



The Influence of Cultural Entropy and Job Insecurity on the Job Satisfaction of PT Shelter Indonesia Gemil's Outsourcing Employees at PT Imr Arc Steel

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Abstract

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This study aims to analyze the influence of cultural entropy and job insecurity on the job satisfaction of outsourced employees from PT Shelter Indonesia Gemilang who are assigned to PT IMR ARC Steel. The study employs a quantitative approach with an explanatory research design. The population consists of all 90 outsourced employees from PT Shelter Indonesia Gemilang assigned to PT IMR ARC Steel. A census sampling technique (total sampling) was used, meaning the entire population served as the study's respondents. Data were collected via a questionnaire using a five-point Likert scale and analyzed using multiple linear regression with the SPSS program. The results indicate that cultural entropy has a negative and significant effect on job satisfaction, with a regression coefficient of -0.720, a t-value of -3.658, and a significance value of <0.001. Job insecurity shows a negative influence but does not significantly affect job satisfaction, with a regression coefficient of -0.098, a t-value of -0.463, and a significance value of 0.645. Simultaneously, cultural entropy and job insecurity significantly influence job satisfaction, with an F-value of 8.434 and a significance value of <0.001. The R-square value of 0.162 indicates that cultural entropy and job insecurity explain 16.2% of the variation in job satisfaction, while the remaining 83.8% is explained by factors outside the research model. The findings suggest that cultural entropy is a more prominent variable than job insecurity in explaining the job satisfaction of outsourced employees.

INTRODUCTION

Human resources are one of the important elements in the sustainability of an organization because humans play a role as the main driver in achieving company goals. The development of an increasingly competitive industry causes companies to not only be required to have effective technology and work systems, but also to be able to create working conditions that support employee welfare and comfort. One of the important aspects that companies need to pay attention to in human resource management is employee job satisfaction. Job satisfaction describes how employees feel and attitudes towards the work done, the organizational environment, relationships with colleagues and superiors, and various aspects related to their work. Employees who have high job satisfaction tend to show better involvement, are motivated to complete work, and make a positive contribution to the achievement of organizational goals. On the other hand, low job satisfaction can lead to decreased work morale, reduced employee involvement, and the emergence of a desire to leave the organization (Azwari & Purwani, 2024).

In today's labor management practices, many companies implement an outsourcing system as a strategy to increase operational flexibility and company efficiency. Through an outsourcing system, user companies can obtain labor from service providers without having to work directly with these workers. This system provides advantages for companies in managing human resources, but on the other hand it can provide challenges for outsourcing employees. Outsourcing employees have different characteristics of employment relationships compared to permanent employees. Differences in employment status, limited career development opportunities, unclear contract periods, and dependence on the decisions of the provider company and the user company can give rise to the perception of uncertainty in work. These conditions can affect the psychological condition of employees, one of which is through the emergence of job insecurity (Yudhistira Saraswati et al., 2025).

Job insecurity is a condition when a person feels worried about the sustainability of their job or feels that they have no control over the future of their work. For outsourcing employees, this condition is an important issue because job sustainability is not only influenced by individual performance, but also by the policies of the user company and the labor provider. If employees continue to experience uncertainty about their work, this condition can affect their attitude and perception of the organization, including lowering the level of job satisfaction. Previous research has shown that the relationship between job insecurity and job satisfaction still shows mixed results. Putrayasa and Astrama (2021) found that *Job insecurity* negative and significant effect on the job satisfaction of employees of PT Danamas Insan Kreasi Andalan (DIKA) Denpasar.

These results show that the higher the job insecurity felt by employees, the lower the level of job satisfaction they have. However, Ramadhanti, Darna, and Herlina (2021) research showed different results, namely *Job insecurity* does not have a partial effect on the job satisfaction of non-ASN employees, although simultaneously with other variables it still affects job satisfaction (Buoys, 2024).

