

Bagoes Soenarjanto

Public Administration Department,
Faculty of Social and Political Sciences
University of 17 Agustus 1945 Surabaya
bagoes87@untag-sby.ac.id

ABSTRACT

This study used a mixed-method comprising of a survey, interview, storing opinions, and sharing experiences with 63 participants. An interpretation was used in collecting the result of answer percentage from the respondents in the questionnaires, interviews, and sharing experiences in group discussion. The research finding showed that there is an issue faced by the employees and there were also responses from the participants concerning the organizational behavior and job satisfaction in the organization obeyed by the employees during their working time.

Keywords: *Organizational Behavior, Job Satisfaction, Employees, Green School*

A. INTRODUCTION

An organization is defined as a group of people who have a mutual objective to full their life necessities. Organizational behavior is a study of individual characteristics/traits that emerged in an organizational environment. Since the human characteristics are varied, the organizational behavior is crucial to describe the individual traits to work in an organization. The study of organizational behavior discusses how to overcome issues in the organizational environment.

Job satisfaction is how an employee feels about his job which is the generalization of traits upon the job based on various aspects of the job. The success of an organization in achieving its goal could not be separated from the factor of human resources. The term human resource can be associated with the employee,

someone who is working a job in an organization, either in government or in private organizations. In any organization, an employee has certain tasks and responsibilities based on the demand of the organization or institution. The employees' job quality can be defined by their performances.

An employee who is satisfied with anything he got from the company will do more for the company and it will ultimately improve their performance to get more satisfaction.

The company should recognize the factors creating job satisfaction for the employees that will trigger the company's development. Then, the company should conduct any necessary actions to achieve job satisfaction.

In reality, employees and companies are two inseparable aspects because they are related to each other to run a process in which they are fully involved. For instance, a company with high productivity and high motivation will achieve outstanding performance and goals which is ultimately profitable for the company. On the contrary, unmotivated employees with low productivity will be detrimental to the company and even drag the company into bankruptcy.

B. REVIEW OF RELATED LITERATURE Organizational Behavior

Organizational behavior has two components. The first component is the behavioral individuals either individual behavior, group behavior, or organizational behavior. The second component is the formal organization as the medium of the behavior, i.e., as the medium for the individual to socialize which is marked by their involvement in an organization, and running their role within the organization.

Some experts proposed a definition of organizational behavior. One of them is Joe Kelly who stated that organizational behavior is a study of organizational traits including how it is formed, grows, and develops. Adam Indrawijaya defined organizational behavior as a study of all aspects related to human actions, either the aspect of members' influence on the organization or the effect of the organization on its member. According to Sutrisna Hariorganizational behavior is the study of organizational dynamics as the result of interaction from a distinctive characteristic of the member, the distinctive characteristic of the other members, and the influence of the environment. The other expert also defined organizational behavior as a study to investigate the effect of individuals, groups, and structure on the behavior of an organization with the purpose to implement such knowledge to improve organizational effectiveness (Robbins, 2006).

Job Satisfaction

In this study, job satisfaction is described based on five dimensions namely salary, work itself, promotion, supervision, and coworkers. According to Wexley and Yukl (1977), there are three well-known theories of job satisfaction, i.e., Discrepancy Theory, Equity Theory, and Two Factor Theory. Locke (in Landy, 1999) stated that job satisfaction is an emotional state resulting from the perception of a job because it fulfills or follows the fulfillment of one's work values and is following individual needs. According to Hasibuan (2017), the indicator of an employee's job satisfaction can be figured out from the following issues: loving the

job; positive work morale; work discipline; and work achievement. Based on the previous explanation concerning the aspects of job satisfaction, so the indicators of job satisfaction are salary, promotion, supervision, extra allowance, appreciation, work procedure and rules, coworkers, the work itself, and communication.

