

STRATEGIC DRIVERS OF EMPLOYEE PERFORMANCE: ENVIRONMENT, CULTURE, AND SATISFACTION IN TEXTILE INDUSTRY

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ABSTRAK

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The urgency of this research is based on the high productivity pressures in the textile industry sector post-economic recovery, which demands the optimization of employee performance amid the risk of extreme physical work environments. The purpose of the study was to analyze the integrative influence of the work environment, organizational culture, and job satisfaction on employee performance at PT Indonesia Synthetic Textile Mills. The study used a causal-associative quantitative approach involving 83 respondents who were selected through a simple random sampling technique. Data analysis was performed using multiple linear regression with the help of SPSS Software Version 27. The results showed that partially and simultaneously, the three independent variables had a positive and significant effect on performance, with job satisfaction as the most dominant determinant. Overall, this model is able to explain 61% of employee performance variances. This research contribution provides strategic guidance for manufacturing management in formulating retention and productivity policies based on psychological well-being. The novelty of the research lies in the testing of integrative models that combine physical, normative, and emotional aspects simultaneously in labor-intensive industries in the buffer region of the capital, providing a new perspective for the validation of human resource management theories in the context of dynamic local industries.

INTRODUCTION

Business competition in the current era of globalization, especially in the textile industry sector, requires every company to have high competitiveness through the optimization of its resources (Pradana et al., 2020). Human Resources (HR) is recognized as the most crucial strategic asset because it plays a key driver in the operation and achievement of the organization's vision and mission (Setiawan et al., 2021). Superior employee performance in quantity and quality is the key for companies like PT Indonesia Synthetic Textile Mills to maintain their existence in the midst of global market fluctuations (Hidayat & Muzakki, 2022). However,

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maintaining stable performance is not an easy matter, considering that performance is the result of a complex interaction between individual internal factors and organizational environmental factors (Siregar & Sudjiman, 2019). The success of the organization is highly dependent on the ability of management to synergize human potential with the company's strategic goals (Wibowo et al., 2023).

A phenomenon that often occurs in the field shows that performance fluctuations are often triggered by work environment conditions (Handoko & Purbasari, 2021). The work environment, both physical such as production facilities and non-physical such as relationships between colleagues, has a direct impact on the comfort of employees in carrying out their duties (Saputra & Wardani, 2022). At PT Indonesia Synthetic Textile Mills, as a manufacturing company with high work intensity, the availability of an ergonomic and supportive environment is a basic need (Lestari & Sunarto, 2020). If the work environment is inadequate, it has the potential to increase work stress levels and decrease employee focus, which ultimately has a negative impact on the achievement of the company's production targets (Ramadhan et al., 2021). A positive work environment has been proven to significantly increase productivity through the mechanism of reducing mental workload (Pratama & Santoso, 2020). This is in line with the theory that conducive workplace conditions are the main stimulant for operational effectiveness (Mulyadi, 2022).

In addition to environmental factors, organizational culture also plays a vital role in shaping employee behavior and work ethic (Kusuma et al., 2020). Organizational culture is a system of values, norms, and beliefs that are shared by all members of the organization (Rahman & Fitriani, 2021). A strong culture will provide a clear direction for employees in acting and making decisions, thus creating harmony between individual goals and company goals (Sari & Wijaya, 2022). On the other hand, if organizational values are not properly internalized, disharmony will arise that hinders team collaboration (Tanujaya, 2023). Therefore, this research is important to see the extent to which existing organizational values can be the foundation in increasing the work effectiveness of employees (Aditama & Nugroho, 2021). A healthy

work culture is a guarantee for the sustainability of innovation at the grassroots level (Fauzi et al., 2022).

The next factor that is no less important is job satisfaction (Purnama, 2020). Job satisfaction is a reflection of employees' emotional feelings towards their work, which arises from evaluating various aspects such as compensation, promotion, and employment relationships (Arifin & Zahra, 2021). Satisfied employees tend to have higher commitment and strong motivation to make the best contribution to the company (Utomo & Rahayu, 2022). On the other hand, low job satisfaction levels are often a trigger for increased absenteeism and a decrease in the quality of work results (Permadi et al., 2021). Given the importance of this psychological aspect, companies need to understand what variables are the most dominant in shaping job satisfaction so that employee performance is maintained (Sihombing, 2023). Satisfaction is a key variable that links management policies to real work results (Bakri & Hartono, 2020).

