



## Organizational Culture and Work Ethic on Employee Performance with Job Satisfaction as a Mediating Variable

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### ABSTRACT

This study aims to determine the effect of organizational culture and work ethic on employee performance with job satisfaction as a mediating variable in production employees of PT Royal Korindah Purbalingga. This study uses a quantitative approach with simple random sampling technique. The population was 474 employees and a sample of 100 people was obtained based on the Slovin formula with a margin of error of 10%. The results showed that organizational culture and work ethic had a positive and significant effect on job satisfaction. Work ethic also has a direct effect on employee performance, while organizational culture has no direct effect. Job satisfaction has a significant effect on performance and mediates the relationship between organizational culture and work ethic on employee performance, indicating the important role of job satisfaction in improving performance.

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## **INTRODUCTION**

Current industrial advances have resulted in very significant changes in the business world which have an impact on the increasingly fierce competition between companies so that companies are required to continue to develop maximum resources. According to Jamal et, al (2021) human resources are the workings and arrangement of relationships that govern the running of an organization. and guide it to achieve organizational goals by adding the value of good communication and organizational culture to the achievement of these goals. The success of organizational targets is influenced by the effectiveness of employee performance. Therefore, attention to the welfare and development of employees is important, including in terms of direction and motivation, so that their performance continues to increase. Therefore, to complete this task, of course, must have good and optimal performance.

PT Royal Korindah is known as one of the largest companies in Purbalingga engaged in the production of false eyelashes and wigs. The company is also one of the largest employers and contributors to the livelihood and economy of the people in Purbalingga Regency. Established in March 1976, PT Royal Korindah is a manufacturing company that currently employs as many as 474 employees only as one part, namely production. Based on observations and interviews from the company, it is facing the challenge of a significant decline in the number of orders from major buyer countries resulting in a weakening global economy. In this case, it resulted in a decrease in production volume, incentive cuts, and even the potential for layoffs which had a threatening impact on employee performance, because motivation fell and performance uncertainty increased. The impact of these conditions was not only felt on the financial side of the company, but also began to be seen in aspects closely related to work motivation and employee performance satisfaction in the production department. Employees experienced higher work pressure with uncertainty about their future, reduced incentives, and increased production targets despite reduced orders. This has the potential to reduce job satisfaction and if ignored, will negatively impact employee productivity. In this context, a positive organizational culture and work ethic play an important role in maintaining consistent employee performance (source: <https://www.eye-lashes.com/about-us/>). Research on performance, organizational culture, work ethic, and job satisfaction needs to be done because of the emergence of various issues that have an impact on productivity and organizational stability. Problems such as decreased performance, high absenteeism, and employee turnover reflect the need for work system evaluation. Internal conflict, low collaboration, and a mismatch between company values and actual behavior indicate a weak organizational culture. Meanwhile, the declining work ethic can be seen from the lack of initiative, discipline, and motivation at work. On the other hand, low job satisfaction is characterized by complaints about leadership, unfair compensation, and lack of career development opportunities. Therefore, direct input from employees and HRD is essential to identify the root of the problem and formulate appropriate solutions.

The performance of an employee is influenced by how much ability and motivation he has (Robbi, 2020). Employees with good quality performance usually get training to carry out tasks creatively and innovatively (Wahyuni, 2022). The main purpose of employee performance is to encourage each individual to achieve organizational targets and carry out responsibilities according to predetermined criteria, so that the desired results of institutional goals can be realized. Several factors that affect employee performance are organizational culture, work ethic and job satisfaction Siagian (2022). One of the factors that affect performance is organizational culture.

Organizational culture is something that is felt by employees and from there come the beliefs, values, and expectations they have (Rivai, 2020). Organizational culture has a functional role in an organization, determining commitment to other aspects higher than personal interests, while strengthening the stability of the organization's social structure (Maulidiyah, 2020). This is in line with the results of previous studies by (Mardiani & Sugiono 2021; Jalil and Gamal 2021; Irianto & Prijati, 2020; Mardiani & Sepdiana, 2021) which prove that organizational culture has a positive and significant effect on employee performance. In contrast, Sugiono & Tobing's (2021) research findings confirm that organizational culture has no effect on employee performance. Furthermore, another factor that affects employee performance is work ethic.