These differences in results show that the influence of job insecurity on job satisfaction can be influenced by job characteristics, the employment relationship system, and the conditions of the organization where employees work. In addition to the factor of job insecurity, employee job satisfaction can also be influenced by organizational culture conditions. Organizational culture is the basis for employees to understand values, rules, communication patterns, and behaviors that apply in the work environment. A well-functioning organizational culture can create a sense of comfort, increase involvement, and strengthen the relationship between employees and the organization. On the other hand, if there is a mismatch between organizational values and employee work experience, obstacles can arise that cause organizational energy to not be used effectively. One of the concepts that describes this condition is cultural entropy (*Cultural Entropy*). Cultural entropy describes the level of organizational energy used to deal with internal obstacles such as conflict, frustration, ineffective communication, and behaviors that do not support organizational productivity. High cultural entropy can indicate a mismatch between the values that the organization expects and the conditions felt by employees, potentially affecting job satisfaction (Azwari & Purwani, 2024).

Phenomena related to organizational culture and employee psychological conditions are also found at PT IMR ARC Steel. Research by Hutomo, Mujanah, and Sumiati (2023) explains that PT IMR ARC Steel is a company engaged in the steel industry and focuses on providing stainless products according to customer needs. In the study, it was found that there is an organizational phenomenon in the form of an organizational structure that tends to be mechanistic, where communication between superiors and subordinates takes place in one direction. This condition causes employee creativity to be more limited because employees follow instructions more than develop initiatives at work. In addition to organizational communication patterns, the study also found that some employees have difficulty adjusting to changes and training provided by the company. As a form of response to these conditions, management provides change management training programs to help the employee adaptation process. This phenomenon shows that in the work environment of PT IMR ARC Steel there are organizational dynamics related to communication, adaptability, and employee involvement (Yudhistira Saraswati et al., 2025).

Based on this phenomenon, it can be understood that organizational cultural conditions have the possibility of influencing how employees perceive their work environment. Less open communication patterns, limited space for employees to take initiative, and challenges in dealing with change can be factors that affect employees' perception of the organization. These conditions are related to the concept of cultural entropy, as they indicate the possibility of using organizational energy to face internal obstacles rather than supporting employee development and engagement. Research by Bilal, Ali, and Waseem (2020) on the influence of *cultural entropy* on *Job Satisfaction* in the hotel industry found that there is a negative relationship between cultural entropy and job satisfaction. The study shows that the higher the level of cultural entropy in the organization, the lower the level of employee job satisfaction. This shows that managing organizational culture is an important aspect in creating a work environment that is able to increase employee satisfaction.

Based on this description, PT Shelter Indonesia Gemilang's outsourcing employees who are placed at PT IMR ARC Steel are an interesting object to study. As an outsourced workforce, employees face employment relationship conditions that have a certain level of uncertainty. On the other hand, they also work in a user organizational environment that has its own culture, communication system, and work pattern. The combination of outsourcing work relationship conditions and organizational cultural dynamics can affect employee job satisfaction levels. Previous research has mostly still discussed the effect of job insecurity on job satisfaction separately, while research on cultural entropy is still relatively limited. In addition, there have not been many studies that have simultaneously tested the influence of cultural entropy and job insecurity on job satisfaction in outsourcing employees, especially in the steel industry sector. Therefore, this study was conducted to find out "The Influence of Cultural Entropy and Job Insecurity on Job Satisfaction in Outsourcing Employees of PT Shelter Indonesia Gemilang at PT IMR ARC Steel."

METHOD

This study uses a quantitative approach with the type of explanatory research. The quantitative approach was chosen because the research aims to examine the causal relationships between variables through data expressed in the form of numbers and analyzed using statistical techniques. This type of explanatory research is used to explain the cause-and-effect relationship between cultural entropy and job insecurity on job satisfaction an outsourced employee of PT Shelter Indonesia Gemilang who is placed at PT IMR ARC STEEL.(Assayakurrohim et al., 2023) This research is also non-experimental because there is no manipulation of variables, but rather observes and measures conditions that occur naturally. Data collection is carried out in a systematic

manner *Cross-sectional*, namely within a certain period of time. In addition, the research is verifiable because it is used to test the correctness of theoretical relationships through partial or simultaneous hypothesis testing. The research was carried out on outsourced employees of PT Shelter Indonesia Gemilang who were placed at PT IMR ARC STEEL.

