

Research Article

The Influence of Organizational Culture and Job Satisfaction on Employee Performance at PT. Asri Pancawarna

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Abstract: This research is motivated by the importance of improving employee performance at PT. Asri Pancawarna, considering that there is still inequality in the quality and quantity of work results. Organizational culture and job satisfaction are suspected to be factors that influence employee performance. This study uses a quantitative approach with descriptive and verification methods, and data collection is carried out through observation, interviews, and distribution of Likert-based questionnaires to employees. Data were analyzed using multiple linear regression methods with the help of SPSS version 30 software. The results of the study indicate that organizational culture and job satisfaction together affect employee performance. Separately, job satisfaction is proven to have a stronger influence on performance, while organizational culture does not have a significant influence individually. The discussion reveals that managing job satisfaction, such as providing fair compensation, promotion transparency, and improving working conditions, are key to improving employee performance. In conclusion, companies need to prioritize efforts to improve job satisfaction to encourage better employee performance.

Keywords: Organizational Culture, Job Satisfaction, Employee Performance, PT. Squirrelly

1. Introduction

Increasing the competitiveness of companies in this era of globalization requires organizations to have high-performing employees. Employee performance not only assesses an individual's ability to carry out tasks, but also assesses the effectiveness of the organization in meeting human needs. Low employee performance can be a serious obstacle in achieving organizational goals. Therefore, the business world must consider various factors that may affect employees' work habits, such as organizational culture and work ethic. As one of the most successful companies in the industry, HR relies heavily on the quality of Human Resources (HR) available to meet strategic objectives and increase market share.

Employee performance at PT. Asri Pancawarna still shows inequality in several aspects. In terms of work quality, some employees are able to produce neat, precise, and according to company standards, there are still those who are not thorough so that their production results are often defective and require improvement. In terms of work quantity, some employees are able to meet daily production targets consistently, while others often fail to meet targets due to low work speed and lack of focus during working hours. These inconsistencies in quality and quantity cause the company's production output to become unstable.

Received: April 11, 2025
Revised: April 24, 2025
Accepted: May 05, 2025
Online Available: May 09, 2025
Curr. Ver.: May 09, 2025



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This phenomenon shows that overall employee performance is not optimal and needs to be improved. Companies need to conduct regular technical training to improve employee accuracy and speed, provide performance-based rewards to increase motivation, and reinforce a work culture that emphasizes rigor, productivity, and responsibility. It is hoped that employee performance can be more evenly distributed and have a positive impact on the achievement of the company's production targets.

The organizational culture at PT. Asri Pancawarna still shows inequality in several important aspects. In terms of work performance, some employees are able to show performance that is consistent with company standards. They can complete tasks on time with neat results and meet the set quality. Therefore, there are still employees who

Shows substandard work performance. So they tend to work sparingly, lack initiative in completing tasks, and pay less attention to the quality of their work. This often causes production delays or has to be repaired which of course interferes with smooth operations. Self-awareness, some employees understand their respective roles and responsibilities. Therefore, be aware that individual performance contributes to the achievement of the company's big goals, so it tries to carry out tasks as well as possible without having to be constantly supervised. There are still employees who have low self-awareness, which can be seen from the habit of waiting for orders from their superiors before acting, not immediately correcting the mistakes found, or even ignoring the negative impact of the mistakes on the team and production results.

This phenomenon shows that the organizational culture at PT. Asri Pancawarna has not been fully formed firmly and evenly across all employee lines. This imbalance in performance, self-awareness, and team orientation has the potential to hinder the achievement of the company's targets. Therefore, there is a need for steps to strengthen organizational culture, such as holding regular character development and teamwork trainings, strengthening the appreciation system for outstanding employees, and instilling the values of responsibility, initiative, and solidarity in daily work.

Employee job satisfaction at PT. Asri Pancawarna still shows inequality in several important aspects. In terms of salary and compensation, some employees feel that the wages received are in accordance with the workload, while others complain about the imbalance between salary and job demands. Career development and promotion opportunities, there are employees who feel facilitated through internal training and promotion opportunities, but there are still many who consider the promotion path to be not transparent and seems to be only open to certain parties, causing work motivation to decrease. In terms of working conditions, some employees admitted that they were comfortable with the facilities available, located in the production area, many complained about the limitations of work tools, lack of ventilation, and excessive workload that caused physical fatigue and stress.