Work ethic also contributes greatly to employee performance. Work ethic is formed from a combination of positive attitudes, firm beliefs, and consistent commitment to duty. High morale, employees are encouraged to carry out their work more diligently and enthusiastically, so as to achieve company targets. The better the work ethic of an employee, the higher the quality of his performance (Muhammad, 2021). The high work ethic of each employee is very important, because the organization requires maximum commitment and effort from the entire team. If not, the development and competitiveness of the organization will be hampered (Simanjutak, 2020). Several studies, such as those conducted by Widyanata et al. (2022), Dolonseda & Watung (2020), and Rohayati & Prasetyo (2022), prove that work ethic plays an important role in influencing employee performance. Another factor that affects performance is job satisfaction

According to Fenny & Setyawan, (2024). Job satisfaction is influenced by personal views, so that each employee feels a different level of job satisfaction when carrying out their duties. An organization can measure employees on their satisfaction with the organization, work and colleagues or with anything that is part of and or affects him. Job satisfaction is often defined as the level of well-being felt by employees related to their workload and activities (Saragih, 2020). This finding is reinforced by Aprilia & Hersona's (2021) research which shows that the level of job satisfaction significantly contributes to employee work results. However, other findings from (Ekawati & Suryani, 2019; Kurniawan and Prasilowati, 2019; Garaika, 2020; and Adhan et al. 2020) show that job satisfaction has a positive and significant effect on employee performance.

This research is a development of a study from Alvania and Yuliharsib (2024), which examines the variables of organizational culture, competence, and work discipline on employee performance with job satisfaction as a mediating

variable. The development in this study was carried out by adding work ethic variables. This is supported by the results of research by Jufrizen et al. (2021) which examines the variables of work motivation, job satisfaction and work ethic on employee performance which states that work ethic has a significant effect on employee performance.

## **LITERATURE REVIEW**

### ***Herzberg's Two-Factor Theory***

Two-Factor Theory by Herzberg (1959) is the right method to measure employee job satisfaction in an organizational environment. A person's performance is influenced by two types of need factors, namely hygiene factors or maintenance factors from the organization. These factors include things like pay, working conditions, administrative systems, interpersonal relationships, and the quality of supervision. This theory, also referred to as the motivation-hygiene theory, states that job satisfaction and dissatisfaction are shaped by several motivational elements motivational elements such as achievement, appreciation, and work environment conditions and income that play a role in avoiding dissatisfaction at work (Alshmemri et al, 2017). In the context of this study, organizational culture and work ethic can influence both types of factors. A positive organizational culture and strong work ethic can encourage employees' work comfort level which impacts their performance outcomes.

### ***Social Exchange Theory***

Social exchange theory proposed by George C Homans, (1961) explains that organizations do not only carry out transactional relationships, but also prioritize social interaction as a moral obligation of the institution. Organizations provide various working conditions, both material and non-material, to employees, and in return, employees work earnestly. When employees feel treated fairly and are satisfied with the organization, they tend to give a positive response to the organization (Giauque, 2014). This theory emphasizes the importance of understanding employee motivation and its relationship to the achievement of organizational goals. This approach also helps explain why employees carry out certain tasks as a form of mutual obligation between them and the company (Hamid et al., 2017).

### ***Effect of Organizational Culture on employee performance***

Organizational culture is a value that is interpreted as a guideline that guides individuals in carrying out their duties and behaving in an organization (Daslim et al., 2023). This culture reflects the nature and character of the work environment, as well as the results of organizational activities which, whether consciously or unconsciously, can affect the behavior and character of the organization itself. According to Reynilda (2020), organizational culture is a concept that is followed by its members, making it different from one organization to another (Robbins & Judge, 2014). Based on the Social Exchange Theory by George C Homans, (1961) a positive organizational culture employees feel supported and the values provided, employees will increase their

commitment and desired performance. Previous research Suci & Wimba, (2022) Jufrizen, (2020) Ferdian, et al (2020) showed that organizational culture has a significant positive effect on employee performance.

H1: Organizational culture has a positive and significant effect on employee performance.

### ***The Effect of Work Ethic on Employee Performance***

Work ethic is the basis for building the collective mindset of an organization that is manifested in a person's willingness to take responsibility for controlling fate and innovation (Mudrack, Peter 2020). One of the reasons someone shows a strong work commitment is the drive to always maintain work quality. Individuals with a strong work ethic usually also actively provide new ideas in the workplace, (Jufrizen & Erika, 2023). Based on Herzberg's (1959) Two-Factor Theory, work ethic describes motivational factors, such as achievement and reward. When a person has a sense of sufficiency with the actions performed, this condition will spur the achievement of the expected performance. Research from Widyanata et al. (2022), Nugroho et al. (2022), and Gumelar et al. (2022) shows that work ethic has a significant positive effect on employee performance.

