
THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN THE CERAMIC INDUSTRY OF PT. XYZ KARAWANG

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Abstract

The purpose of the study was to determine the effect of job satisfaction and organizational culture on employee performance in the ceramic industry of XYZ Karawang company. This study was conducted using a quantitative method with SPSS data processing tools. In the study, the researcher used data from the HR division as a reference for the number of target populations, namely employees working in the Wall Ceramic Industry of PT. XYZ in Karawang. The number of samples to be used in this study is 148. Based on the results of the study regarding the effect of organizational culture, job satisfaction on employee performance in the ceramic industry of PT. XYZ Karawang, it can be concluded that organizational culture has a significant effect on employee performance. Job Satisfaction has the most dominant effect on employee performance. The results of the job satisfaction test show the most dominant factor in increasing employee performance. Simultaneously, the two independent variables, namely organizational culture and job satisfaction, have a significant effect on employee performance. The results of the F test show that the combination of the two variables is 61.5% of the variation in employee performance. This means that employee performance is not only caused by one factor but rather a combination of integration between the company's value system (organizational culture) and employee psychological well-being (job satisfaction).

Keywords: Job Satisfaction, Organizational Culture, Employee Performance

INTRODUCTION

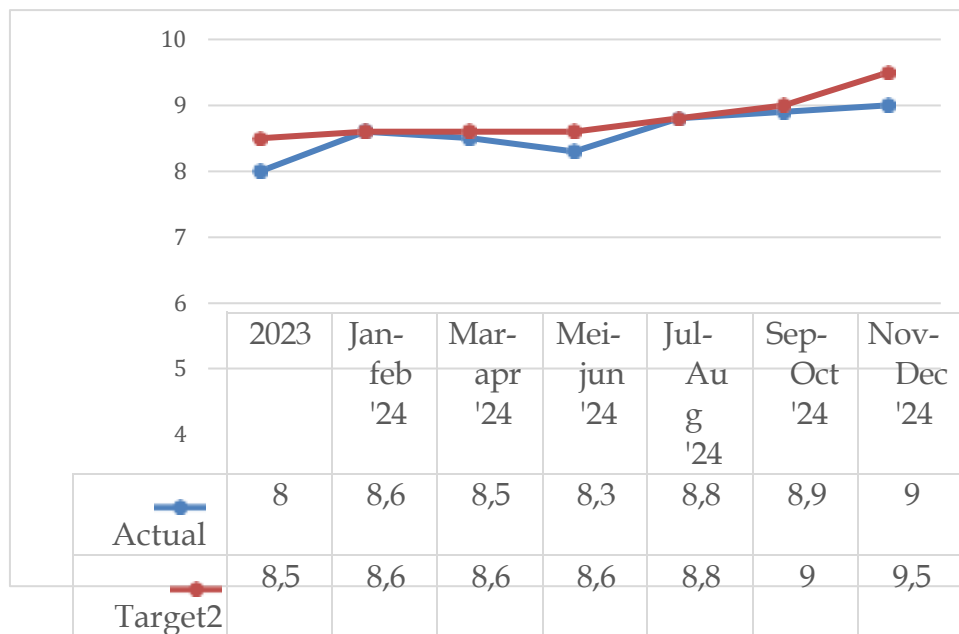
The ceramic industry is one of the sectors that plays an important role in the economy, both locally and globally. Ceramic products include tile, glass, refractory, porcelain and art ceramic producers, with increasing demand along with the growth of the construction and interior design sectors. Based on research by the Institute for Economic and Community Research, Faculty of Economics and Business, University of Indonesia (LPEM FEB UI) for the period 2018 - 2022, this sector managed to record a turnover of around

IDR 4.74 trillion to IDR 5.78 trillion per year. The economic conditions, especially the ceramic industry, are still facing several challenges, such as a decline in people's purchasing power, an economy that is still seen as less stable, and increasing imports of products from China. The situation in the ceramic industry has had a major impact on the Company's work results in 2023 which have not reached the target. In terms of operational production results in 2023, the roof tile ceramic line was recorded as being able to exceed the target, while the



wall and floor ceramic lines have not reached the set target with the following production results: (i) wall ceramics as much as 2.84 million m² from a target of 5.28 million m²; (ii) floor ceramics as much as 8.60 million m² from a target of 9.30 million m²; and (iii) roof ceramics as

much as 1.43 million m² from a target of 1.27 million m. The graph below is an example of a picture of the production results of one of the companies engaged in the ceramic industry in the Karawang area.