The location was chosen because it has characteristics of the work environment that are relevant to the research variables, especially organizational culture dynamics, job uncertainty, and employee job satisfaction. The research variable consists of two independent variables, namely cultural entropy (X1) and job insecurity (X2), as well as one dependent variable, namely job satisfaction (Y). Cultural entropy is understood as an organizational condition characterized by unproductive behaviors and practices, such as low trust, conflict, and ineffective communication. Job insecurity is an employee's perception of the threat of job loss, uncertainty of job future, and helplessness in retaining a job. Meanwhile, job satisfaction indicates the level of employee satisfaction with their work, which includes satisfaction with salary or compensation, superiors, colleagues, and career promotion and development opportunities. (Sofya et al., 2024)

Operational definitions are used to translate each theoretical concept into indicators that can be observed and measured empirically. Cultural entropy variables are measured through indicators of lack of trust in the organization, work environment conflicts, and ineffective communication. Job insecurity is measured through the threat of job loss, uncertainty of job future, and the inability to maintain a job. Job satisfaction is measured through satisfaction with salary or compensation, superiors, colleagues, and career promotion and development opportunities. Each indicator is outlined in a number of statements on the research instrument using a five-level Likert scale, ranging from strongly disagreeing with a weight of 1 to strongly agreeing with a weight of 5. The research population is all employees of outsourcing PT Shelter Indonesia Gemilang who are placed at PT IMR ARC STEEL, with a total of 90 employees. Because the population is known for sure and relatively limited, the study uses *saturated sampling* techniques, so that all members of the population are made respondents. The use of this technique is intended so that the data can describe the condition of the population more thoroughly while minimizing *sampling* errors.

The source of research data consists of primary data and secondary data. Primary data was obtained directly through the distribution of questionnaires to all respondents to measure perceptions of cultural entropy, job insecurity, and job satisfaction. The questionnaire was distributed online using Google Form. Meanwhile, secondary data was obtained from company profiles, employee data,

organizational documents, research methodology books, national and international scientific journals, scientific articles, and relevant previous research. Before the analysis, the research instrument was tested for validity and reliability using IBM SPSS Statistics 27. The validity test was carried out with Pearson correlation by comparing *the calculated r* values and *the r of the table*, while the reliability was tested using Cronbach's Alpha with a value criterion greater than 0.70 indicating a reliable instrument. Furthermore, a classical assumption test was carried out which included a normality test using the Kolmogorov-Smirnov test, a multicollinearity test using *the Tolerance* and VIF values, and a heteroscedasticity test using the Glejser Test. (Diki Wahyudi, 2026)

Data analysis was carried out with the help of SPSS through descriptive statistics and inferential statistics. Descriptive statistics were used to describe the data through mean values, standard deviation, minimum, maximum, and frequency distribution. Furthermore, multiple linear regression analysis was used to determine the direction and magnitude of the influence of cultural entropy and job insecurity on job satisfaction. Hypothesis testing was carried out through *a t-test* to determine the influence of each independent variable partially, an *F test* to determine the influence of the two independent variables simultaneously, and a determination coefficient (R^2) to determine the ability of cultural entropy and job insecurity to explain variations in job satisfaction.

RESULT AND DISCUSSION

Organizational Behavior

Organizational Behavior is a field of study that studies how individuals, groups, and organizational structures affect a person's behavior in the work environment. This study is important because the success of an organization is not only determined by resources, technology, and work systems, but also by how the people in the organization interact, communicate, make decisions, and respond to various conditions that arise in the work environment. By understanding organizational behavior, companies can create a more effective, productive, and satisfying work environment. In general, *organizational behavior* includes three main levels, namely individuals, groups, and organizations. At the individual level, organizational behavior is related to personal characteristics, perceptions, motivations, attitudes, personalities, job satisfaction, and employee commitment. Each individual has different backgrounds, needs, and expectations so that they can show different responses to work conditions. These factors then affect how employees carry out their duties, adapt to the work environment, and contribute to the organization (Azka et al., 2025).

