
THE EFFECT OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT MANUFACTURING COMPANIES

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Abstract

This study seeks to determine how employee performance at Manufacturing Companies in Cirebon is affected by organizational culture and job satisfaction. Descriptive correlation research using quantitative techniques is the methodology used in this study. All 100 employees of Manufacturing Companies in Cirebon constituted the study population, which was selected using a direct random sampling technique. Employee performance, job satisfaction, and organizational culture questionnaires provided the data. Multiple linear regression analysis is the method used to analyze the data in this study. Based on the results of Multiple Linear Regression analysis with t-test and F-test, this study concludes that employee performance is influenced by organizational culture within Manufacturing Companies in Cirebon. Job satisfaction affects the performance of Manufacturing Companies in Cirebon employees. Job satisfaction and organizational culture affect the performance of Manufacturing Companies in Cirebon employees. Organizational culture and job satisfaction affect employee performance at Manufacturing Companies in Cirebon by 29.8%.

Keywords: Organizational Culture, Job Satisfaction, Employee Performance

INTRODUCTION

Organizational culture is one of the crucial elements that shape work patterns and employee behavior in a company (Mahayasa et al., 2023). This culture includes values, norms, and beliefs that are upheld by all members of the organization (Faisal et al., 2023). When a positive organizational culture is implemented, employees tend to work with high enthusiasm and a great sense of responsibility (Busri & Loliyani, 2023). Conversely, a weak organizational culture can create work disorientation and lower productivity (Harahap & Nasution, 2023). Therefore, it is important to identify the extent to which organizational culture affects employee performance in the context of a particular company (Akbar & Hermiati, 2023).

Job satisfaction is another factor that greatly affects individual performance in an organization (Rukanda & Faisa, 2023). Job satisfaction involves employee perceptions of various aspects of work, including the work environment, reward system, and interpersonal relationships (Arta et al., 2023; Yuniarsih & Alwi, 2023). When employees are satisfied, they usually show high loyalty, motivation, and commitment to the company (Asniwati & Firman, 2023). If the level of job satisfaction is low, this can have a negative impact on productivity and lead to employee turnover (Wahyuni, 2023). Therefore, it is important to understand the relationship between job satisfaction and employee performance as an effort to improve organizational effectiveness (Wahyuni, 2023).

Manufacturing Companies in Cirebon is a company that continues to strive to maintain the performance of its employees through the implementation of a strong organizational culture. In daily operations, companies face various challenges, ranging from market competition to the need to adapt to technological changes (Mulang, 2023). Company management realizes that employee performance is strongly influenced by the work culture applied in the organization (Oktavia & Fernos, 2023). Therefore, strengthening organizational culture is one of the main strategies to achieve company goals (Retnowati et al., 2023). However, the extent to which this culture succeeds in improving employee performance still requires more in-depth research (Heryanto, 2024).

In addition to organizational culture, employee job satisfaction at Manufacturing Companies in Cirebon is a major concern for management. In an effort to create optimal job satisfaction, the company has implemented various programs such as providing incentives, improving work facilities, and developing employee competencies (Nulmunir et al., 2023). However, there are still some challenges in maintaining job satisfaction levels, such as a mismatch between employee expectations and company policies (Prasetyo et al., 2023). This condition shows that job satisfaction is a dynamic variable that requires continuous attention and management (Ramlah et al., 2023). Therefore, this research is important to evaluate the impact of job satisfaction on employee performance.

Previous research shows that organizational culture and job satisfaction significantly contribute to employee performance. However, the results of these studies are often general in nature and have not explored the specifics of a particular industry context. Manufacturing Companies in Cirebon, with its unique characteristics, require a special approach to understand the relationship between these variables. By examining the influence of organizational culture and job satisfaction in this company, it is expected that relevant and

applicable solutions can be found. This research also contributes to closing the existing research gap in this field.

In an increasingly complex business competition, companies need to ensure that all employees work productively and efficiently (Dirwan et al., 2024). To achieve this, company management must focus on managing internal factors that affect employee performance, such as organizational culture and job satisfaction (Sutrisno et al., 2023). These two factors are believed to create a conducive work environment and support the achievement of the company's strategic goals (Sunarto & Abidin, 2024). A deep understanding of the influence of these two factors is very important for developing effective policies (Usman et al., 2023). Thus, companies can increase their competitiveness in a dynamic market (Rizal et al., 2023).