Based on the results of research conducted by (IndraKurniawan, 2021), one of the factors that causes the achievement of wall ceramic production results not to reach the target is the high level of defects in a product. The types of defects that commonly occur are: Chipglaze (peeling of the glaze layer, especially on the side of the ceramic), Spothole (small holes on the ceramic surface caused by the firing process), Pinhole (small holes on the ceramic surface with unbalanced water content), Flag (stains or discoloration), Restcorner (corners that are not formed properly or have chips). The competition for wall ceramics is more special, compared to other product categories, wall ceramics are more different and have higher added value. They are

relatively less dependent on production capacity, capital, and brand awareness, but have higher requirements for brand placement accuracy, brand image differentiation and integrity, product development and design capabilities, channel targeting, service systems, and operational teams. The threat of loss can be seen from a number of indicators, one of which is the performance of the domestic industry which declined in the 2021-2024 period. These indicators include decreasing production volume, domestic sales volume, productivity, utilized capacity, profit, number of workers, increasing inventory, and decreasing share of domestic industry.

Human resources are the main tool for the smooth running of an

organization's activities, because no matter how sophisticated the technology a company uses and no matter how much organizational capital they spend, the employees in the organization are the ones who run it (Rizky, 2024). Dr. Conchita explains in the book (Ayuningtias, 2020) that Human Resource management is a very important aspect in an organization that must be planned, organized, implemented and evaluated optimally so that needs related to individual, company, or organizational goals can be achieved. Companies that are able to achieve production targets show that employee performance has reached the expected standard.

Human Resources (HR) play a crucial role in the Company as an important asset that supports the continuity of ceramic production operations. The company's success in achieving the resulting goals reflects the quality of employee performance (Employee Performance) that meets the expected standards. On the other hand, if the company has difficulty in achieving the goals that have been set, this is due to potential problems in employee performance that need to be reviewed and improved (Hutabarat, 2020).

The decline in the number of wall ceramic production occurred due to a decrease in market demand due to the instability of the national ceramic industry performance. Therefore, Employee Performance is one of the crucial factors that needs to be considered and managed properly in order to achieve success in a company, especially the ceramic industry. Optimal Employee Performance has a major impact on

the continuity of operations and the success of the company. Employee Performance does not only depend on external factors such as the tools used, the production process, but is also influenced by internal factors such as Job Satisfaction, and work culture.

In addition to the pressures explained in the previous paragraph, a less conducive organizational culture is also one of the challenges that must be considered. Based on the company's internal report in 2023-2024, more than 40% of employee complaints submitted through the platform provided by the HR team were not followed up. Several production operators had experienced decisions taken unilaterally by the company, without involving input from the production team who better understood field conditions. Production is carried out in bulk with tight time targets in extreme environmental conditions. A healthy organizational culture builds a sense of belonging, provides space for initiative, and is able to create an open and fair work atmosphere for all employees, especially production operators who are at the forefront of maintaining output (Setyaningrum, 2020).

The results of research conducted by (Muhammad Syafi'i A. Basalamah, 2023) obtained Job Satisfaction has a significant effect on employee performance. The more satisfied employees are, the better they will show their best performance. According to (Luthans F., 2021) there are six dimensions of Job Satisfaction that can influence employee perceptions of their work.

In addition to Job Satisfaction,

work culture is also a fairly important part of an organization because an organization may not run well without being based on a clear work culture. According to Hartanto (2009) which is explained in the journal (Yuliana Andini, 2023) Work culture as a demand that binds employees because it can be formulated formally in various company regulations and provisions. Work culture can influence the way employees behave and behave. Work culture as a set of assumptions or belief systems, values and norms developed in a company that are used as behavioral guidelines for its members to overcome external adaptation and internal integration problems (Riane Johnly Pio, 2021). Thus, based on the description above, the researcher will conduct further exploration of the research "The Influence of Job Satisfaction and Organizational Culture on Employee Performance in the Wall Ceramic Industry of PT.XYZ Karawang". And provide recommendations that can help the industry in creating a positive culture and being able to support employee development. Thus, the Company is not only able to increase satisfaction and Employee Performance but is also able to strengthen competitiveness in the midst of increasingly dynamic competition in the ceramic industry, especially walls.