At the group level, organizational behavior discusses relationships and dynamics between members of the organization. Communication, cooperation,

leadership, conflict, and interaction between employees are important parts in shaping group behavior. Work groups that have open communication and good relationships tend to be able to create a supportive work atmosphere. On the other hand, unmanaged conflicts, poor communication, and lack of trust can create tension and reduce employee comfort at work. Meanwhile, at the organizational level, *organizational behavior* related to how the structure, culture, policies, reward system, and organizational environment affect employee behavior. Organizational culture is one of the important aspects because the values, norms, habits, and interaction patterns that develop within the organization can shape the way employees think and act. A healthy culture can increase belonging, cooperation, and job satisfaction. Conversely, an unhealthy culture can create discomfort, conflict, and low employee attachment to the organization (Adeoye et al., 2023).

In the context of employees outsourcing, the study of organizational behavior becomes increasingly relevant because employees can deal with two organizational environments, namely the labor provider company and the company in which they are placed. These conditions demand the ability to adapt to the rules, culture, communication patterns, and employment relationships that apply in the workplace. The difference between the values and practices of the two organizations can affect employees' perception of their work. These conditions also have a relationship with Cultural entropy and job insecurity. High cultural entropy can be reflected through ineffective communication, lack of clarity of organizational values, conflict, mistrust, or less harmonious work relationship patterns. Meanwhile, job insecurity can arise through concerns about contract sustainability, job security, and job position. If these two conditions persist, employees have the potential to experience a decrease in job comfort and satisfaction (Amini & Kemal, 2021).

Cultural Entropy

Cultural entropy is a concept in organizational behavior that describes the level of organizational energy wasted due to unproductive values, behaviors, and work practices. This concept was first popularized by Richard Barrett through the Barrett Values Centre, who explained that cultural entropy arises when an organization is filled with mistrust, conflict, excessive bureaucracy, poor communication, unfair competition, and ineffective leadership. This condition causes the organization to lose the positive energy that should be used to achieve goals, resulting in a decrease in organizational effectiveness and employee well-being. From an organizational behavior perspective, cultural entropy is not only related to weak organizational culture, but also shows a gap between the values that the organization adheres to and the values that employees feel or experience. When organizational values are not applied consistently, there is a

misalignment that affects motivation, commitment, and job satisfaction. The higher the level of cultural entropy, the greater the organization's energy is spent on addressing internal problems rather than improving performance and innovation (Prayogo, 2019).

Richard Barrett stated that cultural entropy can be measured through the percentage of limiting values perceived by organizational members. These limiting values include excessive control, manipulation, discrimination, fear, blame, internal conflicts, closed information, and lack of cooperation. Organizations with low entropy levels show a healthy culture because they are dominated by positive values such as trust, collaboration, transparency, accountability, and learning-orientation. On the other hand, organizations with high levels of entropy tend to experience decreased productivity, increased conflicts, high levels of stress, and low employee loyalty. Cultural entropy is also closely related to leadership quality. Leaders have an important role in building organizational culture through communication, exemplarization, decision-making, and relationship management. Authoritarian, less open, or inconsistent leadership can increase the level of cultural entropy because it creates insecurity and mistrust among employees. In contrast, participatory and values-oriented leadership is able to build a healthier organizational culture as well as increase employee engagement (Rostam, 2013).

In the modern work environment, cultural entropy can be seen through various indicators, such as ineffective communication between employees and management, recurring conflicts, low trust in leaders, unclear roles and responsibilities, excessive bureaucracy, and lack of appreciation for employee contributions. This condition causes employees to spend energy on dealing with internal organizational problems rather than focusing on achieving work targets. As a result, productivity and the quality of work relationships decrease. In companies that use an outsourcing system, cultural entropy has more complex challenges. Outsourced employees often work under two organizational environments, namely labor provider companies and service user companies. Differences in culture, policies, communication patterns, and management systems between the two organizations can cause confusion, lack of belonging, and difficulty adapting. If not managed properly, these conditions can increase cultural entropy which has an impact on decreased employee job satisfaction and commitment (Andrian Hamzah & Sitorus, 2021).