This research not only has theoretical relevance but also provides practical benefits for Manufacturing Companies in Cirebon. The results of the study are expected to provide appropriate recommendations for improving employee performance through strengthening organizational culture and increasing job satisfaction (Fajar & Djamil, 2024; Halizah & Alwi, 2023). By utilizing the results of this study, companies can design work programs that are more focused and in accordance with employee needs. This, in turn, can help companies achieve their business goals more efficiently (Walmi et al., 2024; Solahudin et al., 2024). Therefore, this research is a strategic step to support the sustainability of the company.

Overall, this study aims to analyze the influence of organizational culture and job satisfaction on employee performance at Manufacturing Companies in Cirebon. The focus of the research lies on how the two variables interact with each other in shaping individual and team performance in the company. With a comprehensive approach, this research is expected to make a significant contribution in both academic aspects and practical implementation. In addition, the results of this study are also expected to be a reference for other companies facing similar challenges. Thus, this research has high strategic value in the context of human resource management.

REVIEW OF LITERATURE

Organizational Culture

Organizational culture is a set of values, norms, beliefs, and habits shared by members of an organization that influence the way they interact with each other as well as with external parties (Hanantyasari et al., 2023). It reflects the organization's identity and plays an important role in creating a conducive work environment. Elements of organizational culture, such as leadership, communication, and employee engagement, can influence the way decisions are made as well as the overall effectiveness of the organization (Kair et al., 2023). With a strong organizational culture, employees tend to be more motivated to work productively and achieve organizational goals (Salwa Safira & Hasrudy Tanjung, 2024).

A positive organizational culture can increase employee commitment to the organization. This is due to a sense of community and alignment of values between the individual and the organization (Gentari et al., 2023). Conversely, a poor organizational culture can hinder productivity and create internal conflict. Therefore, management needs to ensure that the organizational culture in place supports employee growth and sustainable organizational success (Fahlefi, 2023).

Job Satisfaction

Job satisfaction refers to the positive feelings that employees feel towards their jobs, which include factors such as pay, work environment, relationships with coworkers, and career development opportunities (Mutropin et al., 2023). High levels of job satisfaction usually result in more loyal, motivated, and productive employees (Putri et al., 2023). Conversely, job dissatisfaction can lead to high absenteeism and turnover rates, and reduce the quality of individual and team performance (Posumah et al., 2023).

Key factors that influence job satisfaction include role clarity, rewards, and work-life balance (Nulmunir et al., 2023). Optimal job satisfaction is created when employees' needs and expectations can be properly met by the organization. It is important for management to actively identify and address the causes of job dissatisfaction to create a supportive work environment (Prasetyo et al., 2023).

Employee Performance

Employee performance is the result of work achieved by individuals in carrying out their duties and responsibilities in accordance with predetermined standards (Sunarto & Abidin, 2024). Optimal performance reflects an employee's ability to manage time, resources, and skills to achieve organizational goals (Sutrisno et al., 2023). Some indicators of employee performance include quality of work, productivity, and efficiency in completing tasks (Halizah & Alwi, 2023). Improving employee performance can be achieved through training, skills development, and rewards for work achievements (Dirwan et al., 2024).

Factors such as organizational culture and job satisfaction have a significant influence on employee performance (Anggara et al., 2023). When employees feel valued and work in a supportive environment, they tend to show greater dedication and effort (Yuniarsih & Alwi, 2023). Therefore, organizations need to create an integrated strategy to improve organizational culture and job satisfaction to support overall employee performance (Andrian & Cholil, 2023).

RESEARCH METHOD

This study used a non-experimental research design and a descriptive correlational research approach. The quantitative research approach used in this study aims to determine the relationship between one independent variable and the dependent variable or to produce a specific sample or population. This study aims to determine how the organizational culture and employee satisfaction level of Manufacturing Companies in Cirebon affect their performance. The research population is all employees at Manufacturing Companies in Cirebon. The research sample consisted of 100 employees selected by purposive sampling, with the criteria of employees who have worked at least one year in the company.