The attitude or feelings that an individual has towards their work or the results they have achieved can support an employee in doing their job. According to (Agung Nugroho Adi, 2023), Job Satisfaction can be interpreted as a positive attitude that includes good adjustment from employees to work conditions and

situations.

Every action taken in an organization is not only productive, but also rewarded with awards that strengthen self-worth and the spirit of contribution. According to (Stephen P. Robbins, 2021), Job Satisfaction is a general attitude towards one's work, which shows the difference between the amount of compensation received by workers and the amount they believe they should receive.

Lock (in Imron, 1995) states Job Satisfaction as a statement of pleasure or displeasure at work which is formed by the perception that the work is in accordance with or not in accordance with the work that he values highly or in accordance with his needs, someone who is satisfied with his work views and assesses his work with a positive attitude, thus he will try to work by utilizing all the potential that exists in him for the progress of the organization where he works.

(Fred Luthans, 2021) said that Job Satisfaction is the result of employee perceptions of how well their work provides something of important value. Each individual has a different level of satisfaction according to the value system that applies to the individual. So, it can be concluded that Job Satisfaction is a feeling of self-employment related to work and employee conditions.

According to (Judge, 2022) explains four factors that can affect employee Job Satisfaction Levels, namely: Mentally challenging work, Fair rewards, Supportive work environment conditions and Supportive coworkers (Baron., 2008) quoted by (Masale, Emmerentia N. BarkhuizenI, Schuttel, & Sluis, 2021)

states that there are three ways to measure Job Satisfaction, namely Rating scales and Questionnaires, Critical Incidents and Interviews. (Fred Luthans with Brett C. Luthans and Kyle W. Luthans, 2020) stated that there are six indicators of Job Satisfaction, namely The Work itself, Pay, Promotion, Supervision, Work Group and Work Condition. Organizational culture refers to the way members of an organization behave according to what they believe and value, and in accordance with the goals and objectives of the organization. Organizational culture is a pattern of shared basic assumptions learned by a group of people as they solve problems of external adaptation and internal integration, which have worked quite well (Schein E. H., 2021)

Organizational culture also unites employees, reduces conflict, and motivates employees to carry out their duties well, so that it has a positive effect on behavior and performance. According to Osborne & Plastrik (2000), organizational culture is a set of behaviors, feelings, and psychological frameworks that are deeply internalized and shared by members of the organization.

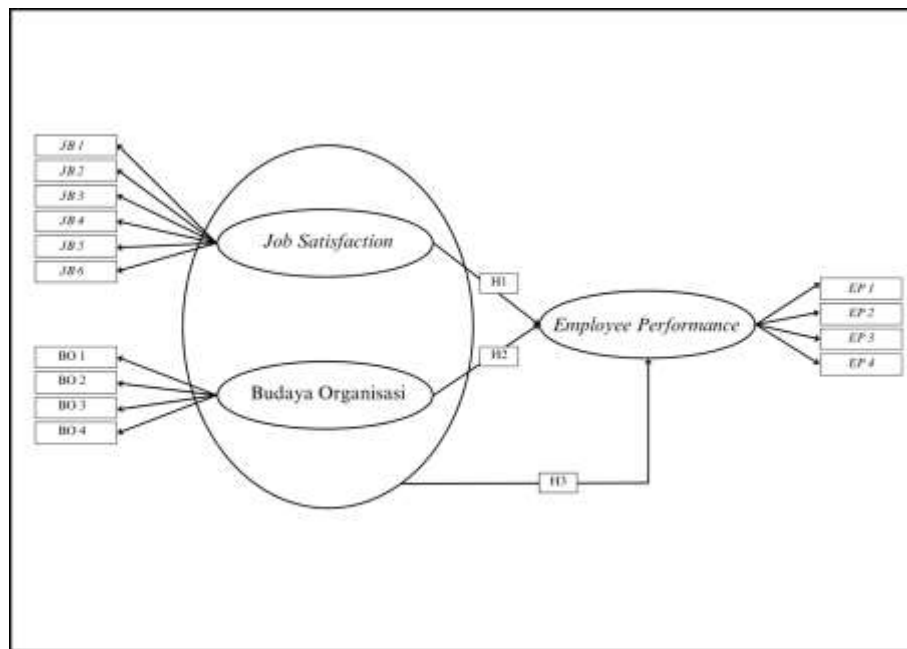
(Edy, 2019) explains in the journal. (Natalia F. Paila, 2023) defines organizational culture as a series of devices for a system of values, assumptions, beliefs, or norms that have long been in effect, agreed upon and followed by members of an organization can be used as a guideline in behaving and solving organizational problems. (Pakpahan., 2022) (Denison, 2004).) classifies four characteristics of organizational culture, namely: Mission, Consistency,