In the context of research at PT Shelter Indonesia Gemilang, which places outsourced employees at PT IMR ARC Steel, cultural entropy is an important variable to understand the quality of the work environment felt by employees. A high level of cultural entropy can be reflected in less open communication, ineffective coordination, conflicts between employees, low mutual trust, and

unclear organizational values. On the other hand, if the company is able to build a work culture that is transparent, collaborative, and respect-oriented towards employees, then the level of cultural entropy can be suppressed so as to create a more conducive work environment. Thus, cultural entropy is an indicator of organizational cultural health that shows the extent to which positive values are applied in the life of the organization. The lower the level of cultural entropy, the greater the opportunity for the organization to create a harmonious work environment, increase employee involvement, strengthen organizational commitment, and increase job satisfaction. Therefore, managing a healthy organizational culture is an important strategy for companies to improve organizational performance as well as employee welfare, especially for outsourcing employees who face more complex work culture dynamics.

The Influence of Cultural Entropy and Job Insecurity on Job Satisfaction of Outsourcing Employees

PT Shelter Indonesia Gemilang is a company engaged in the provision of labor services (*outsourcing*) and human resource management. This company provides manpower for various companies that need support in carrying out operational activities, both in the fields of production, administration, logistics, security, and public services. In carrying out its business activities, PT Shelter Indonesia Gemilang strives to provide a workforce that has competencies in accordance with the needs of the company that uses its services and is able to carry out work professionally, disciplinedly, and responsibly. As a labor provider company, PT Shelter Indonesia Gemilang has the responsibility to carry out the recruitment, selection, training, placement, and management process of employment administration. In addition, the company also plays a role in maintaining good working relationships between employees *outsourcing* with service user companies to create a conducive and productive work environment (Yudhistira Saraswati et al., 2025).

In this study, PT Shelter Indonesia Gemilang is a company that employs *outsourced* employees who are then placed at PT IMR Arc Steel. All research respondents are *outsourced* employees who are still actively working at the time the research is conducted. PT IMR Arc Steel is a company engaged in the steel processing and manufacturing industry. The company's main activities include production processes, processing of steel materials, and the provision of steel products to meet the needs of various industrial sectors. In carrying out its operational activities, PT IMR Arc Steel requires a large number of workers so that some of the human resource needs are met through cooperation with labor service providers. As a company that uses outsourced labor, PT IMR Arc Steel has a work environment that demands discipline, precision, responsibility, and the ability to work together. Outsourced employees have a role in supporting the

smooth production process and the company's operational activities. Although administratively employees are part of PT Shelter Indonesia Gemilang, in carrying out their daily work they are within PT IMR Arc Steel and follow the rules and operational standards that apply in the user company.

This condition makes employees must be able to adjust to work culture, communication patterns, organizational systems, and work demands found within PT IMR Arc Steel. This situation becomes relevant in a study that examines the influence of cultural entropy and job insecurity on job satisfaction. The object of this research is employees *outsourcing* PT Shelter Indonesia Gemilang which is placed at PT IMR Arc Steel. The research focuses on the influence of cultural entropy and job insecurity on job satisfaction, both partially and simultaneously. The selection of the object is based on the characteristics of the job *outsourcing* who have different dynamics from permanent employees. Employees *outsourcing* They can face various conditions such as the demands for adjustment to organizational culture, changes in the work environment, uncertainty of job status, limited career development opportunities, and differences in administrative relationships with the company where they work on a daily basis. These various conditions can affect employees' experience in carrying out work and ultimately related to the level of job satisfaction (Sodik & Putri, 2019).

This study uses the *saturated sampling*, which is a sampling technique by having all members of the population as respondents. The technique was chosen because the population is relatively limited and all members of the population can be reached by researchers. The research population is 90 employees *outsourcing* PT Shelter Indonesia Gemilang which is placed at PT IMR Arc Steel. Because all members of the population were used as samples, the number of study respondents was also 90 people. The data obtained from the respondents were then analyzed to find out the picture of each variable and the relationship between cultural entropy, job insecurity, and job satisfaction. The results of the descriptive analysis showed that the cultural entropy variable obtained a value *big mean* by 3.24. This value shows that respondents' perception of cultural entropy is in a neutral position and tends to lead to approval. Some aspects of cultural entropy are relatively felt by employees, although the level of perception is not the same in every indicator. Items X1.2 and X1.5 obtained the highest average scores, of 3.46, respectively. At X1.5, 51.1% of respondents agreed and 11.1% strongly agreed (Imam Subchi, 2024).