Data were collected using a questionnaire divided into three main parts, namely the measurement of organizational culture, job satisfaction, and employee performance, each of which was measured with relevant instruments. The collected data will be analyzed using multiple regression techniques to determine the simultaneous effect of organizational culture and job satisfaction on employee performance, by first conducting validity, reliability, and classical assumption tests to ensure the reliability of 5% data.

RESULTS AND DISCUSSION

The results in this study come from data from the organizational culture questionnaire sheet, job satisfaction questionnaire sheet, and employee performance questionnaire sheet, conducted on employees who are the research sample. The following is a description of this research data:

Table 1
Description of Observed Data

| Data | X_{\max} | X_{\min} | Measure of Central | | | Defensiveness Measure of Group Variance | |
|------------------------|------------|------------|--------------------|-------|-------|---|-------|
| | | | \bar{x} | M_o | M_e | R | Sd |
| Organizational Culture | 95.56 | 54.00 | 79.88 | 91.11 | 78.00 | 31.56 | 9.32 |
| Job Satisfaction | 92.00 | 52.00 | 75.04 | 80.00 | 78.00 | 40.00 | 10.04 |
| Employee Performance | 92.00 | 56.00 | 75.36 | 82.00 | 74.00 | 36.00 | 8.45 |

Source: Data analysis, 2025

Table 1 displays the maximum and minimum values of 95.56 and 54.00 for organizational culture, 92.00 and 52.00 for job satisfaction, and 92.00 and 56.00 for the employee performance questionnaire sheet. Then, the mean, median, and mode values for the organizational culture results are 79.88, 91.11, and 78.00, respectively; the mean, median, and mode values for the job satisfaction results are 75.04, 80.00, and 78.00, respectively; and the mean, median, and mode values for the employee performance questionnaire results are 75.36, 82.00, and 74.00, respectively. The conclusion is that the results of the organizational culture questionnaire are slightly higher than the results of the satisfaction and employee performance questionnaire sheets.

After obtaining the data values of the organizational culture, job satisfaction, and employee performance questionnaire sheets, the data received will then be analyzed. The data will be analyzed using the classical assumption test and multiple linear regression analysis. If the data analyzed is normally distributed, parametric statistical techniques can be used, while if the data analyzed is not normally distributed, non-parametric statistical techniques can be used (Casella & Berger, 2002).

The first step is to analyze the data in the form of the Kolmogorov-Smirnov normality test on the questionnaire results. The test decision is if the $p\text{-value} > \alpha = 0.05$, then the data is normally distributed. The following are the results of the normality test calculation:

Table 2
Kolmogorov Smirnov Normality Test Results

| | | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N | | 50 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 4.03672235 |
| Most Extreme Differences | Absolute | .172 |
| | Positive | .152 |
| | Negative | -.142 |
| Test Statistic | | .172 |
| Asymp. Sig. (2-tailed) | | .161 ^c |

Source: Data analysis, 2025

The results of the calculation of the normality test of data on organizational culture, job satisfaction, and employee performance at a significance level of $\alpha = 0.05$ can be seen in Table 2. The data can be said to come from a regularly distributed population because the p-value is greater than α .

The second step will be data analysis in the form of a multicollinearity test of the questionnaire results. The following are the results of the multicollinearity calculation on the results of this research questionnaire:

Table 3
Multicollinearity Test Results

| No | Data | Tolerance | VIF |
|----|------------------------|-----------|-------|
| 1. | Organizational Culture | 0,610 | 1,755 |
| 2. | Job Satisfaction | 0,610 | 1,755 |

Dependent Variable: Employee Performance

Source: Data analysis, 2025

Because the VIF value is less than 10 and the tolerance value is more than 0.10, Table 3 shows that there is no multicollinearity in the organizational culture and job satisfaction data.

The third step is to test the heteroscedasticity of the questionnaire results. The following are the results of the calculation of heteroscedasticity in the results of this research questionnaire:

Table 4
Summary of Heteroscedasticity Test

| No | Data | p – Value | Significance |
|----|------------------------|-----------|--------------|
| 1. | Organizational Culture | 0,322 | 0,05 |
| 2. | Job Satisfaction | 0,364 | 0,05 |

Source: Data analysis, 2025

The results of the heteroscedasticity test, as shown in Table 4, indicate that the independent variables (job satisfaction and organizational culture) have p-values of 0.322 and 0.364, respectively, with a significance level of $\alpha = 0.05$. The fact that the p-values are higher than $\alpha = 0.05$ indicates that heteroscedasticity does not occur.