This phenomenon shows that the overall level of employee job satisfaction is not optimal and needs serious attention. To overcome this, companies need to conduct periodic evaluations of the payroll and compensation system to make it more fair and competitive. In addition, companies need to develop clear and transparent career development programs, such as tiered training and promotion criteria that are open to all employees. Companies must also improve working conditions by improving facilities, managing workloads more proportionately, and creating a healthy and safe work environment.

This research was carried out at PT Asri Pancawarna which is engaged in a ceramic and granite industry manufacturing company located in Karawang Regency, West Java. Research shows that a strong organizational culture can improve employee performance through the creation of shared values within the company (Pratama, 2021). In addition, studies show that job satisfaction has a significant effect on employee productivity and performance levels (Wijaya & Putri, 2020). Other research strengthens these findings by showing that the combination of a good organizational culture and high job satisfaction can optimally improve employee performance (Santoso, 2019). In line with Law Number 13 of 2003 concerning

Manpower, companies are expected to create working conditions that support employee welfare.

To answer this problem, the researcher conducted a pre-survey of 30 employees of PT. Asri Pancawarna regarding the variables of Employee Performance, Organizational Culture, and Job Satisfaction.

The following is the company's achievement data:

Table 1. The results of the Pre-Survey of Employee Performance at PT. Squirrelly

No.	EMPLOYEE PERFORMANCE (Y)	STB	TB	CB	B	STB
1	How is your engagement behavior in helping colleagues to complete their tasks?		10		7	13
2	How good you Ensuring accuracy in your work?		9		10	11
3	The extent to which the work you do meets quality standards company?		5		19	6
4	How thorough you are in solving Stuart To minimize errors?		11		8	11
5	How consistent you deep Completing tasks according to the set targets?		5		20	5
6	How is your ability to complete the work in the specified amount?		13		6	11
7	To what extent are you able to complete the work according to the predetermined deadline?		8		7	15
8	How efficient are you in managing time to complete various tasks?		4		18	8
9	What is your speed in getting the job done without sacrificing quality?		17		9	4
10	How well do you contribute as a team to achieve a common goal?		9		11	10
	Total		91		115	95
	%		45,5%		57,5%	47,5%

Source : Research Pre-Survey Results (2024)

Based on Table 1. The results of the Pre-Survey of Employee Performance at PT. Asri Pancawarna, there are factors that affect employee performance as measured by work quality indicators, namely accuracy in work results. It can be concluded that there are still some employees who have not achieved the accuracy of work results according to standards. Companies are expected to be more active in providing training or guidance to improve the accuracy and quality of employee work.

Table 2. The results of the Pre-Survey of Organizational Culture at PT. Squirrelly

No.	Organizational Culture (X1)	STB	TB	CB	B	SB
1	How good Compliance you against the existing regulations in		9		13	8
2	How often do you take proactive steps in your work?		7		8	15
3	What is your level of respect for		13		11	6
	colleagues in a corporate environment?					
4	How important is it for you to work in a team to achieve Shared goals?		14		9	7
5	Are you always aware of your actions at work?		4		11	15
6	To what extent do you feel you have the initiative to complete the work without waiting for your superior's direction?		10		9	11
7	How active are you in group discussions while working in a team?		5		9	16
8	What is your level of rigor in ensuring quality work?		8		5	17
9	How level motivation you to develop yourself at work?		13		9	8
10	How well do you feel like you can perform at your best at work?		5		10	15
	Total		88		94	118
	%		44%		47%	59%

Source : Research Pre-Survey Results (2024)

Based on Table 2. The results of the Pre-Survey of Organizational Culture at PT. Asri Pancawarna, there are several employees who answer not well on business indicators in producing the best quality work. It can be concluded that there are still employees who have not shown maximum effort in achieving the expected quality of work. For this reason, companies need to strengthen organizational culture by fostering the value of hard work, awards, and internal training to increase employee morale and responsibility.