H2: Work Ethic has a positive and significant effect on Employee Performance

### ***Effect of Job Satisfaction on Employee performance***

Job satisfaction is a set of feelings, beliefs, and thoughts a person has about how they respond to their job (Sutrisno et al., 2022). According to Paparang et al. (2021) explain that job satisfaction is a pleasant feeling response and reflects dedication to the company that is carried out. Based on Herzberg's (1959) Two-Factor Theory, the level of job comfort has a major contribution to encouraging the achievement of optimal performance. Research from Yogi & Bagia (2022), Suryani & Resniawati (2022), and Nurhidayanti et al. (2022). stated that job satisfaction has a significant positive effect on employee performance.

H3: Job Satisfaction has a positive and significant effect on Employee Performance

### ***The Effect of Organizational Culture on Job Satisfaction***

Organizational culture is closely related to an employee's job satisfaction. According to research by Culture et al., (2021) organizational values contribute greatly to determining the level of job satisfaction. According to Irfan (2022) states that when someone is satisfied with their job, it is reflected in a consistent optimistic attitude to give the best results in their work. Herzberg's (1959) Two-Factor Theory, a good organizational culture is able to improve work, thus having a direct impact on job satisfaction. This is supported by research by Kanafiah, (2021), Rahsel & Sudewi (2022), Ratnasari et al., (2020), showing that organizational culture has a significant positive effect on job satisfaction.

H4: Organizational Culture has a positive and significant effect on Job Satisfaction

### ***The Effect of Work Ethic on Job Satisfaction***

Work ethic is a crucial aspect that can encourage an employee's job satisfaction. Someone who has a good work ethic will be more dedicated to his professional duties, resulting in high job satisfaction (Nurhalizah & Jufrizen 2020). Each employee has a different level of work ethic, which is influenced by internal motivation, educational background, and life values (Nurhalizah & Jufrizen, 2020). A high work ethic creates a sense of satisfaction with personal achievement at work. Based on Herzberg's Two- Factor Theory (1959), achievement, recognition, and the work itself are aspects that can increase job satisfaction. According to Zulher, (2020) and Susanti, Heryanda & Telagawathi (2023) show that work ethic has a significant positive effect on job satisfaction.

H5: Work Ethic has a positive and significant effect on Job Satisfaction

### ***The Role of Job Satisfaction as a Mediating Variable***

Job satisfaction acts as a factor that can mediate the relationship between organizational culture and performance will make employees who are in the company feel less pressured and they tend to be satisfied with the situation. Social Exchange Theory, organizational culture as a form of non-material appreciation from the company to employees, which, if perceived as fair and positive, will be reciprocated by employees with a productive work attitude. Job satisfaction functions as a psychological factor that connects the work value system that encourages increased results can get job satisfaction, then results in improved performance quality. This is supported by Risky & Fahmi's research (2020) which states that job satisfaction mediates the effect of organizational culture on employee performance.

H6: Job Satisfaction mediates between Organizational Culture on Employee Performance

A strong work ethic is supported by a good level of job satisfaction, so work is completed quickly and with satisfactory results. This efficient and quality completion of tasks will have a direct impact on improving employee performance in the company.

According to Social Exchange Theory, employees who have a high work ethic and are satisfied with their jobs tend to give positive replies to the organization by showing their best performance. This is supported by research by Asniwati & Oktaviani (2023), job satisfaction mediates the effect of work ethic on employee performance.

H7: Job Satisfaction mediates the effect of Work Ethic on Employee Performance  
Based on the explanation above, this research framework can be described as follows:

