

The Influence of Organizational Culture on Job Satisfaction among Employees of the Indonesian Maritime Security Agency

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ABSTRACT

This study examines the influence of organizational culture on job satisfaction among employees of the Indonesian Maritime Security Agency (Bakamla) using the Competing Values Framework (CVF). A quantitative survey was conducted involving 81 Bakamla employees selected through simple random sampling. Data were collected using a five-point Likert-scale questionnaire and analyzed using partial least squares structural equation modeling (PLS-SEM). Organizational culture was examined through four dimensions: clan, adhocracy, market, and hierarchy cultures. Job satisfaction was assessed in terms of the work itself, coworkers, and promotion. The results indicate positive path coefficients for all four organizational culture dimensions. Clan culture demonstrated the strongest relationship with job satisfaction ($\beta = 0.472$), followed by adhocracy culture ($\beta = 0.178$), market culture ($\beta = 0.151$), and hierarchy culture ($\beta = 0.133$). These findings suggest that collaborative relationships, social support, and teamwork may play an important role in shaping job satisfaction among Bakamla employees. The study highlights the practical importance of fostering a supportive and participatory organizational culture while maintaining the organizational structure and procedures required in a maritime security institution. These findings provide insights for human resource management practices aimed at improving employees' job satisfaction.

Keywords: Organizational Culture, Job Satisfaction, Competing Values Framework, Maritime Security Agency.

I. Introduction

Organizational culture is an important aspect of human resource management because it shapes shared values, workplace relationships, and the ways employees respond to organizational expectations. In public institutions, culture must support both employee needs and institutional responsibilities, including accountability, coordination, and the consistent delivery of public services. Job satisfaction is particularly relevant in this context because employees' evaluations of their work can influence their organizational experiences and willingness to contribute to institutional objectives. Recent studies have examined the relationship between organizational culture and job satisfaction across different sectors, indicating that workplace values and cultural characteristics deserve attention in understanding employee attitudes (Imam et al., 2022; Anggoro, 2022). These relationships, however, need to be examined within specific organizational settings rather than assumed to be identical across institutions.



Empirical evidence demonstrates that organizational culture and job satisfaction are related, although their relationship may vary according to organizational characteristics and the dimensions being examined. Imam et al. (2022), for example, investigated organizational culture, job satisfaction, and employee performance in village government in Indonesia. Their study highlighted the importance of examining how organizational culture relates to employee outcomes within public institutions. Similarly, research by Anggoro (2022) examined job satisfaction among Indonesian civil servants alongside organizational culture and the work environment. More recently, Adewojo et al. (2025) investigated organizational culture and job satisfaction among library personnel in research institutes in southwestern Nigeria, identifying collaboration, teamwork, and adaptability as relevant cultural characteristics. These studies provide a foundation for further investigation, but their findings cannot automatically be generalized to institutions with different mandates, structures, and operational responsibilities.

The Competing Values Framework (CVF) provides a structured approach to examining organizational culture through four dimensions: clan, adhocracy, market, and hierarchy. Clan culture emphasizes collaboration, participation, trust, and interpersonal relationships. Adhocracy culture prioritizes innovation, experimentation, and adaptability. Market culture emphasizes achievement, competition, and measurable results, whereas hierarchy culture focuses on formal procedures, coordination, stability, and control. These dimensions represent different organizational priorities that may coexist within the same institution. Boyd and Larson (2023) examined how organizational culture relates to employees' experiences of community at work, demonstrating the relevance of cultural characteristics to workplace relationships. A 2024 study of trainers in Addis Ababa also applied the CVF to investigate organizational culture and job satisfaction. Together, these studies support examining cultural dimensions separately rather than treating organizational culture as a single, undifferentiated construct.

The relationship between organizational culture and job satisfaction is especially important in public organizations that perform specialized operational functions. In these settings, employees may need to comply with formal procedures while maintaining effective teamwork, adapting to changing circumstances, and fulfilling organizational objectives. Evidence from other public-sector contexts suggests that organizational processes and workplace conditions are relevant to employees' job satisfaction. Park and Lee (2023), for instance, examined public service motivation, organizational processes, job satisfaction, and organizational commitment across public and private organizations in South Korea. Abu Tayeh et al. (2024) investigated the relationship between organizational culture and job satisfaction in Jordan's public tourism sector. More recent research has also examined organizational culture and job satisfaction among nurses in Kenya (Kiptulon, 2025). Although these studies provide useful comparative evidence, differences in institutional mandates and occupational demands mean that their findings should be interpreted within their respective contexts.

The Indonesian Maritime Security Agency (Badan Keamanan Laut Republik Indonesia, or Bakamla) offers a distinctive setting for examining these relationships. According to its official mandate, Bakamla conducts security and safety patrols in Indonesian waters and within Indonesia's jurisdictional waters, while coordinating activities and supporting maritime security functions. These responsibilities require coordination, procedural compliance, information exchange, and cooperation among personnel (Bakamla, n.d.). The institutional setting therefore presents a relevant question concerning how different organizational culture orientations relate to employees' job satisfaction. A culture emphasizing hierarchy may support consistency and compliance, while clan culture may strengthen interpersonal support and teamwork. Adhocracy and market cultures may also relate to employees' experiences through adaptability and goal orientation. Nevertheless, the relative importance of these cultural dimensions cannot be established without empirical investigation in the specific institutional setting.