Table 3. The results of the Pre-Survey of Job Satisfaction at PT. Squirrelly

No.	Job Satisfaction (X2)	STB	TB	CB	B	SB
1	The extent of the salary you receive is in accordance with the workload Do you run?			13	6	11
2	How timely is the salary payment you receive each month?			11	9	10
3	What do you think about fairness in the payroll system in company?			6	16	8

4	How fair do you think the promotion process is at this company?			14	9	7
5	How fair is the promotion policy applied in the company to all employee?			8	15	7
6	How many opportunities are available for employees in this company?			16	6	8
7	What is the quality of teamwork Do you feel with your colleagues in this company?			6	5	19
8	How much support do you receive from colleagues in completing tasks?			13	8	9
9	What do you think about the availability of work facilities provided by the company?			2	15	12
10	How comfortable are you with the working environment, such as lighting and noise levels?			11	12	7
	Total			100	101	98
	%			50%	50,55	49%

Source : Research Pre-Survey Results (2024)

Based on Table 3. The results of the Pre-Survey of Job Satisfaction at PT. Asri Pancawarna, there are several employees who answered not well on the punctuality indicator of salary payment. It can be concluded that there are still employees who feel dissatisfied due to late payment of salaries or untimely compensation. For this reason, companies need to ensure that the payroll system runs more on time and transparently in order to increase employee satisfaction and loyalty to the company.

Based on the results of the pre-survey research filled in by 30 respondents of PT. Asri Pancawarna uses google form, showing that the typical organizational culture is very visible in the efforts of all employees to achieve the targets that have been set by the company. Every individual in this company consistently strives to deliver the best results, both in terms of products and services, to meet the expectations of consumers and other stakeholders. This is in line with the company's vision to always provide the best quality and service. Job satisfaction is characterized by a number of factors, such as employee loyalty to the company and turnover rate. According to survey data

Internally, more than 80% of employees are satisfied with their work and commitment to the company, while the majority believe that there is room for improvement, particularly in the areas of professional training and career advancement. Based on survey data, employee performance at PT. The beauty of Pancawarna is determined by three main variables: productivity, work quality, and the ability to adapt to change.

Organizational culture and job satisfaction are two main factors that are interrelated in influencing employee performance. A strong organizational culture is able to create a positive and structured work environment, while high job satisfaction will encourage employees to

work more optimally. This phenomenon shows the importance of conducting a more in-depth study of the influence of organizational culture and job satisfaction on employee performance, in order to formulate a sustainable performance improvement strategy at PT. Asri Pancacolor.

This research is in line with studies from researchers (Meitriana & Irwansyah, 2018). Organizational culture positively influences the capacity of workers. Meanwhile, the panjaitan researcher, (2022) said that the results of partial research showed that organizational culture did not affect employee performance. Then the research was carried out (Husni et al., 2023). Show that organizational culture has a relevant influence on work capacity. Then the researchers conducted (Rukmini, Herayati & Marsithah, 2024) organizational culture and ape satisfaction affect employee performance.

The purpose of the research is to understand the influence of organizational culture on employee performance at PT. Asri Pancawarna, in order to understand the influence of Job Satisfaction on employee performance at PT. Asri Pancawarna, as well as exploring how Organizational Culture and Job Satisfaction together affect employee performance at PT. Asri Pancacolor.

2. Literature Review

RESEARCH OBJECTIVES

The purpose of this research is to know, analyze, and explain (1) knowing the organizational culture at PT Asri Pancawarna (2) knowing job satisfaction at PT Asri Pancawarna (3) knowing the influence of

Employee performance at PT Asri Pancawarna (4) find out the influence of organizational culture on employee performance at PT Asri Pancawarna (5) find out the influence of job satisfaction on employee performance at PT Asri Pancawarna (6) find out the influence of organizational culture and job satisfaction on employee performance at PT Asri Pancawarna.