adaptability and Involvement.

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara A. A., 2020). Meanwhile, the definition of performance according to (Hasibuan M. S., 2020) explains that performance is a condition that shows an employee's ability to carry out tasks according to the standards set by the organization to employees according to their skills, experience, sincerity and time given.

Employee performance needs to be assessed with the intention of providing a good opportunity for employees for their career plans in terms of strengths and weaknesses, so that the company can determine salaries, provide promotions, and see employee behavior. Performance assessment is known as "performance rating" or "performance appraisal". According to Munandar (2008:287), performance assessment is the process of assessing personality traits, work behavior, and work results of a worker or employee (worker and manager), which are considered to support their performance, which are used as considerations for decision making about actions in the employment sector.

An employee's performance is an individual component, therefore each employee has a different level of ability in carrying out their duties. According to John Miner, Employee Performance can be measured by the following indicators (Sudarmanto, 2020): Quality, Quantity, Use of time and Cooperation



METHOD

Based on the variables that are used as the objectives for research, this research method is carried out with a quantitative approach. From each existing variable, it is hoped that there will be a relationship that causes a cause-and-effect relationship. This refers to the opinion (Sahir, 2022) that quantitative research is carried out by looking for the relationship between other variables, with the intention of answering each existing problem formulation from the hypothesis that has been previously formulated using statistical engineering methods.

Population is the overall score of individuals whose characteristics are to be studied and these units are called units of analysis, and can be people, institutions, objects (Sahir, 2022). In the study, the researcher used data from the HR division as a reference for the number of target populations, namely employees working in the PT. XYZ Wall Ceramic Industry in Karawang. The sampling technique uses non-probability sampling, namely purposive sampling. Purposive sampling is a non-probability

sampling design, where the required information is collected from specific targets or groups, based on certain considerations or criteria. The criteria in this study were that the researcher selected employees who work in the Ceramic Industry in the Karawang area which is listed on the Indonesia Stock Exchange, working in the production operator section, with a high school education, and aged 21-40 years. So the number of samples that will be used in this study is 148. In this study, the data used are primary data and secondary data. Primary data is data collected directly by researchers from the first source, namely the research object itself. Primary data collection can be done using techniques such as interviews, observations, questionnaires, or experiments. This data is original and obtained directly from the source, so it is more accurate and relevant to answer the formulation of specific research problems. While secondary data is data obtained not from the first source, but from other sources that already exist. Secondary data is used to support research or to obtain an overview of the

topic being studied (Sugiyono, 2021). The data obtained through the questionnaire will be processed, statistically tested to obtain results that

are in accordance with the objectives of the research being conducted.

RESULT AND DISCUSSION

Multiple Linear Regression Test

Output SPSS Multiple Linear Regression Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.1	3.921		2.58	0.01		
	Organization Culture	0.067	0.027	0.196	2.51	0.01	0.435	2.296
	Job Satisfaction	0.448	0.056	0.627	8.03	0	0.435	2.296

a. Dependent Variable: Performance

To determine the multiple regression equation of the influence of Organizational Culture and Job Satisfaction on Performance, a regression coefficient analysis was carried out as follows:

$$Y = a + b_1x_1 + b_2x_2$$

$$Y = 10.102 + 0.067 X_1 + 0.448 X_2$$

X₁ = Organizational Culture

X₂ = Job Satisfaction

Y = Performance

From the regression equation above, it can be interpreted as follows:

- a = 10.102 indicates that if the values of X₁ and X₂ remain constant (do not change) then the constant value of Y is 10.102.
- b₁ = 0.067 states that if X₁ increases, then Y will increase by 0.067 assuming there is no increase in the constant value of X₂.
- b₂ = 0.448 states that if X₂ increases, then Y will increase by 0.448 assuming there is no increase in the constant value of X₁.