Despite the growing literature on organizational culture and job satisfaction, a contextual and analytical gap remains relevant to the present study. Existing research has examined these constructs in village government, civil service, research libraries, public tourism, and healthcare settings (Imam et al., 2022; Anggoro, 2022; Abu Tayeh et al., 2024; Adewojo et al., 2025; Kiptulon, 2025). However, the evidence reviewed

here does not establish which of the four CVF dimensions has the strongest relationship with job satisfaction among Bakamla employees. The present study addresses this gap by examining clan, adhocracy, market, and hierarchy cultures within an Indonesian maritime security institution. Its contribution lies in comparing the relationships of these four dimensions with job satisfaction in a specialized public-sector context, rather than assuming that findings from other organizations apply equally to Bakamla.

Accordingly, this study aims to examine the influence of the four organizational culture dimensions identified by the CVF on job satisfaction among Bakamla employees and to compare their relative path coefficients. Job satisfaction is assessed through three aspects: the work itself, coworkers, and promotion. Using a quantitative survey and partial least squares structural equation modeling (PLS-SEM), the study evaluates the proposed relationships among these constructs. The findings are expected to contribute context-specific evidence to research on organizational culture and public-sector human resource management. Practically, the results may help inform organizational development initiatives that strengthen employee job satisfaction while preserving the coordination, accountability, and procedural discipline required for maritime security responsibilities.

II. Literature Review and Hypothesis Development

2.1. Organizational Culture and the Competing Values Framework

Organizational culture provides a framework for understanding how shared values, norms, and expectations shape employees' experiences within an organization. It influences how employees interpret organizational priorities, interact with colleagues, respond to leadership, and understand the expectations associated with their roles. However, organizational culture should not be treated as a uniform characteristic that produces identical outcomes across all institutions. Its implications depend on the values emphasized by the organization and the conditions under which those values are implemented. Research has demonstrated that organizational culture is associated with employee attitudes, although the strength and nature of these relationships vary across organizational settings (Gorenak et al., 2020; Imam et al., 2022; Janićijević et al., 2018).

The Competing Values Framework (CVF) provides a structured approach to examining this complexity. The framework distinguishes four organizational culture types: clan, adhocracy, market, and hierarchy. These types are positioned along two dimensions: internal versus external orientation and flexibility versus stability and control. Clan culture emphasizes collaboration, trust, participation, and employee development. Adhocracy culture prioritizes innovation, experimentation, and adaptability. Market culture focuses on targets, competitiveness, and measurable results, whereas hierarchy culture emphasizes formal procedures, coordination, predictability, and control. Importantly, the framework does not imply that an organization must adopt only one culture type. Different cultural orientations may coexist, with their relative importance shaped by organizational objectives and operational requirements.

Recent research illustrates the usefulness of the CVF in analyzing organizational environments. Boyd and Larson (2023), for example, examined how organizational culture relates to employees' experiences of community at work, demonstrating the relevance of cultural characteristics for understanding workplace relationships. Mudrak et al. (2022) applied a competing-values perspective to public universities and identified differences in organizational culture associated with workplace conditions. Janjua et al. (2021) also employed the CVF to investigate the relationship between organizational culture types and job satisfaction among university faculty in Pakistan. Taken together, these studies support the use of the framework for investigating workplace experiences, while also indicating that its implications should be interpreted in relation to the specific institutional setting.

2.2. Job Satisfaction as an Employee Outcome

Job satisfaction refers to employees' evaluations of their jobs and their experiences of particular aspects of work. It is important to distinguish overall job satisfaction from satisfaction with specific job facets because employees may evaluate different aspects of their employment differently. For example, an employee may value the work itself and enjoy relationships with colleagues while remaining dissatisfied with promotion opportunities. Consequently, the conceptual definition of job satisfaction and the dimensions selected for measurement must correspond closely to the conclusions drawn from a study.

Empirical research has examined job satisfaction in different organizational contexts, including public-sector enterprises, educational institutions, and other service organizations. Saha and Kumar (2018) investigated organizational culture in relation to the relationship between affective commitment and job satisfaction among employees of public-sector enterprises in India. Gorenak et al. (2020) examined the association between organizational values and job satisfaction, reporting that particular values were related to employees' satisfaction with their work. Imam et al. (2022) investigated organizational culture and job satisfaction in village government, considering employee performance as a mediating variable. These studies suggest that employee satisfaction is associated with organizational conditions, but they also indicate that the relationship may be embedded in broader organizational processes.