ORGANIZATIONAL CULTURE LITERATURE REVIEW

According to (Ishan, 2018) in (Habudin, 2020) organizational culture is a characteristic of an organization, even seen in daily life. According to George R. Terry, organizations refer to efforts to improve the efficient relationship between individuals and others, so they can move together efficiently and get individual satisfaction to do special work on environmental conditions to approach the goals of Sumiati, Tuhagana and Triadinda, (2024).

According to Edison (2016: 131) in (Hasanah et al., 2024) the dimensions and indicators of organizational culture are as follows: Self-awareness, Aggressiveness, Personality, Performance, Team orientation.

JOB SATISFACTION

According to (Rohaeni et al., 2024) in (Muhammad Ilham), satisfaction leads to the normal actions of a person in his career. A person with a high level of job satisfaction proves a positive work action. According to (Irawan, Harahap and Nasution, 2024) job satisfaction returns the services of activities created by the company and network with a level of service reciprocity value where it is reasonably expected that the medical personnel concerned are good, the term job satisfaction refers to the ordinary actions of an individual to the profession he or she does. A person with a level of happiness of a large activity shows positive action to that activity. (Andini, Tuhagana and Apriani, 2023)

According to (Robbins & Judge, 2021) in (Husni et al., 2023) Dimensions and Indicators of job satisfaction are as follows: Salary and Compensation, Working Conditions, Relationship between Employer and Co-worker, Career development and promotion opportunities, recognition and appreciation, workload.

EMPLOYEE PERFORMANCE

Employee performance is one of the important aspects in supporting the success of the organization, because it reflects the individual's ability to complete tasks and contribute to the achievement of company goals. According to Nasution et al. in Lubis & Pane (2023), performance includes work outcomes and behaviors in carrying out responsibilities over a certain period. According to Harahap and Tirtayasa (2020), performance also reflects the achievement of organizational goals contained in strategic planning.

According to Prabu Mangkunegara (2011:27) in (Meitriana & Irwansyah, 2018) which are divided into dimensions and indicators, namely: Quality, Quantity, Punctuality, Cooperation.

Employee performance can be synthesized as the result of the work of human resources in an organization that shows how well they complete their tasks and responsibilities at a certain time. This performance can be seen from the amount of quality work produced, and includes aspects such as attendance rate, cooperation, and punctuality. In other words, employee performance is an indicator of the effectiveness and productivity of individuals or teams in meeting work targets that have been set by the company.

RESEARCH FRAMEWORK AND HYPOTHESES

The Influence of Organizational Culture on Employee Performance

According to Robbins in (Sutrisno, 2020), organizational culture is a system of shared meaning embraced by members of an organization that distinguishes the organization from other organizations. A strong organizational culture can shape employee behavior so that it aligns with the organization's goals. This research is in line with a previous study by Wulandari (2021) entitled The Influence of Organizational Culture on Employee Performance at PT Maju Jaya showing that organizational culture has a positive and significant effect on employee performance. The Effect of Job Satisfaction on Employee Performance

According to Luthans in (Mangkunegara, 2021), job satisfaction is a pleasant or positive emotional condition that results from a person's job assessment or work experience. High job satisfaction drives

employees to work more effectively and productively. This research is in line with a previous study by Sari (2022) on the Effect of Job Satisfaction on Employee Performance at PT Sukses Mandiri also supports this theory, with the result that job satisfaction has a significant influence on employee performance.

The Influence of Organizational Culture and Job Satisfaction on Employee Performance

According to Mathis and Jackson in (Hasibuan, 2019), employee performance is influenced by internal factors such as job satisfaction and external factors such as organizational culture. The combination of a good organizational culture and a high level of job satisfaction will drive improved performance. A study conducted by Pratama (2023) entitled The Influence of Organizational Culture and Job Satisfaction on Employee Performance at PT Sentosa Abadi proves that these two variables have a simultaneous effect on employee performance.