According to Kreitner and Kinicki (2005), job satisfaction is an effectivity or emotional response to various job aspects. This definition indicates that job satisfaction is not a single concept, otherwise, someone could be relatively satisfied with one aspect of the job and do not satisfy with others. According to Bloom (1956) in Sadirman. AM. (2010), the factors that contribute to the job satisfaction are individual factors including age, health, character, and expectation; social factor including family relationships, public view, opportunity to be creative, labor union activity, freedom of politics, and social relationship; the main factor in the job including wages, supervision, work peace, work condition and opportunity to improve.

Organizational behavior is also well-known as the study of organization. It is a special academic study that focuses on the organization by utilizing the methods of economy, sociology, political science, anthropology, and psychology. Other disciplines related to this study are the study of human resources and industrial psychology as well as organizational behavior.

C. RESEARCH METHOD

The method of this research was a percentage quantification of the respondents' responses to questionnaires, interviews, and experiences. The respondents were the legal and human resources employees of Green School, Bali. The research was conducted in February 2022, at Green School, Banjar Saren, Sibang Kaja Village, Abiansemal District, Badung Regency, Bali. It is an area of a green school located in a forest and rice field (Widanti, 2014). The research used some facilities such as meeting Aula, study bench, banner, utensils, presence list, documentation device, and vehicles.

The target of this research was 63 participants. Some instruments were used. First, the researcher herself was a key instrument who actively collected information through discussion with the all involved participants in the location. The second instrument was a list of questions in form of Google Forms and a camera to take pictures/videos. Further, a discussion session was held by the researcher as well as giving suggestions and mapping the issues faced by employees. Various responses were collected from the participants concerning the organizational behavior and job satisfaction as described in the following table:

No	Questions	Description
----	-----------	-------------

1	What if in an organization, an employee does not implement organizational behavior, yet is ready for any kind of work? Do I as the head of the company implement the black book system or are there any other ways to implement it for the employee who does not have	Discussion and suggestion session
	organizational behavior in a company?	
2	In a company, there must be some employees who are satisfied with the work, how do we handle this as an employee?	Suggestion
3	Should every employee implement job satisfaction with a minimum salary?	Mapping the issues
4	How high salary can be defined as job satisfaction?	Mapping the issues and discussion session

D. RESEARCH FINDINGS AND DISCUSSION

Green School Bali operates under the license of the Kul-Kul Foundation; a non-profitable foundation registered in Indonesia. The management structure of the three-level of education is managed based on the legal requirement of Indonesia.

The above table shows the great enthusiasm of the participant in following the responses regarding the implementation of organizational behavior and job satisfaction for the legal and human resources employees of Green School, Bali. It is clear to find in the questions that the organizational behavior implementation and job satisfaction for the legal and human resources employees of Green School, Bali could improve their knowledge concerning the implementation of organizational behavior and job satisfaction. The responses are crucial especially for the employees who still lack work experience.

Answer percentage from the questionnaire is highly dominated by beneficial answers for the researcher as a consideration. From the total 8 statements, the percentage is 50%-70%. The following is the table of questionnaire percentages of the research.

No	Statement	Responses			
		Agree	Neutral	Highly Agree	Do Not Agree
1	The research team gave crystal-clear material	33.3	6.7	60.0	-
2	Clear research objectives	35.7	7.1	57.1	-

3	The research objective is on target	40.0		60.0	-
4	Participation and interaction among the audiences are good	46.7	20.0	33.3	-
5	The research is according to work	20.0	6.7	73.3	-
6	Research becomes a target for the employee to increase knowledge	46.7	-	53.3	-
7	Understandable discussion session	20.0	13.3	60.0	6.7
8	The time allocation is passable	14.3	-	85.7	-

Job satisfaction highly influences the performance of every legal and human resources employee of Green School, in which many organizations consider member resources or every individual as an asset to the organization. Thus, it encourages the organization leaders to maximally manage those individuals to produce the maximal possible output to achieve the organization's objective. To improve the organization member's performance, numerous factors could and frequently affect their performance, including job satisfaction. Since job satisfaction is an expectation of every individual in an organization, in this article, there is a thorough explanation of the job satisfaction definition, factors of the job satisfaction, and the effect of job satisfaction on the improvement of member's performance in an organization.