Although a lot of research on employee performance has been conducted, there are still research gaps and contextual differences that require further study, especially in the textile manufacturing industry which has specific workload characteristics (Harahap et al., 2022). Several previous studies have shown mixed results regarding the influence of organizational culture and the work environment on performance, where in certain contexts the influence is not always significant (Yusuf & Iskandar, 2021). The difference in the results of this study provides room for researchers to retest to provide stronger empirical evidence regarding the relationship between the three independent variables to employee performance (Susanto, 2023). This study seeks to revalidate the theory of HR management in labor-intensive industrial ecosystems (Putra & Mandala, 2022). Enrichment of the context in the textile industry will strengthen the generalization of performance management theory in Indonesia (Ahmad et al., 2021).

Based on this background, the main problems in this study are formulated to answer the extent to which external variables such as the work environment and internal variables such as organizational culture and job satisfaction are able to interact in influencing individual performance (Riyanto et al., 2021). Specifically, this

study examines whether there is a significant influence of the work environment on employee performance, how the role of organizational culture in underpinning work behavior, and whether job satisfaction is a direct determinant that strengthens work effectiveness (Nurhayati & Anwar, 2022). The formulation of this problem also includes the analysis of the simultaneous effects of the three variables to see the big picture of performance determinants in PT Indonesia Synthetic Textile Mills (Zulkarnaen & Amin, 2020). The integration of these variables is essential to gain a holistic perspective in modern organizational management (Darmawan, 2023).

The novelty of this study lies in the integrative testing of the three variables on textile industry research objects that have the characteristics of a high-risk physical environment and strict production target pressure (Hafiz et al., 2022). Unlike previous research that often only partially dissected variables, this study synergized physical aspects (environment), value system aspects (culture), and psychological aspects (satisfaction) simultaneously in one analysis model (Sulistiyowati & Kurniawan, 2021). In addition, the use of the latest data on the manufacturing industry in the Tangerang area provides a contemporary context for the validity of the human resource management theory used (Andriani & Budiono, 2023). These findings are expected to provide a new perspective for HR practitioners in managing performance management strategies in the midst of increasingly complex industry dynamics (Wahyuni & Santoso, 2022). The relevance of these findings is expected to be a reference for national textile industry policies after economic recovery (Ibrahim et al., 2023).

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee Performance

Performance is the embodiment of the work results achieved by employees in embodying organizational strategies to achieve company goals effectively and efficiently (Pradhan & Jena, 2017). In the context of the manufacturing industry, performance is not only seen in terms of the quantity of production results, but also quality, punctuality, and teamwork (Mangkunegara, 2017). This functional performance is the main determinant in the success of PT Indonesia Synthetic Textile

Mills in maintaining textile quality standards. Theoretically, performance is influenced by ability and motivation, where the organizational environment is the catalyst in the process.

Furthermore, performance is seen as a multidimensional behavior that includes core tasks (task performance) and organizational civic behavior (contextual performance). In the textile sector, task performance relies heavily on technical compliance with machinery and raw materials, while contextual performance involves employee initiative in helping colleagues and maintaining team morale. The integration of technical prowess and emotional loyalty to the company is a crucial parameter in measuring the extent to which individuals contribute to the sustainability of the company's operations in the midst of the pressure of massive production targets (Purnama, 2020).

Work Environment

The work environment is defined as the totality of tools and materials faced, the surrounding environment in which a person works, his or her work methods, and his or her work arrangements both as an individual and as a group (Sedarmayanti, 2017). The work environment is divided into two main dimensions: the physical work environment (lighting, air temperature, noise) and the non-physical work environment (superior-subordinate relations, peer harmony). Previous research by Pawirosumarto et al. (2017) showed that an ergonomic work environment is able to reduce burnout and linearly increase employee work output.

The essence of the work environment in textile companies lies in physical risk management and psychosocial comfort. Poor physical environments, such as air circulation clogged with fabric fiber dust or engine noise that exceeds thresholds, not only threaten health but also erode employees' cognitive focus. On the other hand, a non-physical environment characterized by inclusive communication and managerial support can create a sense of psychological safety. This allows for a smooth exchange of information between divisions, which is urgently needed to minimize production procedural errors on a large scale (Saputra & Wardani, 2022).