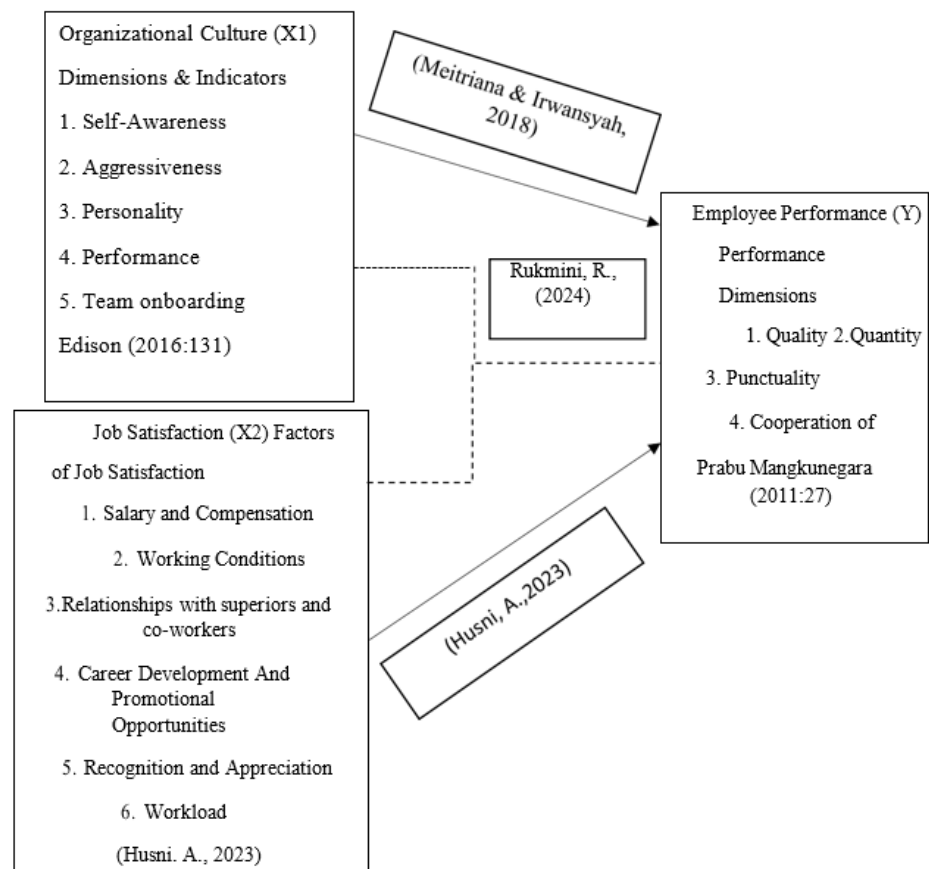


Figure 1. Source Research Paradigm: Processed by Researchers, 2025

RESEARCH HYPOTHESIS

H1 : There is a Partial Influence of Organizational Culture on Employee Performance
 H2 : There is a Partial Influence of Job Satisfaction on Employees
 H3 : There is a Simultaneous Influence of Organizational Culture and Job Satisfaction on Employee Performance.

RESEARCH METHODS TYPE OF RESEARCH

This study uses a descriptive and verifiable approach with

quantitative data analysis. Data collection was carried out through the distribution of online questionnaires using the Likert scale. The location of the research is at PT. Asri Pancawarna which is located in Dawuan Tengah Village, Cikampek District, Karawang Regency, West Java 411314. The population in this study is all employees of PT. Asri Pancawarna which totals 80 people. The sample determination technique uses probability sampling with a simple random sampling method based on the findings of Ridwan (2016), where each member of the population has an equal opportunity to be selected as a sample. The determination of the number of samples is carried out using the Slovin formula to obtain a representative sample. The data analysis technique used was multiple linear regression with data processing using SPSS software version 30.