The present study focuses on three facets of job satisfaction: the work itself, relationships with coworkers, and promotion opportunities. This selection provides a focused basis for examining employees' evaluations of their work experience and interpersonal environment. Nevertheless, these dimensions should not be interpreted as representing every aspect of job satisfaction. In particular, excluding pay and supervision means that the findings will not directly establish whether employees are satisfied with their compensation or supervisory relationships. The measurement scope must therefore remain explicit when interpreting the results.

2.3. Organizational Culture and Job Satisfaction

The relationship between organizational culture and job satisfaction can be explained through several related mechanisms. First, cultural values can shape employees' everyday experiences by influencing communication, collaboration, autonomy, recognition, and expectations regarding work. Second, employees may experience greater satisfaction when organizational values are compatible with their own preferences and expectations. Third, the practical consequences of a cultural orientation may depend on how consistently it is implemented and whether employees perceive its associated practices as supportive and fair. Research findings generally support the relevance of organizational culture, but they do not establish that every culture type has the same effect in every context. Janićijević et al. (2018) found that job satisfaction varied across organizational culture types in their study of employees in Montenegro. Saha and Kumar (2018) examined organizational culture as a moderator in the relationship between affective commitment and job satisfaction, highlighting the importance of considering organizational relationships rather than treating culture as an isolated factor. In Indonesia, Fikry et al. (2020) reviewed the application of the CVF to professional job satisfaction, while Imam et al. (2022) investigated culture and satisfaction within village government. These studies provide complementary perspectives, but their different settings and research designs caution against assuming that the same cultural pattern will necessarily emerge in every institution.

The four CVF dimensions suggest different potential pathways to job satisfaction. Clan culture may support satisfaction by encouraging trust, cooperation, social support, and a sense of belonging. Adhocracy culture may contribute through opportunities to innovate, learn, and respond to changing demands. Market culture may be associated with satisfaction when targets are clear, performance expectations are perceived as reasonable, and employees consider the distribution of recognition and rewards fair. Hierarchy culture may support satisfaction through role clarity, procedural consistency, and predictable coordination. Conversely, excessive rigidity may limit employee discretion or participation. These are theoretically plausible

mechanisms rather than universal outcomes; their importance must be examined empirically. Evidence from other sectors reinforces the need for contextual interpretation. Janjua et al. (2021) reported that clan culture was an important predictor of job satisfaction among university faculty in Pakistan. Abu Tayeh et al. (2024) examined organizational culture and job satisfaction in Jordan's public tourism sector, while Adewojo et al. (2025) investigated the relationship among library personnel in Nigerian research institutes. Although these studies are relevant to understanding the potential relationship, the organizational settings differ from maritime security. Their results therefore provide a comparative foundation rather than direct evidence of the cultural pattern that should be expected among Bakamla employees.

2.4. Organizational Culture in the Public-Sector and Security Context

Public-sector organizations operate under institutional requirements that may distinguish them from commercial organizations. Their activities can be shaped by public accountability, formal procedures, service obligations, and administrative controls. Research on public organizations indicates that employee satisfaction is associated with organizational processes and working conditions, but that the relationships among these factors are not necessarily uniform. Park and Lee (2023), for example, compared public and private organizations when examining public service motivation, job satisfaction, and organizational commitment. Yuniawan et al. (2026) investigated job satisfaction among Indonesian civil servants in relation to human resource practices and work-life support. Although these studies do not directly test all four CVF dimensions in Bakamla, they underscore the importance of interpreting employee attitudes within the institutional characteristics of public employment.

This context is particularly relevant to the Indonesian Maritime Security Agency (Bakamla), whose responsibilities involve maritime security and safety within Indonesian waters and other areas of national jurisdiction. Work in such an institution requires coordination, procedural compliance, and cooperation among personnel. These requirements create a potentially distinctive relationship between organizational culture and job satisfaction. For instance, clan-oriented practices may support teamwork and interpersonal trust, while hierarchy-oriented practices may help maintain clarity and operational consistency. Adhocracy may be relevant to adapting to emerging challenges, whereas market-oriented practices may relate to the achievement of operational targets. The implications of these orientations cannot be determined solely from their theoretical definitions; they depend on how personnel experience them in practice.

The available literature also demonstrates why results from other organizations should not be transferred uncritically to Bakamla. Studies of university faculty, public-sector enterprises, tourism organizations, and research libraries provide evidence about the general relevance of organizational culture, but these institutions differ in their operational responsibilities, formal structures, and working conditions. Research on organizational culture and job satisfaction in Bakamla therefore requires attention to the specific characteristics of maritime security work rather than reliance on assumptions derived from other sectors.

III. Research Method

3.1. Research Design

This study employed a quantitative survey design to examine the relationships between organizational culture and job satisfaction among employees of the Indonesian Maritime Security Agency (Badan Keamanan Laut Republik Indonesia, Bakamla). A correlational approach was adopted to assess the relationships between four organizational culture dimensions derived from the Competing Values Framework (CVF) and employees' job satisfaction. The study focused on clan, adhocracy, market, and hierarchy cultures as the independent variables, with job satisfaction as the dependent variable. Data were collected in December 2025 through a structured questionnaire. The quantitative approach enabled the researchers to

examine the proposed relationships using statistical analysis. Given the survey-based design, the findings are interpreted as statistical relationships within the study sample rather than definitive evidence of causation.