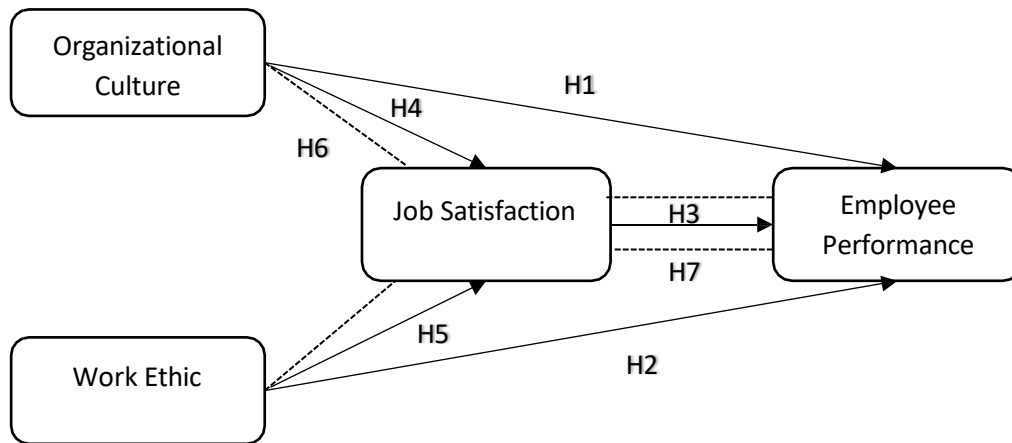


Figure 1. Conceptual Framework

## METHODOLOGY

This research is applied with statistical methods to explain, clarify, and test the relationship of variables with one another using statistical analysis tools (Creswell, 2014). The quantitative approach aims to understand a phenomenon by collecting data in the form of numbers, so that it can be tested on a larger population and produce objective evidence (Creswell, 2014). The research was conducted on production employees of PT Royal Korindah, which has a total of 474 employees. To determine the number of samples, the Slovin formula was used with a margin of error of 10%, resulting in a minimum sample size of 83 people. However, in order to improve the accuracy of the results, the researcher took a sample of 100 respondents. The sample was taken by random sampling, where all members of the population had the same opportunity to be selected as respondents. Data was collected offline using a printed questionnaire. Furthermore, the analysis technique used uses the PLS approach in SMART PLS using path analysis techniques to determine the cause and effect between the variables studied. Analysis is used to identify the impact between independent variables directly or indirectly on the dependent variable (Sudaryono, 2023).

## RESEARCH RESULT

### *Characteristics of Respondents*

Respondents in this study were 100 employees of the production department of PT Royal Korindah. Based on gender, the majority of respondents were female at 62%. This shows that women work more in the production department because they are considered to have advantages in the aspects of perseverance and patience. From the level of education, most respondents were high school graduates at 78%, which reflects that work in the production section can generally be carried out by graduates of upper secondary education. In terms of length of service, the majority of respondents have a length of service between 10-14 years (44%), which indicates that most employees have worked long enough to have adequate work experience. Based on age, respondents were dominated by the 31-40 age group (56%), indicating that the workforce is mostly at a productive age.

Table 1. Characteristics of Respondents

Description	Group	Frequency	Percentage (%)
Gender	Male	38	38%
	Female	62	62%
Age	< 21 years old	3	3%
	21 - 30 years	35	35%
	31 - 40 years	56	56%
	41 - 50 years	6	6%
Education	Dipolma	1	1%
	Bachelor (S1)	13	13%
	High school/equivalente	78	78%
	junior high school/equivalente	8	8%
Length of Service	< 5 years	23	5%
	5-9 years	11	11%
	10-14 years	44	44%
	15-19 years	18	18%
	≥ 20 years old	4	4%

Source: processed by researchers (2025)

### Outer Model

The outer model aims to assess the correlation between the item or indicator score and the construct score which shows the level of validity of a statement item. According to Jufrizen and Ramadhani (2020), there are several criteria used to assess the outer model, namely: Convergent Validity, Discriminant Validity and Composite Reliability.

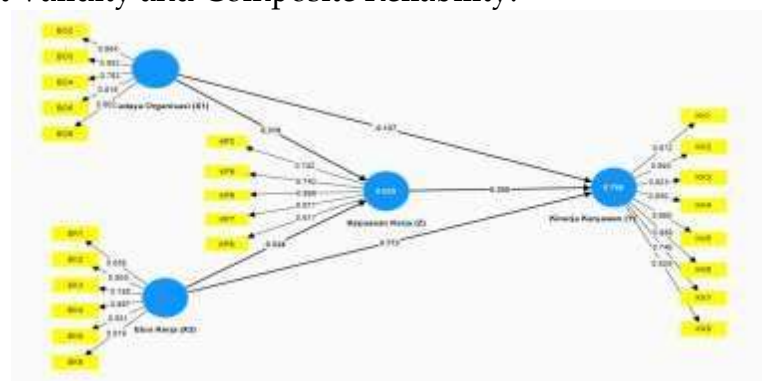


Figure 2. Outer Model

Figure 2 shows the results of data processing based on each variable size on all analyzed variables showing the outer loading value exceeds 0.7. All indicators are in accordance with the criteria for convergent validity, so the indicator is declared valid.



### ***Validity and Reliability Test***

Convergent testing is measured through outer loading and AVE value. According to Hair et al. (2017), indicators are declared reliable when composite reliability and Cronbach's alpha > 0,7.