A parametric test called multiple linear regression analysis was used in this investigation to evaluate the hypotheses. The first test of multiple linear regression analysis is the t-test. The results of the t-test of the Multiple Linear Regression analysis are shown in the following table.

Table 5
Partial Statistical Test Results (t-test)
Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 10.750 | 10.958 | | 1.032 | .312 |
| Organizational Culture | .286 | .100 | .026 | .543 | .021 |
| Job Satisfaction | .726 | .086 | .016 | 11.530 | .000 |

a. Dependent Variable: Employee Performance

Source: Data analysis, 2025

Based on Table 5, the p-value for the relationship between organizational culture and employee performance = 0.021 is less than 0.05. The findings suggest that the performance of Manufacturing Companies in Cirebon workers is influenced by their organizational culture. Consequently, the p-value for the relationship between employee performance and job satisfaction is 0.000 and less than 0.05. The findings suggest that the performance of PT. Sinar Gunung Jati workers are influenced by their level of job satisfaction.

The F test is the second test used in multiple linear regression analysis. The table below displays the results of the F test of Multiple Linear Regression analysis:

Table 6
F Statistical Test Results (Simultaneous Test)

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|---------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 2154.625 | 2 | 1352.641 | 138.031 | .000 ^b |
| | Residual | 245.821 | 27 | 8.775 | | |
| | Total | 2965.216 | 29 | | | |

Source: Data analysis, 2025

Based on Table 6, there is no correlation between employee performance with organizational culture, and job satisfaction. The p-value is less than 0.05, which indicates that organizational culture and job satisfaction are proven to have an influence on employee performance at Manufacturing Companies in Cirebon.

Multiple Linear Regression Analysis aims to determine the relationship between organizational culture and job satisfaction to employee performance at Manufacturing Companies in Cirebon. The results of the Multiple Linear Regression test can be seen in the following table:

Table 7
Multiple Linear Regression Analysis Results
Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 10.750 | 10.958 | | 1.032 | .312 |
| | Organizational Culture | .286 | .100 | .026 | .543 | .021 |
| | Job Satisfaction | .726 | .086 | .016 | 11.530 | .000 |

a. Dependent Variable: Employee Performance

Source: Data analysis, 2025

The multiple linear regression equation based on Table 7 is :

$$\hat{Y} = 10,750 + 0,286X_1 + 0,726X_2$$

The value of 10.750 is constant, meaning that job satisfaction and organizational culture will be close to 10.750 if employee performance does not increase. The regression coefficient, which is 0.286, indicates that there will be an increase in organizational culture of 0.286 for every additional employee performance number. Likewise, the regression coefficient is 0.726, meaning that there will be an increase in job satisfaction of 0.726 for every figure of increased employee performance.

The following test, the coefficient of determination (R^2) test, essentially assesses the extent to which job satisfaction and organizational culture explain the variance in employee performance characteristics. The table below displays the results of the coefficient of determination (R^2):

Table 8
Test Results of the Coefficient of Determination (R^2)
Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
| 1 | .496 ^a | .298 | .301 | 3.012 |

Source: Data analysis, 2025

Table 8 shows that the result of $R^2 = 0.298$, which shows that job satisfaction and organizational culture have an influence of 29.8% on employee performance. These results indicate that 29.8% of employees at Manufacturing Companies in Cirebon have performance that is influenced by organizational culture and satisfaction at work.

Previous research shows that organizational culture and job satisfaction have a major effect on employee performance. Arta et al. (2023) examined the Production Division of PT Dover Chemical and found that organizational culture and job satisfaction have a positive effect on employee performance. Ningrum & Sugiarto (2024) in their study of the Argomulyo Subdistrict State Civil Apparatus of Salatiga City also identified that both factors have a positive impact on employee performance. In addition, Rahmania et al. (2024) examined the influence of organizational culture, job satisfaction, and work environment on employee performance in the General Section of the Cimahi City Regional Secretariat, with results showing a significant influence. Finally, research by Nababan et al. (2024) at PT Mark Dynamics Indonesia Medan revealed that organizational culture and job satisfaction have a positive and significant effect on employee performance. These studies show the importance of these two factors in improving employee performance, including in the corporate environment.