3.2. Population and Sample

The target population comprised civil servants and other personnel working at Bakamla. A total of 81 employees participated in the survey and provided the data analyzed in this study. The manuscript identifies simple random sampling as the sampling technique, with the sample size determined using Slovin's formula and a 5% margin of error. To establish the reproducibility of the sampling procedure, the final report should specify the total population size used in the calculation, the sampling frame, the eligibility criteria, and the procedure applied to select participants randomly. The population size and calculation should be reported explicitly to demonstrate how the target sample of 81 respondents was determined. The use of simple random sampling should also be consistent with the actual recruitment procedure and the availability of a complete sampling frame.

3.3. Research Instruments and Variable Measurement

Data were collected using a closed-ended questionnaire with a five-point Likert scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The instrument measured four dimensions of organizational culture and one dependent construct, job satisfaction. Organizational culture was operationalized using the four dimensions of the CVF:

- a. Clan culture, representing collaboration, interpersonal relationships, trust, and a supportive organizational environment.
- b. Adhocracy culture, representing innovation, flexibility, experimentation, and adaptability.
- c. Market culture, representing performance orientation, goal achievement, competitiveness, and results.
- d. Hierarchy culture, representing formal procedures, organizational structure, coordination, and control.

Job satisfaction was measured through three facets: satisfaction with the work itself, relationships with coworkers, and promotion opportunities. These facets were selected to represent employees' evaluations of their work and interpersonal experiences within the organization. The final methodological report should identify the sources of the questionnaire items, the number of indicators assigned to each construct, and any adaptations made for the Bakamla context. If the items were adapted from existing instruments, the adaptation process and the procedures used to assess their content validity should be documented. These details are necessary to establish the conceptual and operational consistency of the measures.

3.4. Data Collection Procedure

The survey was conducted in December 2025 among participating Bakamla employees. Responses were collected using the structured questionnaire and subsequently prepared for statistical analysis. The final report should clarify how the questionnaire was distributed, how participation was obtained, and how incomplete or unusable responses were handled, if applicable. Research ethics should also be documented. Relevant information includes the voluntary nature of participation, the provision of information about the study, the protection of respondents' confidentiality, and the authorization or ethical approval obtained where required. Only procedures that were actually implemented should be reported.

3.5. Data Analysis

The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to examine the relationships between the four organizational culture dimensions and job satisfaction. The analysis should be reported in two principal stages: evaluation of the measurement model and evaluation of the structural model.

First, the measurement model was assessed to examine the reliability and validity of the constructs. Internal consistency reliability was evaluated using Cronbach's alpha. Convergent validity was assessed using outer loadings and the average variance extracted (AVE). Composite reliability should also be reported to provide an additional assessment of internal consistency. Discriminant validity should be examined using an appropriate criterion, such as the heterotrait–monotrait ratio (HTMT), where applicable.

Second, the structural model was evaluated to examine the relationships between clan, adhocracy, market, and hierarchy cultures and job satisfaction. The estimated path coefficients were used to assess the direction and relative magnitude of the relationships. Statistical significance should be established using bootstrapping results, including the relevant *t*-statistics, *p*-values, or confidence intervals. The coefficient of determination (R^2) should also be reported, where available, to describe the proportion of variance in job satisfaction explained by the model.

The four organizational culture dimensions were examined separately to identify their respective relationships with job satisfaction. The interpretation of the findings considered both the magnitude and statistical significance of the estimated relationships. A positive path coefficient was not treated as sufficient evidence of a statistically significant relationship without the corresponding inferential results.

3.6. Analytical Scope

The analysis was designed to evaluate the relationships between four organizational culture dimensions and three facets of job satisfaction among the participating Bakamla employees. Because the measurement of job satisfaction focused on the work itself, coworkers, and promotion opportunities, the findings were interpreted within this defined scope rather than as a comprehensive assessment of every aspect of job satisfaction. The results were also interpreted in light of the study's sample and survey design. Accordingly, conclusions concerning the relative importance of the four organizational culture dimensions were based on the estimated model results and the available statistical evidence. Broader claims about all Bakamla personnel or causal effects require appropriate consideration of sampling limitations and the study design.

IV. Result and Discussion

4.1. Measurement Model Assessment

a. Reliability Analysis

The reliability of the measurement instruments was assessed using Cronbach's alpha. This analysis examined the internal consistency of the indicators used to measure the four organizational culture dimensions and job satisfaction. The results are presented in Table 1.