Table 2 Reliability and Validity Constructs

Variable	Cronbach's	Variable	Cronbach's	Variable
Organizational Culture	0.881	0.884	0.913	0.679
Work Ethic	0.908	0.910	0.929	0.686
Job Satisfaction	0.885	0.904	0.917	0.691
Employee Performance	0.943	0.946	0.953	0.717

*Source: processed by researchers (2025)*

Based on Table 2, it shows that the construct reliability and Validity of all variables are more than 0.7. While the AVE value is greater than 0.5, all of these variables can be declared valid.

### ***R-Square value***

According to Hair et al. (2017), the R<sup>2</sup> value is divided into three levels, namely 0.75 which indicates a high (strong), medium, and low correlation based on the coefficient value. A high R-square value reflects the accuracy of the predictive model.

Table 3 R Square Value

	R-Square	Adjusted R-Square
Employee Performance	0.766	0.759
Job Satisfaction	0.629	0.621

*Source: processed by researchers (2025)*

Based on Table 3. the R Square value for employee performance of 0.766 indicates that 76.6% of performance is explained by the independent variables, and 23.4% is influenced by other factors outside the study. Meanwhile, the R Square of job satisfaction is 0.629, which indicates that 62.9% is influenced by the variables in the model, and 37.1% is influenced by other factors.

### ***Hypothesis Test***

Data analysis was carried out using the SEM-PLS approach with SmartPLS software using the path coefficient parameter, t-count, and p-value used as a reference to determine whether the hypothesis is accepted or rejected. A hypothesis is considered significant if the p-value <0.05 indicates the significance of the relationship between variables with a confidence level of 95% (Hair et al., 2017).

Table 4 Hypothesis Test

Hypothesis	Path Coefficients ( $\beta$ )	T Statistic ( $ O/STDEV $ )	P Values	Description
Organizational Culture → Job Satisfaction	0.319	3.436	0.000	Accepted
Organizational Culture → Employee Performance	-0.137	0.849	0.199	Rejected
Work Ethic → Job Satisfaction	0.524	6.305	0.000	Accepted
Work Ethic → Employee Performance	0.773	7.783	0.000	Accepted
Job Satisfaction → Employee Performance	0.250	2.387	0.009	Accepted
Organizational Culture → Work Satisfaction → Employee Performance	0.080	1.922	0.029	Accepted
Work Ethic → Work Satisfaction → Employee Performance	0.131	2.238	0.014	Accepted

Source: processed by researchers (2025)

Based on Table 4, the first hypothesis shows a significant effect on job satisfaction, by the p-value with a significance value of less than 0.05. On the other hand, the second hypothesis has no significant effect between organizational culture and employee performance, so this hypothesis is rejected because the p-value is greater than 0.05. Furthermore, the third, fourth, and fifth hypotheses show a significant positive effect on job satisfaction, based on the p-value which is also below 0.05. Finally, the sixth and seventh hypotheses prove that job satisfaction mediates between organizational culture, work ethic, and employee performance, with a p-value smaller than 0.05.

## DISCUSSION

### *Effect of Organizational Culture on Employee Performance*

Based on the results of the study, organizational culture has no effect on employee performance. This is because the higher the culture of perfectionism in employees, it can actually reduce employee performance in achieving organizational goals, the tendency of employees to double-check their work. This finding can be explained through social exchange theory which states that the relationship between individuals and organizations is formed based on the principle of reciprocity. Employees will be encouraged to make maximum contributions if they feel that there is appreciation and support from the organization. In this context, when organizational culture emphasizes perfectionism but is not balanced with adequate rewards, recognition, or

support, the reciprocal relationship becomes unequal. This imbalance causes employees to feel that they are not getting the proper social and emotional rewards, thus reducing their motivation to work optimally and impacting overall performance. Previous research Ferdian & Devita, (2020); Syahrul et al., (2020). stated that organizational culture has a negative impact that has no significant effect on employee performance.

#### ***Effect of Work Ethic on Employee Performance***

This study shows that there is a positive and significant influence between work ethic and employee performance. Theoretically, a high work ethic can increase individual motivation and productivity at work. In the perspective of social exchange theory, work ethic is seen as a form of employee contribution to the organization. When the organization provides balanced reciprocity, whether in the form of rewards, recognition, or supportive working conditions, employees feel that their efforts are appreciated. Recognition of this contribution then encourages employees to continue to improve their performance at work. Previous research Utami et al. (2021), Juwita et al. (2023), and Rinaldi & Zubaidah (2024), who found that work ethic has a positive and significant effect on employee performance.