Human resource is the main factor in achieving the organization's objective. The form, objective, and vision of the organization are designed for the sake of human interest, in which the mission implementation is managed and taken care of by humans. It means the human resource is a strategic resource in all organizational activities. Therefore, the planned human resource, formulation of strategies that are relevant to the determined objective, as well as consistent and continuous implementation could improve organization performance where the human resource

is located. A strategic human resources plan must be conducted properly and thoroughly. The strategic plan of human resources means considering the other factor beyond the individuals, such as the finance factor, so they could synergize in achieving the organization's objective.

Every employee's satisfaction has a different level because the effecting factors are different as well. For instance, an employee is satisfied with a high salary, yet the other is satisfied with the work space factor.

The contributions of science to the development of organizational behavior study are as follows:

No	Science of Behavior	Contribution	Unit of Analysis	Output
1	Psychology	Learning		
		Motivation		
		Personality		

		Perception		
		Training		
		Leadership Effectiveness	Individual	Study
		Individual		Organizational
		Performance assessment		
		Behavioral Measurement		
		Employee Selection		
		Work Design		
		Work Stress		
2	Sociology	Group Dynamic		
		Working teams		
		Communication		
		Power		
		Conflict		
		Behavior among the groups	Group	
		Theory of formal organization		
		Bureaucracy		
		Organizational Technology		

		Organizational Change		
		Organizational Culture		
3	Social Psychology	Behavioral Change		Study
		Attitude Change		Organizational
		Communication		
		Group Process		
		Decision Making		
		Group		
4	Anthropology	Comparative Value		
		Comparative Attitude		
		Cross Culture Analysis	System	
		Organizational Culture	Organization	
		Organizational Environment		
5	Political Science	Conflict		
		Intraorganizational Politic		
		Power		

E. CONCLUSION

Factors that cause job satisfaction for every individual or member are different at every level. Therefore, organization leaders necessarily study and understand the characteristics of every human resource in the organization. Ultimately, the organization could fulfill every individual needs to satisfy them, so they could work for the maximum effort.

Job satisfaction is happiness upon the work that has been done, yet it is subjective. Satisfaction from one individual to another is different because every individual has different criteria to measure their satisfaction level. However, an employee's satisfaction in working can be defined from the working performance, yet it does not guarantee the employee is satisfied because essentially humans do not have a sense of satisfaction. Job satisfaction refers to the entire attitude of every individual in general upon their work. The factors affecting job satisfaction are work condition/work environment, organizational culture or rule, organizational characteristics, satisfying compensation, work efficiency, and coworkers.

REFERENCES

- Hasibuan, Malayu S.P. (2017). Manajemen Sumber Daya Manusia. Edisi Revisi. Jakarta: Bumi Aksara.
- Kreitner, Robert dan Angelo Kinicki. (2005). Perilaku Organisasi. Jakarta: Salemba Empat.
- Landy, F.J. (1999). Psychology of Work Behaviour. (4th edition). Pacific Grove, CA.: Brooks/Cole Publishing Co
- Robbins, Stephen P. (2006). Perilaku Organisasi. Edisi kesepuluh. Jakarta: PT Indeks Kelompok Gramedia
- Sadirman. AM. (2010). Interaksi dan Motivasi Belajar Mengajar. Jakarta: Raja Grafindo.
- Wexley, W.N. dan Yukly, G.A. (1977). Perilaku Organisasi dan Psikologi Personal. Jakarta: Bina Aksara.
- Widyanti, Rahmi. (2019). Perilaku Organisasi. Banjarmasin: Universitas Islam Kalimantan MAB
- <https://perilakuorganisasibab4.wordpress.com/2015/05/18/di disiplin-ilmupenyumbang-terhadap-ilmu-perilaku-organisasi/> <http://kulpulan-materi.blogspot.com/2012/10/di disiplin-ilmu-yang-mendukung-perilaku.html>