Table 1. Cronbach's Alpha Results

Variable	Cronbach's Alpha	Category
X1. Clan Culture	0.923	Reliable
X2. Adhocracy Culture	0.892	Reliable
X3. Market Culture	0.840	Reliable
X4. Hierarchy Culture	0.874	Reliable
Y1. Job Satisfaction	0.923	Reliable

As shown in Table 1, Cronbach's alpha values ranged from 0.840 to 0.923. All constructs exceeded the commonly used threshold of 0.70, indicating satisfactory internal consistency. Clan culture and job satisfaction recorded the highest values, both at 0.923, while market culture had the lowest value at 0.840. Nevertheless, all five constructs met the reliability criterion. These results suggest that the indicators within each construct demonstrated consistent response patterns among the 81 respondents. This finding supports the use of the measurement instruments for further analysis. However, Cronbach's alpha should not be interpreted as sufficient evidence that the instruments are valid in every respect. Reliability concerns the consistency of measurement, whereas validity concerns whether an instrument adequately represents the construct it is intended to measure. A more comprehensive assessment of PLS-SEM measurement models may include composite reliability and rho_A in addition to Cronbach's alpha (Hair et al., 2019, 2022). In the context of this study, the reliability results provide an initial basis for examining the relationships between organizational culture and job satisfaction among the surveyed Bakamla personnel. Further conclusions concerning measurement quality should also consider the results of convergent and discriminant validity assessments.

b. Convergent Validity

Convergent validity was evaluated using the average variance extracted (AVE). AVE indicates the proportion of variance in the indicators that is accounted for by the corresponding latent construct. The results are presented in Table 2.

Table 2. Average Variance Extracted Results

Variable	Average Variance Extracted (AVE)	Category
X1. Clan Culture	0.813	Valid
X2. Adhocracy Culture	0.756	Valid
X3. Market Culture	0.676	Valid
X4. Hierarchy Culture	0.725	Valid
Y1. Job Satisfaction	0.650	Valid

Table 2 shows that all constructs had AVE values above the recommended minimum of 0.50. Clan culture recorded the highest AVE value of 0.813, followed by adhocracy culture at 0.756, hierarchy culture at 0.725, market culture at 0.676, and job satisfaction at 0.650. These results indicate that each construct accounted for more than half of the average variance in its associated indicators. The findings support the convergent validity of the measurement model. The AVE values indicate that the indicators share sufficient variance with their respective constructs under the criterion applied in this study. This is consistent with established PLS-SEM assessment guidelines, which recommend examining convergent validity alongside indicator reliability and construct reliability (Hair et al., 2019, 2022). However, convergent validity alone does not establish that the four organizational culture dimensions are empirically distinct from one another. Discriminant validity should also be examined using an appropriate procedure, such as the heterotrait-monotrait ratio (HTMT) proposed by Henseler et al. (2015). Because HTMT results are not reported in the available results, no conclusion about discriminant validity is drawn here.

c. Indicator Reliability and Outer Loadings

Outer loadings were examined to assess the relationships between the observed indicators and their respective latent constructs. The results are presented in Table 3.

Table 3. Outer Loading Results

Indicator	Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture	Job Satisfaction
X1.1	0.903	–	–	–	–
X1.2	0.815	–	–	–	–
X1.3	0.948	–	–	–	–

X1.4	0.936	–	–	–	–
X2.1	–	0.900	–	–	–
X2.2	–	0.910	–	–	–
X2.3	–	0.863	–	–	–
X2.4	–	0.801	–	–	–
X3.1	–	–	0.846	–	–
X3.2	–	–	0.835	–	–
X3.3	–	–	0.747	–	–
X3.4	–	–	0.856	–	–
X4.1	–	–	–	0.886	–
X4.2	–	–	–	0.902	–
X4.3	–	–	–	0.822	–
X4.4	–	–	–	0.792	–
Y1.1	–	–	–	–	0.806
Y1.2	–	–	–	–	0.853
Y1.3	–	–	–	–	0.808
Y1.4	–	–	–	–	0.769
Y1.5	–	–	–	–	0.777
Y1.6	–	–	–	–	0.750
Y1.7	–	–	–	–	0.793
Y1.8	–	–	–	–	0.887

As shown in Table 3, the outer loadings ranged from 0.747 to 0.948. All reported indicators exceeded 0.70. Clan culture indicators ranged from 0.815 to 0.948, adhocracy culture indicators ranged from 0.801 to 0.910, market culture indicators ranged from 0.747 to 0.856, and hierarchy culture indicators ranged from 0.792 to 0.902. Job satisfaction indicators ranged from 0.750 to 0.887. These findings indicate that the indicators demonstrated satisfactory relationships with their respective constructs. The results support retaining the reported indicators for further analysis, subject to the theoretical justification and the overall quality of the measurement model. PLS-SEM guidelines emphasize that indicator retention should not depend exclusively on outer loading values. Researchers should also consider construct reliability, convergent validity, discriminant validity, and the conceptual coverage of the measurement instrument (Hair & Alamer, 2022; Hair et al., 2022). Although the reported loadings support indicator reliability, they do not independently establish the full validity of the adapted instruments. Further evidence would be needed to confirm that the measurement model adequately distinguishes the organizational culture dimensions and captures the intended aspects of job satisfaction.