RESULTS OF RESEARCH AND DISCUSSION

Respondent Profile

Table 4. Respondent Profile

Karakteristik Responden	Jumlah	Presentase
Usia		
21-30	13	16,25%
31-40	57	71,25%
41-50	10	12,50%
Jenis Kelamin		
Laki – Laki	71	88,75%
Perempuan	9	11,25%
Status Karyawan		
Tetap	72	90,00%
Harian	8	10,00%

Source : Processed by Researcher (2025)

Validity Test

This test is to assess the validity or validity of each question item by looking at the r-table value with r-count

Table 5. Validity Test Results

No.	VARIABEL			R Tabel	Keterangan
	BUDAYA ORGANISASI (X1)	KEPUASAN KERJA (X2)	KINERJA KARYAWAN (Y)		
1	0,929	0,686	0,546	0,2199	Valid
2	0,918	0,836	0,35	0,2199	Valid
3	0,928	0,899	0,478	0,2199	Valid
4	0,923	0,857	0,648	0,2199	Valid
5	0,922	0,882	0,687	0,2199	Valid
6	0,892	0,884	0,514	0,2199	Valid
7	0,924	0,933	0,59	0,2199	Valid
8	0,929	0,87	0,633	0,2199	Valid
9	0,918	0,887	0,444	0,2199	Valid
10	0,928	0,857	0,644	0,2199	Valid
11	0,923	0,796		0,2199	Valid
12	0,922			0,2199	Valid

Source: Processed by Researcher (2025)

Based on the table above, it shows that if the questionnaire statement item of all variables is Valid, it means that the value of R Calculate > R Table 0.2199 is R Calculate > R Table and the above statement proves to be Valid.

Reliability Test Results

Table 6. Results of Research Data Reliability Test

No.	Variabel	Cronbach Alpha	r Kritis	Keterangan
1.	Budaya Organisasi	0,998	0,60	Reliabel
2.	Kepuasan Kerja	0,969	0,60	Reliabel
3.	Kinerja Karyawan	0,816	0,60	Reliabel

Source: Processed by Researcher (2025)

Based on the results of the reliability test on each variable of this study, it was shown that Cronbach Alpha exceeded 0.60. This shows that all variables used in this study have met reliability standards and can be used for further analysis.

A Classical Assumption Test of Normality

Based on the normality test, the purpose is to check the extent to which a regression model of dependent & independent variables is normally distributed or not. This test utilizes the Kolmogorov-Smirnov method. As long as it is relevant >0.05 if the research data states normal. Then the output of the normity test for each variable will appear a questionnaire in the following table:

Table 7 Normality Test

One-Sample Kolmogorov-Smirnov Test			
			LN
N			30
Normal Parameters ^{a,b}	Mean		.5793
	Std. Deviation		1.27725
Most Extreme Differences	Absolute		.099
	Positive		.099
	Negative		-.080
Test Statistic			.099
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		.633
	99% Confidence Interval	Lower Bound	.620
		Upper Bound	.645
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 334431365.			

Source : Processed by Researcher (2025)

Based on the results of the normality test, it showed a significance value of Asymp.Sig (2-tailed) of $0.200 > 0.050$, so it can be concluded that this data is normally distributed and meets the normality requirements in regression.

Multicollinearity Test

Table 8 Multicollinearity Test

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	12.527	1.821		6.877	<.001		
	BUDAYA ORGANISASI	.074	.055	.152	1.353	.180	.919	1.088
	KEPUASAN KERJA	.098	.045	.245	2.177	.033	.919	1.088

Source : Processed by Researcher (2025)

The multicollinearity test of VIF indigo variables Organizational Culture (X1) and Job Satisfaction (X2) was $1.088 < 10$, and the tolerance value was $0.919 > 0.1$. It can be concluded that the data is free from the problem of multicollinearity.

Heterokedasticity Test

Table 9 Heterokedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-.105	1.424		-.074	.942
	BUDAYA ORGANISASI	.051	.043	.135	1.175	.244
	KEPUASAN KERJA	.056	.035	.183	1.589	.116

Source : Processed by Researcher (2025)

Based on the output table of the Heteroscedasticity Test, it shows the Organizational Culture variable (X1) 0.244 and the Job Satisfaction variable (X2) 0.116, both of which exceed 0.05. It is concluded that the regression model in this study does not have a heterokedasticity problem.