Based on the results of multiple regression analysis, it shows that all independent variables, namely organizational culture (x₁), job satisfaction (x₂) contribute positively to

employee performance (Y). This finding is in line with the theoretical framework that has been explained that a strong organizational culture is able to create a clear direction of work, consistent shared values and active involvement of all employee members. In this study, the regression model used shows that the combination of a healthy organizational culture and well-managed job satisfaction is able to explain variations in employee performance significantly. This means that the increase has a real impact on the performance of employees in the ceramic industry of PT. XYZ Karawang.

Hypothesis test

Partial Test

The partial t-test is a statistical method used to test whether a particular independent variable significantly affects the dependent variable in a multiple linear regression model, when control for the other independent variables has been performed. The partial t-test allows us to evaluate the individual contribution of a specific independent variable to the dependent variable, while controlling for the influence of the other

independent variables.

Output SPSS T Partial test
Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics		
					B	Beta	Tolerance
1 (Constant)	10.1	3.921	2.58	0.01			
1 Organization Culture	0.067	0.027	0.196	2.51	0.01	0.435	2.296
1 Job Satisfaction	0.448	0.056	0.627	8.03	0	0.435	2.296

a. Dependent Variable: Performance

Next, to determine the tTable value in the t-distribution table, it is searched using the formula $\alpha/2 = 0.05 = 0.025$ with degrees of freedom $N-k-1$, namely $148 - 2 - 1 = 145$, then the tTable is 1.976. If the tcount value $>$ ttable and the significance value < 0.05 , it can be concluded that the variable has a significant effect.

a. The value of Organizational Culture (X1) tcount is 2.505. Because tcount is greater than ttable, namely $2.505 > 1.976$ and the significance value (Sig.) $0.013 < 0.05$, it can be interpreted that there is a significant influence between Organizational Culture and Performance

b. The value of the Job Satisfaction variable (X2) tcount is 8.026. Because tcount is greater than ttable which is $8.026 > 1.976$ and the significance value (Sig.) $0.000 < 0.05$, it can be interpreted that there is a significant influence between Job Satisfaction on Performance

Overall, the test results show that both organizational culture and job satisfaction individually have an important role in improving employee performance. This study obtained results that are quite relevant to be used as basic material for the ceramic industry of PT. XYZ in taking strategic policies. Especially in strengthening organizational values and creating a work environment that increases employee satisfaction and work enthusiasm.

Simultant Test

Simultaneous F-test is a statistical method used to test simultaneously whether a group of independent variables significantly affect the dependent variable in a multiple linear regression model. This test aims to check the null hypothesis that the regression coefficients of all independent variables are simultaneously zero.

Output SPSS Simultant Test
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11758.832	2	5879.416	115.853	.000 ^b
1 Residual	7358.6	145	50.749		
1 Total	19117.432	147			

a. Dependent Variable: Kinerja



b. Predictors: (Constant), Job Satisfaction, Organization Culture

Based on the spss output table, the F count is 115,853 and then determines the F table. The F distribution table is searched at $\alpha = 0.05$ with degrees of freedom $N-k-1$, namely $148 - 2 - 1 = 145$, then the F table is 3.06 (can be seen in the ftable distribution). So it can be concluded that if the F count is greater than the F table, namely $115,853 > 3.06$ and a significant value of $0.000 < 0.05$, so it can be interpreted that there is a significant influence between Organizational Culture and Job Satisfaction on employee performance. Theoretically, this has findings that are in line with the concept of Denison (2004) quoted (Petraza-Rodríguez, 2023) which states that a strong organizational

culture is characterized by clarity of mission, consistency of values, adaptability to change and involvement of members who are able to create an effective and efficient work structure. In addition, job satisfaction plays an important role in encouraging work enthusiasm and maximum employee performance variation.