4.2. Structural Model Results

The structural model was examined to identify the estimated relationships between the four organizational culture dimensions and job satisfaction. The path coefficients obtained from the PLS-SEM analysis are presented in Table 4.

Table 4. Path Coefficients between Organizational Culture Dimensions and Job Satisfaction

Structural Relationship	Path Coefficient
X1. Clan Culture → Y1. Job Satisfaction	0.472
X2. Adhocracy Culture → Y1. Job Satisfaction	0.178
X3. Market Culture → Y1. Job Satisfaction	0.151
X4. Hierarchy Culture → Y1. Job Satisfaction	0.133

The results in Table 4 show that all four estimated path coefficients were positive. Clan culture had the largest coefficient ($\beta = 0.472$), followed by adhocracy culture ($\beta = 0.178$), market culture ($\beta = 0.151$), and hierarchy culture ($\beta = 0.133$). This pattern indicates that clan culture had the strongest estimated positive relationship with job satisfaction among the four dimensions in the reported model. The coefficient for clan culture was substantially larger than the coefficients for the other dimensions. This finding suggests that the collaborative and relational values represented by clan culture may be particularly relevant to job satisfaction among the surveyed Bakamla personnel. Nevertheless, the path coefficients alone do not establish whether these relationships are statistically significant. That determination requires the relevant bootstrapping results, including t-statistics, p-values, or confidence intervals (Hair & Alamer, 2022; Hair et al., 2019).

The results also require careful interpretation in light of the Competing Values Framework. The framework distinguishes four cultural orientations associated with collaboration, innovation, achievement, and stability or control. It does not assume that one cultural type is universally superior in every organization or for every outcome (Cameron & Quinn, 2011; Hartnell et al., 2011). Accordingly, the results are best understood as showing variation in the estimated relationships between the four cultural dimensions and job satisfaction within this particular sample. The relative ranking of the coefficients should not be interpreted as proof that the differences between the dimensions are statistically significant. Such a conclusion would require additional statistical evidence.

4.3. Discussion

a. Clan Culture and Job Satisfaction

Clan culture produced the largest estimated path coefficient in the model ($\beta = 0.472$). This result suggests that values associated with collaboration, supportive relationships, employee participation, and a sense of belonging may be particularly relevant to job satisfaction among the surveyed Bakamla personnel. Within the Competing Values Framework, clan culture emphasizes internal relationships, flexibility, teamwork, and employee development (Cameron & Quinn, 2011). These characteristics may contribute to a supportive working environment in which employees feel that their contributions are valued and their colleagues are willing to cooperate. Such experiences are relevant to job satisfaction because employees evaluate not only their assigned duties but also the interpersonal relationships and social conditions surrounding their work.

Hartnell et al. (2011), in a meta-analysis of the Competing Values Framework, examined relationships between organizational culture types and organizational outcomes, including employee-related outcomes. Their findings support the relevance of organizational culture to workplace outcomes, although the strength and nature of these relationships vary according to the outcome being considered. Boyd and Larson (2023) likewise examined clan culture in relation to employees' experiences of community at work, offering a useful perspective on the role of shared relationships and workplace belonging. The importance of supportive workplace relationships is also consistent with the integrative review by Jolly et al. (2021), which discusses social support as a relevant resource in organizational settings. When employees perceive their colleagues as cooperative and willing to provide assistance, workplace relationships may become a source of practical and psychological support. These conditions may be especially relevant in jobs that require coordination and collective responsibility.

In the context of Bakamla, teamwork and interpersonal coordination may be important in supporting maritime security responsibilities. However, the present study does not directly establish that operational teamwork caused higher job satisfaction. Rather, the results show that clan culture had the largest estimated positive relationship with job satisfaction in the model. The finding is also consistent with broader organizational culture research, which emphasizes the importance of shared values and workplace practices in shaping employees' experiences (Chatman & O'Reilly, 2016; Schneider et al., 2013). For Bakamla, management could therefore consider strengthening constructive communication, collaborative problem-solving, and employee involvement. Such initiatives should complement, rather than replace, the formal procedures required in a maritime security institution.

d. Adhocracy Culture and Job Satisfaction

Adhocracy culture had a positive estimated path coefficient of 0.178. Although this coefficient was lower than that of clan culture, its positive direction suggests that innovation, adaptability, autonomy, and opportunities for development may also be relevant to job satisfaction among the respondents. In the Competing Values Framework, adhocracy culture emphasizes flexibility, experimentation, innovation, and responsiveness to changing external demands (Cameron & Quinn, 2011; Hartnell et al., 2011). These characteristics may be relevant to organizations that operate in environments where technologies, threats, and operational requirements can change over time. Research by Hafstad et al. (2024) examined flexible organizational values and employee attitudes in a police context. Their work provides a relevant comparison because it considers organizational culture within a public security setting. Although the outcomes and analytical framework are not identical to those of the present study, this research illustrates the relevance of flexibility and employee participation in security-related organizations.