The Durbin–Watson Autocorrelation Test

Table 10 Durbin–Watson Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.323 ^a	.104	.081	4.984	1.724

a. Predictors: (Constant), KEPUASAN KERJA, BUDAYA ORGANISASI

b. Dependent Variable: KINERJA KARYAWAN

Source : Spss Version 30.0.0, Data processed by researchers 2025

Based on the Durbin-Watson value, there is between du and (4-du) in the absence of autocorrelation symptoms. Based on the research output, it is proven that the du value of $1.6882 < \text{Durbin-Watson} (1.724) < 4\text{-du} (2.3118)$ so it can be said that there are no symptoms of autocorrelation in the output.

Descriptive Analysis

Table 11 Descriptive Analysis

No.	Variabel	Indikator	Rata - Rata	Kriteria
1.	Budaya Organisasi	Kesadaran Diri Keagresifan Kepribadian Performa Orientasi Tim	288,75	Baik
2.	Kepuasan Kerja	Gaji dan Kompensasi Kondisi Kerja Hubungan dengan atasan dan rekan kerja Pengembangan karier dan peluang promosi Pengakuan dan apresiasi Beban kerja	283,91	Baik
3.	Kinerja Karyawan	Kualitas Kuantitas Ketepatan Waktu Kerja Sama	289,5	Baik

Source : Processed by Researcher (2025)

Based on table 4.7, the Organizational Culture assessment is in the category of 288.75 which is included in the "Good" criteria. Job Satisfaction is in the category of 283.91 which is included in the "Good" criteria. Employee Performance is in the category of 289.5 which is included in the "Good" criteria.

Multiple Linear Regression Analysis

Table 12. Multiple Linear Regression Test Results

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	12.527	1.821		6.877	<.001
	BUDAYA ORGANISASI	.074	.055	.152	1.353	.180
	KEPUASAN KERJA	.098	.045	.245	2.177	.033

Source : Processed by Researcher (2025)

Based on the table above, when the regression equation is the regression test is: $Y = a + b_1X_1 + b_2X_2$

$$Y = 12.527 + 0.074 X_1 + 0.098 X_2$$

With the following explanation:

- The constant number of employee Performance (Y) is 12.527, indicating that the variables of Organizational Culture (X1) and Job Satisfaction (X2) remain constant or do not change, the basic number of Performance (Y) is 12.527.
- The coefficient of the Organizational Culture variable (X1) of 0.074 (7.4%) shows a positive influence on employee performance

(Y). Therefore, the higher the level of Organizational Culture, the more Employee Performance will improve.

- c. The variable coefficient of Job Satisfaction (X2) 0.098 (9.8%) shows a positive influence on employee performance (Y). Therefore, the better the Job Satisfaction, the better the Employee Performance.

Coefficient Determination Analysis

Table 13 Coefficient of Determination

Koefisien Determinasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564 ^a	.318	.300	2.49206

Source: Processed by Researcher (2025)

Based on the table above, the Influence of Organizational Culture and Job Satisfaction on Employee Performance reached 0.318 or 31.8%. Meanwhile, the value of 68.2% was influenced by other factors that were not studied in this study.

Hypothesis Test

Table 14 Testing the Hypothesis of Organizational Culture on Employee Performance

Partial T Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.527	1.821		6.877	<.001
	BUDAYA ORGANISASI	.074	.055	.152	1.353	.180
	KEPUASAN KERJA	.098	.045	.245	2.177	.033

Source: Processed by Researcher (2025) Based on the table above, the results prove :

- The value of the organizational culture variable (X1) on employee performance (Y) obtained a significance value of 0.180 > 0.05 and t-count 1.353 < t-table 1.665. This means that H0 is accepted and Ha is rejected. The effect of organizational culture (X1) on employee performance (Y).
- The value of the variable job satisfaction (X2) on employee performance (Y) obtained a significance value of 0.033 < 0.05 and t-count 2.177 > t-table 1.665. This means that H0 is rejected and Ha is accepted. Effect of job satisfaction (X2) on employee performance (Y).