Correlation Test

Coefficient Correlation Test

For further inferential analysis, it is conducted in the form of testing the relationship between variables. In calculating the magnitude of the relationship between variables, the researcher uses SPSS version 26 product moment correlation as follows:

Output Coefficient Correlation Test Result

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	0.615	0.61	7.124

a. Predictors: (Constant), Job Satisfaction, Budaya Organisasi

b. Dependent Variable: Performance

Based on the table above, it shows that between the variables of Organizational Culture (X1), Job Satisfaction (X2) and Employee Performance (Y) there is a correlation coefficient (R) of 0.784. This can be interpreted that there is a positive correlation between the two variables

with a strong relationship level.

Coefficient of Determination Test

This analysis is used to determine the extent of the influence of the independent variable on the related variable (dependent variable), usually asked in percentages.

Output SPSS Coefficient of Determination Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	0.615	0.61	7.124

a. Predictors: (Constant), Job Satisfaction, Organization Culture

b. Dependent Variable: Performance

From the SPSS output table above, the Summary of the Determination Coefficient Test obtained a determination coefficient (R square) of 0.615 or $0.615 \times 100 = 61.5\%$, which

means that the influence of the independent variables (X1 and X2) on the dependent variable (Y) is 61.5% and the rest is influenced by other factors that the researcher did not examine.

Output SPSS Coefficient of Determination Partial
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Partial
1 (Constant)	10.1	3.921		2.58	0.01			
1 Organization Culture	0.067	0.027	0.196	2.51	0.01	0.666	0.204	0.129
1 Job Satisfaction	0.448	0.056	0.627	8.03	0	0.774	0.555	0.414

a. Dependent Variable: Performance

Partial Determination Coefficient Calculation Table

Variabel	Koefisien Beta	Zero-Order	Determination	%
Organization Culture (X1)	0.196	0.666	0.13	13.00%
Job Satisfaction (X2)	0.627	0.774	0.485	48.50%
Total			0.615	61.50%

Based on the calculation table of the partial determination coefficient obtained from the results of the beta coefficient value multiplied by the zero-order, it can be seen that:

- The magnitude of the influence of Organizational Culture (X1) on Employee Performance (Y) is 13%.
- The magnitude of the influence of Job Satisfaction (X2) on Employee Performance (Y) is 48.5%.

Overall, a determination coefficient value of 61.5% is obtained, indicating that the regression model that combines organizational culture and job satisfaction is able to explain variations in employee performance. This indicates that this model is quite strong and relevant in this study, job satisfaction has the strongest driving force in shaping employee performance. Meanwhile, organizational culture plays a greater role as a framework of values and work direction, which strengthens the stability and attachment of work behavior in the long term.

DISCUSSION

The Influence of Organizational

Culture on Employee Performance

Based on the results of the regression analysis in this study, H0 is rejected so that there is a significant influence between Organizational Culture and Employee Performance. The value of Organizational Culture (X1) tcount is greater than ttable, namely $2.505 > 1.976$ and a significance value (Sig.) $0.013 < 0.05$. This study has a regression coefficient of 0.067 indicating that the stronger the organizational culture felt by employees, the better the performance that employees display.

These findings are in line with the concept put forward by Denison which states that organizational culture is not just formal rules but a foundation of values and norms that provide direction for behavior and decisions in the organization. In this study, employees working in the ceramic wall industry of PT. XYZ Karawang, employee involvement in the work process and consistency in implementing procedures are prominent characteristics of the organizational culture in the company. These two elements play an important



role in forming a fairly efficient work routine, especially in the production department which has daily target pressure and strict quality control.

Furthermore, another supporting theory (Schein E. H., 2021) strengthens organizational culture as a result of the learning process within the organization that is transformed into shared values. These values then shape the way employees act and think in dealing with daily work problems. In this study, it was proven to shape employees to be responsible, coordinated, and adapt to the established production standards. Strengthened by descriptive data in the previous discussion, it shows that the majority of employees have a positive perception of the work culture carried out by the company.