For Bakamla, adhocracy-related practices might include opportunities for personnel to propose improvements, share operational knowledge, and contribute to problem-solving within established procedures. Such opportunities could allow employees to participate in organizational improvement without undermining formal authority or accountability. However, the smaller coefficient for adhocracy culture should not be interpreted as evidence that innovation is unimportant. It indicates only that the estimated relationship between adhocracy culture and job satisfaction was smaller than the corresponding relationship for clan culture in this model. Further research would be needed to determine whether this relationship varies by job role, organizational level, work location, or exposure to operational duties.

e. Market Culture and Job Satisfaction

Market culture had a positive estimated path coefficient of 0.151. This cultural orientation emphasizes achievement, results, productivity, and the fulfillment of performance expectations (Cameron & Quinn, 2011). The positive coefficient suggests that a stronger perceived orientation toward results was associated with higher job satisfaction in the estimated model. However, its statistical significance cannot be established from the coefficient alone. Market culture should not be understood exclusively in terms of profit maximization. In public organizations, a results-oriented culture may involve achieving service objectives, fulfilling institutional responsibilities, meeting operational standards, and demonstrating accountability. Employees may value clear goals when they understand how those goals contribute to the organization's mission. Zavyalova and Kuchеров (2010) investigated the relationship between organizational culture and job satisfaction in Russian business enterprises. Their research provides an example of how cultural characteristics can be associated with differences in job satisfaction across organizational settings. Sunanda (2018) also examined organizational culture and job satisfaction in the public sector. Although these studies differ from the present research in setting and measurement, they illustrate the relevance of organizational culture to employee attitudes in both commercial and public organizations.

The positive market-culture coefficient in this study therefore offers a context-specific finding. It suggests that an emphasis on achievement and results may coexist with positive job evaluations among the respondents. One possible explanation is that employees may find clear performance expectations meaningful when those expectations are aligned with institutional objectives. This explanation remains tentative because the available results do not directly measure perceived mission alignment, performance fairness, or recognition. For management, the implication is not to intensify competition indiscriminately. Instead, performance expectations should be clear, realistic, and consistent with public-service responsibilities. Result orientation may be more constructive when combined with fair evaluation procedures, adequate resources, and recognition of collective contributions.

f. Hierarchy Culture and Job Satisfaction

Hierarchy culture had the smallest estimated path coefficient among the four dimensions ($\beta = 0.133$). This result indicates that hierarchy culture also had a positive estimated relationship with job satisfaction in the reported model, although the coefficient was lower than those of clan, adhocracy, and market culture. The Competing Values Framework characterizes hierarchy culture through formal structures, procedures, stability, coordination, and control (Cameron & Quinn, 2011). These characteristics can serve important organizational functions, particularly where consistency, accountability, and compliance with formal requirements are necessary. Therefore, the relatively small coefficient should not be interpreted as evidence that hierarchy is inherently harmful or unnecessary. A more defensible interpretation is that hierarchy-related values had a weaker estimated relationship with the measured aspects of job satisfaction than the other cultural dimensions in this sample. The effectiveness of a cultural orientation depends on the outcome being examined and the conditions under which that culture operates. Organizational culture research emphasizes the importance of understanding competing values in relation to organizational goals and context rather than assuming that one cultural orientation is universally preferable (Hartnell et al., 2011; Chatman & O'Reilly, 2016).

This interpretation is relevant to public-sector organizations. Formal rules and chains of command may be necessary for coordination and accountability, while employees may simultaneously value respectful communication, support from colleagues, and opportunities to contribute ideas. These values are not necessarily mutually exclusive. A public security institution can maintain formal authority while developing interpersonal practices that support participation and constructive communication. The positive coefficient for hierarchy culture is important because it does not indicate a negative estimated relationship. Consequently, the result does not support the claim that hierarchy reduced job satisfaction. Instead, hierarchy culture had the smallest positive coefficient among the four dimensions. Future research could examine whether the relationship between hierarchy culture and job satisfaction differs between headquarters personnel and personnel assigned to operational units. Such comparisons could help clarify whether formal control and procedural consistency are experienced differently across work settings.

g. Integrating the Four Organizational Culture Dimensions

Taken together, the four path coefficients suggest that organizational culture may be relevant to job satisfaction through several complementary value orientations. Clan culture had the largest estimated coefficient, while adhocracy, market, and hierarchy culture also had positive estimated relationships with job satisfaction. This pattern is broadly compatible with the Competing Values Framework, which conceptualizes organizational culture through distinct but potentially coexisting value orientations (Cameron & Quinn, 2011). An organization may need collaboration to maintain effective working relationships, adaptability to respond to emerging challenges, result orientation to pursue institutional objectives, and formal procedures to maintain consistency and accountability. The practical question is therefore not necessarily which culture should replace the others, but how their values can be combined in ways that suit organizational goals and employee needs. Schneider et al. (2013) distinguish organizational culture, which concerns shared values and assumptions, from organizational climate, which concerns employees' perceptions of organizational practices and conditions. This distinction is relevant because cultural values become meaningful to employees through everyday experiences, including communication, cooperation, decision-making, and participation.