Meanwhile, the lowest value was found at X1.4 of 2.93. The findings show that employees' perception of the cultural condition of the organization is not completely uniform, but there are certain aspects that are quite strongly felt by respondents. The variable of job insecurity obtained a *grand mean* value of 3.40.

This value is higher than cultural entropy and job satisfaction. This shows that descriptively job insecurity is quite felt by *outsourcing* employees. Item X2.3 has the highest average score of 3.70, with 37.8% of respondents agreeing and 25.6% strongly agreeing. Thus, as many as 63.4% of respondents gave a positive response to the item. In contrast, item X2.6 obtained the lowest average score of 3.16. These results show that job insecurity is a condition that is quite prominent in the respondents' perception, although the level of perception is different in each aspect.

Meanwhile, the job satisfaction variable obtained a value *big mean* of 3.12. This value shows that the respondents' job satisfaction is at a medium level and has not shown a very strong trend. Item Y1.3 obtained the highest average score of 3.26, while Y1.8 had the lowest score of 2.93. There are still quite a few respondents who gave neutral, disagreed, and strongly disagree answers to several indicators of job satisfaction. This condition shows that there is still an opportunity for companies to improve employee job satisfaction through improving the work environment, communication, work relations, and human resource management. Before testing the hypothesis, the research instrument was first tested for validity and reliability. The results of the validity test showed that all statement items on the variables of cultural entropy, job insecurity, and job satisfaction were declared valid. Value *r count* The whole item is larger than *r Table* 0.207 with a significance value of <0.001 . Thus, all 20 statement items are suitable for use in the next analysis. The results of the reliability test also showed that all variables had a Cronbach's Alpha value above 0.70. The cultural entropy variable obtained a value of 0.780, job insecurity of 0.762, and job satisfaction of 0.949 (Wendra et al., 2020).

Thus, all research instruments have good internal consistency and are declared reliable. The results of the classical assumption test show that the regression model meets the requirements for use in further testing. The normality test produces an Asymp. Sig. value of 0.075 and a Monte Carlo Sig. of 0.077, so that the residual is declared to be normally distributed. The multicollinearity test produces a value of *Tolerance* of 0.877 and VIF of 1.141 in both independent variables. This value shows that there are no symptoms of multicollinearity. Meanwhile, the scatterplot results show that residual points are scattered above and below zero and do not form a specific pattern, so no clear indication of heteroscedasticity is found. The results of multiple linear regression analysis produced the equation $Y = 40.972 - 0.720X_1 - 0.098X_2$. The cultural entropy coefficient of -0.720 indicates that cultural entropy has a negative relationship with job satisfaction. This means that the increase in cultural entropy is related to a decrease in job satisfaction. Job insecurity also has a

negative coefficient of -0.098, but the effect is relatively small (Yasir Rumadaul, 2023).

The results of the partial test showed that cultural entropy had a negative and significant effect on job satisfaction with a t-value of -3.658 and a significance of <0.001 . On the other insecurity had a t-value of -0.463 and a significance of 0.645, so it did not have a partial significant effect on job satisfaction. Findings regarding cultural entropy show that the higher the level of inaligned cultural conditions, friction, rigidity, and less supportive organizational conditions, the lower job satisfaction tends to be. These results are in line with the research of Bilal et al. (2020) which found a negative relationship between *Cultural Entropy* and *Job Satisfaction*. The findings reinforce that an unsupportive organizational culture can reduce employees' positive experiences at work (Wendra et al., 2020).