#### ***Effect of Job Satisfaction on Employee Performance***

The results of the study prove that a sense of satisfaction encourages an increase in employee performance towards their work and work environment, as a result, performance tends to increase with satisfaction, and the salary received will tend to have a stronger drive to achieve optimal performance in the company. The two-factor theory put forward by Herzberg (1959) job comfort is part of the motivator element that encourages individuals to achieve optimal goals. Previous research Paparang et al, (2021), Mubaroqah & Yusuf, (2020) and Afianto et al, (2023). Which shows that job satisfaction has a positive and significant effect on employee performance.

#### ***The Effect of Organizational Culture on Job Satisfaction***

The results showed a significant positive effect of organizational culture on job satisfaction. The better the cultural values built by the organization such as responsibility and trust, this increases feelings of satisfaction in employees. In line with social exchange theory, a positive organizational culture creates a healthy atmosphere of reciprocity between organizations and individuals. When corporate culture provides support, clarity of direction, and psychological stability for employees, employees will feel recognized and protected, so the level of satisfaction rises. Previous research by Nofitasari & Prasetyo (2021) and Korda & Rachmawati (2022) which states that organizational culture has a positive and significant effect on job satisfaction.

#### ***The Effect of Work Ethic on Job Satisfaction***

The results of this study indicate that work ethic contributes to job satisfaction. This means that the stronger an employee's work ethic, such as

responsibility, discipline, hard work, and integrity, the higher the level of satisfaction they feel in carrying out their work. According to Herzberg's (1959) two-factor theory, where work ethic can be linked to motivator factors, such as achievement, recognition, and responsibility. When individuals have high work enthusiasm and drive, they are more likely to feel satisfied because the work performed provides meaning and results that match personal expectations. Previous research Nurhalizah & Jufrizen (2020) and Zulher (2020). Which states that work ethic has a positive and significant effect on job satisfaction.

### ***The Effect of Organizational Culture on Employee Performance with Job Satisfaction as a Mediating Variable***

Based on research showing that job satisfaction is able to mediate between organizational culture and employee performance, job satisfaction is proven to be able to mediate the interaction of work culture and performance, a healthy culture encourages job comfort, satisfaction will then contribute to improving employee performance. In the context of social exchange theory, a conducive organizational culture is perceived as a form of attention and support from the organization to employees. In return, employees feel satisfied and are willing to give their best performance. This mediation shows that the influence of culture on performance is not only direct, but also through improving the psychological and emotional state of employees. In line with Risky & Fahmi's research (2020) which shows that job satisfaction variables can act as mediators between organizational culture and employee performance.

### ***The Effect of Work Ethic on Employee Performance with Job Satisfaction as a Mediating Variable***

The results of this study found that work ethic has a significant positive effect on employee performance through job satisfaction as mediation. the strong contribution of work ethic to job satisfaction with the support of a sense of job comfort acts as a mediator in that relationship. This means that although work ethic does not directly have a positive impact on performance, a high work ethic can still have a good impact if accompanied by job satisfaction. According to Herzberg's two-factor theory, work ethic can be an internal motivator, but it is only effective when hygiene factors, such as job satisfaction, are also met. When the work ethic is carried out in a comfortable and rewarding work environment, employees tend to feel satisfied and motivated to give their best performance. This finding is in line with the research results of Asniwati & Oktaviani (2023), which emphasize that job satisfaction plays an important role as a bridge between work ethic and employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

The conclusion of this study states that organizational culture and work ethic have a positive and significant effect on job satisfaction. Work ethic and job satisfaction also have a positive and significant effect on employee performance. However, organizational culture has no effect on performance, although it still has an indirect effect through job satisfaction. Thus, job satisfaction acts as a

mediator between organizational culture and work ethic on performance. These findings suggest that a conducive organizational culture and strong work ethic can increase job satisfaction, which in turn will encourage increased work.

Suggestions from researchers companies are expected to build an organizational culture that supports employee creativity and involvement, as well as provide training as needed to improve work ethic, satisfaction, and career development to encourage optimal performance.

## ADVANCED RESEARCH

This study has several limitations, one of which lies in the scope of the variables analyzed, which only includes organizational culture, work ethic, job satisfaction can still be influenced by other aspects that have not been examined and considered in this study. In addition, this research was conducted in one production department in one manufacturing company, so the results have not covered more than one research object to strengthen the research results.

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