Simultaneous F Test

Table 15 Test Results F (Simultaneous) Test Results F (Simultaneous)

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	222.755	2	111.377	4.484	.014 ^b
	Residual	1912.795	77	24.841		
	Total	2135.550	79			

Source : Processed by Researcher (2025)

Based on the table above, the values of organizational culture variables (X1) and job satisfaction (X2) on employee performance (Y) obtained a significant value of $0.014 < 0.05$ and F-count $4.484 > F\text{-table } 3.11$ meaning that H_0 rejected H_a was accepted. Thus, it can be stated simultaneously that organizational culture and job satisfaction are significantly related to employee performance at PT. Asri Pancacolor.

Descriptive Discussion

1. Organizational Culture (X1) has a total of 3,465 and an average of 288.75 in a scale range of 272-336, falling into the "good" category.
2. Job Satisfaction (X2) has a total of 3,123 and an average of 283.91 in a scale range of 272-336, falling into the "satisfied" category.
3. Employee Performance (Y) has a total of 2,895 with an average score of 289.5 in the range of 272-336, included in the "good" category

Verifiable Discussion

1. Partial Influence of Organizational Culture on Employee Performance of PT. Asri Pancacolor.

The results of the analysis of Organizational Culture (X1) data obtained significant value results of $0.180 > 0.05$ and t-calculation $1.353 < t\text{-table } 1.665$. It can be concluded that Organizational Culture (X1) does not have a significant partial effect on Employee Performance (Y). This is in accordance with Robbins' (2015) theory which states that organizational culture is a system of shared meaning embraced by members of the organization that distinguishes the organization from other organizations.

2. The Partial Effect of Job Satisfaction on Employee Performance of PT. Asri Pancacolor.

The results of the analysis of Job Satisfaction (X2) data obtained significant values of $0.033 < 0.05$ and t-count $2.177 > t\text{-table } 1.665$. It can be concluded that Job Satisfaction (X2) has a significant and partial positive influence on Employee Performance (Y). This is in accordance with Hasibuan's (2016) theory that job satisfaction is an emotional attitude that is pleasant and loves work.

3. The Simultaneous Influence of Organizational Culture and Job Satisfaction on Employee Performance of PT. Asri Pancacolor.

The results of the analysis of Performance data (Y) obtained a significance value of $0.014 < 0.05$ and F-calculation $4.484 > F\text{-table } 3.09$. It can be concluded that Organizational Culture (X1) and Job Satisfaction (X2) have a simultaneous effect on Employee Performance

(Y) at PT Asri Pancawarna. This is in accordance with the theory of Hasibuan (2016) which states that a good organizational culture and job satisfaction can increase employee morale and productivity.

3. Conclusion

Based on the results of research that has been conducted on the Influence of Organizational Culture and Job Satisfaction on Employee Performance at PT. Asri Pancawarna can be drawn conclusions that are expected to be able to provide answers to the problems found in this study, as follows:

Organizational Culture in PT Asri Pancawarna employees with an average of 288.75 in the range of 272-336 with the category "Good".

Job Satisfaction in employees of PT Asri Pancawarna with an average of 283.91 in the range of 272-336 with the category "Satisfied".

Employee Performance at PT Asri Pancawarna with an average of 289.5 in the range of 272-336 with the category "Good".

Organizational culture partially had no significant effect on employee performance with a significant value of $0.180 > 0.05$, t-count $1.353 < t\text{-table } 1.665$.

Job Satisfaction partially affects significantly employee performance with a sig value of $0.033 < 0.05$, t-count $2.177 > t\text{-table } 1.665$.

1,665.

Simultaneously, organizational culture and job satisfaction had a significant effect on employee performance with a sig value of $0.014 < 0.05$, F-count $4.484 > F\text{-table } 3.09$.

4. Implication

The advice for the company PT. Asri Pancacolor:

1. The company is advised to strengthen a work culture that emphasizes the importance of producing the best quality work. This aims to increase employee commitment to quality standards and encourage more optimal productivity.
2. The company is advised to further ensure the timeliness of salary payments every month. This aims to increase employee job satisfaction and maintain trust and loyalty to the company.
3. The company is advised to increase training and supervision of the quality of employee work. This aims to help employees be more thorough and ensure accuracy in every work result given.

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