Bogale and Debela (2024), in their systematic review of organizational culture, also emphasize the relevance of culture to workplace dynamics and organizational functioning. This perspective reinforces the need to consider how cultural values are expressed through observable organizational practices rather than treating culture solely as an abstract classification. For Bakamla, the relatively large coefficient for clan culture supports considering collaborative and supportive workplace practices as a management priority. At the same time, the positive coefficients for adhocracy, market, and hierarchy culture suggest that innovation, performance orientation, and procedural consistency should not automatically be discarded. A balanced approach could encourage teamwork and employee participation while preserving the formal structures required to fulfil the institution's responsibilities. Nevertheless, the relative ranking of the coefficients should

be interpreted cautiously. The available results do not show whether the differences between the four coefficients are statistically significant. The reported values also do not establish which culture dimension explains the greatest additional variance in job satisfaction after accounting for the others. Those conclusions require further statistical evidence and appropriate comparisons.

h. Practical Implications for Bakamla

The findings have several potential implications for human resource management at Bakamla. First, the largest estimated coefficient for clan culture suggests that management could examine practices that encourage constructive coworker relationships, team coordination, communication, and employee involvement. These practices may help strengthen the relational aspects of the work environment that are relevant to job satisfaction. Second, the positive coefficient for adhocracy culture supports considering opportunities for appropriate innovation and problem-solving. Such opportunities need not conflict with formal procedures. Employee suggestions and operational learning can be encouraged within clearly defined authority and accountability arrangements. Third, the positive coefficient for market culture indicates that an emphasis on achievement and results may also be relevant. Performance expectations should be linked to institutional objectives and accompanied by clear evaluation standards. In a public security institution, result orientation should be understood in terms of mission accomplishment and public-service responsibilities rather than commercial profitability alone.

Fourth, hierarchy culture remains relevant because formal procedures and coordination can support organizational consistency. Its smaller coefficient suggests that procedural structure alone may not be sufficient to account for employees' job satisfaction. Management could therefore consider how formal rules are implemented and communicated while maintaining the controls required for institutional operations. These implications should be treated as management considerations informed by the observed pattern of coefficients, rather than as interventions whose effectiveness has already been demonstrated by this study. Research on workplace social support indicates that supportive relationships can be associated with favorable employee experiences (Jolly et al., 2021), while organizational culture research highlights the importance of connecting cultural values with observable workplace practices (Chatman & O'Reilly, 2016; Schneider et al., 2013). Further research at Bakamla could examine which specific management practices are most closely associated with job satisfaction and whether these relationships differ across employee groups. Such research would help translate the observed statistical relationships into more targeted human resource management strategies.

V. Conclusion

This study examined the relationships between four organizational culture dimensions within the Competing Values Framework and job satisfaction among employees of the Indonesian Maritime Security Agency (Bakamla). The reported path coefficients were positive across all four dimensions, with clan culture showing the largest coefficient ($\beta = 0.472$), followed by adhocracy culture ($\beta = 0.178$), market culture ($\beta = 0.151$), and hierarchy culture ($\beta = 0.133$). These results indicate that clan culture had the strongest reported association with job satisfaction among the dimensions examined. The finding highlights the potential relevance of interpersonal relationships, mutual support, teamwork, and a sense of belonging in shaping employees' workplace experiences. Nevertheless, the relative magnitudes of the path coefficients should not be interpreted as evidence of statistical significance or causality without the corresponding inferential results.

Practically, the findings suggest that Bakamla's human resource management could give greater attention to supportive workplace relationships, open internal communication, collaborative team practices, and participatory leadership. These practices may help strengthen employees' sense of belonging while supporting job satisfaction in an organization with demanding maritime security responsibilities. At the same time, the comparatively smaller coefficient for hierarchy culture should not be interpreted as evidence that formal procedures, discipline, and clear lines of authority are unnecessary. Rather, the findings encourage

organizational leaders to consider how administrative control and operational discipline can be balanced with interpersonal support and employee participation. Such an approach may help create a working environment that accommodates both the operational requirements of maritime security and employees' workplace needs.

Several limitations should be considered when interpreting these findings. The study involved 81 respondents and relied on survey data collected during a single period, which limits the extent to which the results can be generalized to all Bakamla personnel or used to establish causal relationships. Further research could involve larger and more diverse samples across headquarters, regional offices, vessels, and operational units to examine whether the relationships differ according to work location and job responsibilities. Longitudinal studies or mixed-methods designs could also provide a deeper understanding of how organizational culture relates to job satisfaction over time and how employees experience different cultural practices. In addition, future studies should report bootstrapping results, including t-statistics, p-values, and confidence intervals, and examine other relevant factors, such as leadership style, organizational commitment, perceived organizational support, and job characteristics. These approaches would provide a more robust basis for understanding the relationship between organizational culture and job satisfaction in maritime security institutions.

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