This study shows that organizational culture has a significant influence, but its contribution is still below job satisfaction. This means that it is currently running quite well, but it needs to be strengthened to improve optimally. One of the weaknesses found evenly in the PT.XYZ Karawang ceramic industry is the limited space for employees to convey ideas or participate fairly directly. Organizational culture functions as a value system that directs behavior, strengthens shared identity, and forms positive work habits. In order to improve employee performance, it is necessary to improve a positive organizational culture, through work culture training, on the job training, and code of ethics training provided to employees from the company.

Further analysis of the process in the ceramic industry does require precision, high productivity and time efficiency. This is an organizational culture that must be possessed by

employees of the ceramic industry of PT.XYZ Karawang, not just work targets. But it has become part of the organizational culture whose implementation has been owned by employees in the company through daily work habits. This organizational culture has been proven to have a positive impact on improving employee performance, one of which is being able to increase collaboration between departments, encourage innovation and creation of new technologies. All of this is closely related to improving employee performance, especially those working in the production department, employees become obedient to standard operational procedures, and are able to work collaboratively. In this case, internal communication must also be part of a cultural strategy that must be carried out consistently, by means of routine briefings, weekly discussions, evaluation forums and so on. Thus, companies need to realize that organizational culture is not just a value structure, or just a written rule. But it is a living system that must be maintained, evaluated, and strengthened as an integral part of a business strategy that is oriented towards sustainable competitiveness.

The Influence of Job Satisfaction on Employee Performance

The results of the t-test show that there is a significant influence between Job Satisfaction on Employee Performance with a calculated t value greater than t table, namely $8.026 > 1.976$ and a significance value (Sig.) $0.000 < 0.05$. This study has a regression coefficient of 0.448 indicating that every one unit increase in job satisfaction will contribute to increasing employee performance. These results mean that job satisfaction is a key factor for

employees to drive employee productivity, especially in the ceramic wall production unit which is the backbone of operations in the ceramic industry of PT. XYZ Karawang. In this condition, job satisfaction is not only a complement but also a psychological buffer that keeps employees focused. Condidten and directed. This finding is in line with the theory put forward by (Fred Luthans, 2021) which states that satisfaction is an employee's perception of aspects of their work, the compensation they receive, working conditions, relationships with superiors and opportunities for career development. In the ceramic industry of PT. XYZ Karawang factors such as professional relationships between superiors and subordinates, wage systems and responsibility for the work obtained are the main determinants in shaping job satisfaction. This can be seen from the results of employee questionnaires, most of which showed a fairly high level of satisfaction with working conditions, as well as clear work instructions.

This finding is also reinforced by the theory (Robbins SP, 2021) Job satisfaction not only has an impact on improving performance but also indirectly reduces the risk of absenteeism, negligence or the desire to leave the company. This is reflected in the results of the study where satisfied employees tend to be more disciplined and show more optimal performance towards the company. In addition, employees continue to work well because they feel trusted by the company and receive recognition for their performance either verbally from their superiors or through the incentive system.

This is a shared responsibility not

only of the human resources development team but also of the work unit leaders, heads of production and factory managers. These figures are the ones who are in direct contact with employees so that they have a fairly strong influence. To optimize the influence of job satisfaction on employee performance, the PT.XYZ Karawang wall ceramic industry must pay attention to psychological and material aspects. Ensuring fair compensation, incentives based on performance or workload, adequate facilities to do their jobs. In addition, creating a supportive work climate, opportunities for development, recognition of contributions that have been made and space to be actively involved. Overall, this study can be concluded that job satisfaction is the main driver of employee performance in the Ceramic Industry of PT. XYZ Karawang both from psychological and behavioral aspects. Increasing Job Satisfaction will be directly proportional to increasing work quality, quantity and commitment to company work standards. Therefore, companies need to maintain and improve aspects that influence satisfaction, both material ones such as compensation and psychological ones such as supervision, recognition, trust and communication between coworkers and with superiors.