Each indicator of employee performance, job satisfaction, and organizational culture was examined during the research process. Organizational culture indicators include core values, norms and rules, vision and mission, leadership style, internal communication, innovation and adaptation, work environment, reward system, rituals and traditions, and commitment to ethics. Job satisfaction indicators include satisfaction with salary, relationships with coworkers, relationships with superiors, work environment, career development opportunities, performance rewards, and appropriate workload. Furthermore, employee performance indicators include work quality standards, amount of work, knowledge of work, teamwork, innovation, creativity, and initiative.

In general, the results of descriptive statistical analysis of employee organizational culture at Manufacturing Companies in Cirebon are still classified as quite good (77.32), while the employee performance value (75.04) is still below average and the employee job satisfaction value (75.34) is still average. Based on these results, most employees still lack mastery of organizational culture, job satisfaction, and employee performance. Therefore, the performance, job satisfaction, and organizational culture of employees at Manufacturing Companies in Cirebon need to be improved. Based on the results of this study, the researcher intends to provide the best solution in order to improve and enhance the performance, job

satisfaction, and organizational culture of employees at Manufacturing Companies in Cirebon.

Based on the results of Multiple Linear Regression analysis, job satisfaction and organizational culture have a positive effect on employee performance, with a coefficient of determination of 29.8%. Based on this, organizational culture and job satisfaction together can contribute 29.8% of employee performance if the influence of other factors is ignored. The assumption is that employees at Manufacturing Companies in Cirebon will perform better as a result of employee performance.

It was determined from the results of the Multiple Linear Regression analysis that organizational culture has an impact on employee performance based on the findings of the t-test, which tests the relationship between the two independent and dependent variables partially (alone). These findings indicate that the study findings on employee organizational culture and employee performance are consistent. This study shows the actual results of employee organizational culture and work performance at Manufacturing Companies in Cirebon. Organizational culture will increase along with employee performance, and vice versa. The second conclusion is that the performance of PT. Sinar Gunung Jati employees are influenced by their level of job satisfaction. The findings also show that the study findings on employee job satisfaction and employee performance are consistent. Actual findings on worker satisfaction and performance in schools are presented in this study.

Furthermore, the results of Multiple Linear Regression analysis with the F test, which tests the relationship between the two independent variables and the dependent variable together (collectively), show that organizational culture and job satisfaction affect employee performance at Manufacturing Companies in Cirebon. The results of this study indicate that the importance of employee performance and the research value of employee organizational culture and job satisfaction are comparable. This research presents the performance, organizational culture, and satisfaction achievements of employees at Manufacturing Companies in Cirebon. Employee performance will increase along with job satisfaction and organizational culture, and vice versa. The three main competencies required of employees are: job satisfaction, organizational culture, and employee performance.

$\hat{Y} = 10,750 + 0,286X_1 + 0,726X_2$ is the resulting multiple linear regression equation model. This shows that the value of 10.750 is constant, meaning that job satisfaction and organizational culture will approach 10.750 if employee performance does not increase. The regression coefficient of 0.286 means that there will be an increase in organizational culture of 0.286 for each increase in employee performance. The regression coefficient is 0.726, meaning that for every increase in employee performance, there will be an increase in organizational culture of 0.286.

CONCLUSION

Based on the results of the analysis and discussion of this study, it can be concluded that organizational culture has an influence on the performance of employees of Manufacturing Companies in Cirebon. Furthermore, job satisfaction also affects the performance of employees of Manufacturing Companies in Cirebon. Next, organizational culture and job satisfaction have an influence on employee performance at PT. Sinar Gunung

Jati. Organizational culture and job satisfaction affect employee performance at Manufacturing Companies in Cirebon by 29.8%.

This research is expected to provide benefits for organizations and academics. The results of this study can assist companies in improving employee performance by focusing on organizational culture and job satisfaction. Meanwhile, academics can use this research as a reference for future research on organizational culture, job satisfaction, and employee performance, both as more in-depth research and as ongoing research.

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