In the context of employees *outsourcing* PT Shelter Indonesia Gemilang, these conditions are important because they carry out their daily work within PT IMR Arc Steel so that communication patterns, relationships with superiors, the application of rules, and the characteristics of the organizational environment can affect their work experience. In contrast to cultural entropy, job insecurity in this study has not been shown to have a significant effect on job satisfaction. Although descriptively the value of job insecurity is quite high, this condition does not automatically cause statistically low job satisfaction. These results are in line with the research of Nurcahyati and Irawanto, Asmara and Noermijati (2024), and Ramadhanti et al. (2021), but different from the research of Putrayasa and Astrama (2021), Agoestyna and Mulyana (2022), Andriani and Amalia (2023), and Rahmat and Sihombing (2024) which found negative and significant influences. These differences show that the relationship between job insecurity and job satisfaction can be influenced by job characteristics, staffing status, organizational environment, and other factors contained in each study (Zumhas, 2024).

Furthermore, the results of the simultaneous test showed that cultural entropy and job insecurity together had a significant effect on job satisfaction. An F value of 8.434 with a significance of <0.001 indicated that the overall research model was significant. An R-Square value of 0.162 showed that cultural entropy and job insecurity together were able to explain 16.2% of the variation in job satisfaction, while the remaining 83.8% was explained by factors outside the study model. Value *Standardized Beta* It also showed that cultural entropy had a relatively stronger influence with a value of -0.383, while job insecurity was only -0.049. Thus, the results of the study showed that employee job satisfaction *outsourcing* PT Shelter Indonesia Gemilang, which is placed at PT IMR Arc Steel, is stronger in relation to work culture conditions than partial job

insecurity. Although job insecurity is sufficiently felt by respondents, these variables have not been shown to have a significant influence on job satisfaction (Syamsurijal, 2024).

Therefore, companies need to pay attention not only to the safety and sustainability aspects of work, but also to the quality of the organization's culture. Efforts to build two-way communication, increase employee engagement, reduce friction and conflict, consistently implement rules, and create an open and participatory work environment are important steps to improve employee job satisfaction *outsourcing*. Overall, this study strengthens the study of the importance of organizational culture in shaping job satisfaction while providing empirical evidence that the influence of job insecurity on job satisfaction is not always consistent across every characteristic of workers and the organizational environment (Quillian & Hexel, 2016).

CONCLUSIONS

Based on the results of the research and discussion on the influence of cultural entropy and job insecurity on job satisfaction in PT Shelter Indonesia Gemomile's outsourcing employees placed at PT IMR ARC Steel, it can be concluded that cultural entropy is the factor that has the strongest influence on employee job satisfaction. The results of the study show that cultural entropy has a negative and significant effect on job satisfaction, with a regression coefficient of -0.720, a t-value of -3.658, and a significance value of <0.001. This means that the higher the level of cultural entropy felt by employees, such as cultural misalignment, friction, organizational rigidity, low participation, and communication barriers, the lower the level of job satisfaction felt. Conversely, the lower the cultural entropy in the work environment, the lower job satisfaction tends to increase. Thus, the first hypothesis is accepted. These findings are in line with the research of Bilal, Ali, and Waseem (2020) who found a negative relationship between *cultural entropy* and *job satisfaction* with a correlation coefficient of -0.466 and significance of 0.000. Meanwhile, job insecurity showed a negative but insignificant influence on job satisfaction.

This was shown through a regression coefficient of -0.098, a t-value of -0.463, and a significance value of 0.645. Because the significance value is greater than 0.05, partial job insecurity has not been proven to be a factor that significantly affects job satisfaction. Therefore, the second hypothesis is rejected. However, the *grand mean value* of job insecurity of 3.40 indicates that the feeling of insecurity towards work is quite felt by the respondents, but this condition does not automatically determine their job satisfaction. Simultaneously, cultural entropy and job insecurity were shown to have a significant effect on job satisfaction. The results of the F test obtained a value of 8.434 with a significance of <0.001, so the third hypothesis was accepted. The R

Square value of 0.162 showed that both variables were able to explain 16.2% variation in job satisfaction, while 83.8% were influenced by other factors outside the study model. Overall, cultural entropy was a more dominant variable, as seen from the *standardized beta* value of -0.383 compared to job insecurity of -0.049. Thus, organizational cultural conditions and practices have a stronger relationship with the job satisfaction of outsourced employees than with the perception of job insecurity.

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