The Influence of Organizational Culture, Job Satisfaction together on Employee Performance

Based on the results of the F test, it is known that simultaneously organizational culture and job satisfaction together have a significant influence on employee performance, with a calculated F value = 115.853 > Ftable = 3.06; sig = 0.000. This shows that both independent variables

together have an important contribution to employee performance. This is reinforced by the coefficient of determination (R^2) value of 0.615, it can be concluded that 61.5% of the variation in employee performance can be explained by the combination of the two variables. While the remaining 38.5% is influenced by other factors not studied by the researcher. (Mangkunegara A. P., 2020) employee performance is the result of work in terms of quality and quantity achieved by a person in carrying out their duties in accordance with the responsibilities given by the employee. In the context of employees in the ceramic industry production department of PT. XYZ Karawang, employee performance does not only depend on one single factor but also on the results of interactions between internal factors such as job satisfaction and external factors such as organizational culture. The combination of perceptions of consistent organizational culture and job satisfaction with aspects such as wages, environment and superior treatment is the foundation that drives optimal employee performance. If these two factors are not managed simultaneously and are not balanced, it will have a negative impact on employee performance. This impact can be in the form of a decrease in product quality and quantity, weak work discipline and a decrease in production efficiency. On the other hand, if they support each other, a stable work system will be formed, creating a productive, stable work system that is able to adapt to continuous changes in the ceramic wall industry.

In line with the theory put forward by (Sudarmanto, 2020) states that performance is the result of an

integrated system between mature work planning, adequate rewards, and a supportive work atmosphere. This study proves that employees who feel involved in a positive organizational culture and job satisfaction who are satisfied with the working conditions they experience will be more enthusiastic about carrying out their work well. In addition, employees feel like they are an important part of the production work system, and are consistent in maintaining production quality standards.

This responsibility in maintaining the synergy of organizational culture and job satisfaction is not only the role of the HRD team but also all managerial ranks in it. The human resources development team is tasked with designing policies and the human resources team regulates employee welfare and development. Meanwhile, the production unit leader is tasked with ensuring cultural values that will be consistently applied by all employees. In addition, the company, especially the ceramic industry PT.XYZ Karawang, needs to create a work system that is integrated with openness, clarity of SOPs and exemplary from superiors. The company also needs to build a dialogue mechanism to accommodate employee aspirations as a form of recognition of their role in the production system. In this study, the wall ceramic industry PT. XYZ Karawang has built a work system based on discipline, direct involvement and blind communication between superiors and subordinates. Employees feel that the organizational culture that has been implemented encourages involvement in doing their work and tends to feel satisfied with the working conditions that are considered fair and

transparent. In addition, the creation of a working environment that encourages efficiency, responsibility and satisfaction in carrying out their work well. Overall, the results of this study provide results that there is an influence of organizational culture and job satisfaction on employee performance in the ceramic industry PT. XYZ Karawang, especially in the production section, not only statistically significant, but also theoretically logical and practically relevant.

CONCLUSSION

Based on the results of research on the influence of organizational culture, job satisfaction on employee performance in the ceramic industry of PT. XYZ Karawang, several conclusions can be drawn as follows:

1. Organizational culture has a significant effect on employee performance
2. A healthy, strong and consistent organizational culture makes employees efficient and precise in the mass and stressful production process. This is supported by discipline, and open communication between superiors and subordinates is given involvement for employees in providing input and suggestions or in decision-making conditions.
3. Job Satisfaction has the most dominant influence on employee performance The results of the job satisfaction test show the most dominant factor in increasing employee performance. This increase in Job Satisfaction will be directly

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proportional to the increase in work quality, quantity and commitment to company work standards. Therefore, the company needs to maintain and improve aspects that influence satisfaction, both material ones such as compensation and psychological ones such as supervision, recognition, trust and communication between colleagues and superiors.

4. Simultaneously, the two independent variables, namely organizational culture and job satisfaction, have a significant effect on employee performance.
5. The results of the F test show that the combination of the two variables is 61.5% of the variation in employee performance. This means that employee performance is not only caused by one factor but rather a combination of integration between the company's value system (organizational culture) and employee psychological well-being (job satisfaction).

In this study, it can be seen that organizational culture and job satisfaction partially or simultaneously have a significant effect on employee performance. This finding strengthens previous theories and shows the importance of understanding human resource management holistically and is an important key in creating a productive work system that is able to adapt to changes or sustainable developments.

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