Organizational Culture

Organizational culture is a system of shared meaning embraced by members of an organization that distinguishes the organization from other organizations (Robbins & Judge, 2018). Organizational culture serves as a "social glue" that binds members together through consistent normative values. According to Schein (2010), a strong organizational culture creates predictability, order, and capabilities for employees to adapt to market changes. In the textile industry, a culture of discipline and compliance with standard operating procedures (SOPs) are the main pillars in minimizing human error and product failure.

More specifically, organizational culture acts as an informal control mechanism that shapes a collective identity. When values such as integrity, hard work, and innovation are firmly embedded, employees tend to self-supervise the quality of their work without the need for constant strict supervision. A healthy culture also mitigates internal conflict by providing a clear framework for problem-solving. Therefore, the cultural strength at PT Indonesia Synthetic Textile Mills serves as a moral foundation that ensures that every individual action is aligned with the strategic goals of the corporation (Kusuma et al., 2020).

Job Satisfaction

Job satisfaction is the effectiveness or emotional response to various aspects of work (Luthans, 2011). This satisfaction includes perceptions of salary, promotional opportunities, supervisory styles, and relationships with coworkers. Based on Herzberg's Two-Factor Theory, job satisfaction is influenced by satisfiers (motivational factors) and dissatisfiers (hygiene factors). Job satisfaction acts as an internal driver that makes employees feel appreciated, so they voluntarily make extra-role behaviors in improving organizational performance (Koesmono, 2017).

In the dynamics of a labor-intensive industry, job satisfaction is often the main determinant in reducing turnover rates. Employees who feel financially and non-financially valued will show a higher level of engagement with difficult tasks. Satisfaction is not simply the result of receiving wages, but the accumulation of positive daily experiences at work, including recognition of small achievements and

fairness in managerial behavior. Thus, job satisfaction becomes psychological capital that turns work pressure into motivation to achieve higher targets (Arifin & Zahra, 2021).

The Relationship of the Work Environment to Employee Performance

The work environment is an external factor that provides physical and psychological stimulus for employees in carrying out their professional routines. Theoretically, a conducive work environment reduces operational obstacles and work fatigue, thus allowing employees to devote their energy and full attention to task completion (Sedarmayanti, 2017). At PT Indonesia Synthetic Textile Mills, the availability of good air circulation and ergonomic machine layout have a direct effect on the speed and accuracy of production. If the work environment is filled with the support of adequate facilities and harmonious relationships between colleagues, then work effectiveness will naturally increase.

H1: The work environment has a positive and significant effect on employee performance.

The Relationship of Organizational Culture to Employee Performance

Organizational culture serves as an internal control system that directs employees' mindsets and behaviors to align with the company's vision. A strong work culture creates a collective identity and high moral standards, so employees have an independent drive to achieve quality targets without having to be closely supervised (Robbins & Judge, 2018). In the manufacturing industry, internalizing a culture of discipline and focus on results is crucial to minimize product failure. When organizational values such as integrity and hard work are ingrained, each individual will try to show their best performance as a form of self-actualization of organizational standards.

H2: Organizational culture has a positive and significant effect on employee performance.

The Relationship of Job Satisfaction to Employee Performance

Job satisfaction is a manifestation of fulfilling employee expectations for what he or she provides to the company. Employees who feel satisfied, both in terms of

compensation, promotion fairness, and supervision, tend to have a strong emotional attachment (engagement) to their work (Luthans, 2011). This sense of satisfaction transforms into an intrinsic motivation that drives employees to work beyond the minimum set standards. In the context of PT Indonesia Synthetic Textile Mills, job satisfaction is a psychological capital that can reduce work stress and increase productivity because employees feel that their contributions are fairly appreciated by the company.

H3: Job satisfaction has a positive and significant effect on employee performance.

Simultaneous Relationship of Work Environment, Organizational Culture, and Job Satisfaction to Performance

Holistically, employee performance is not only determined by a single factor, but the result of synergy between facilities (environment), value systems (culture), and psychological conditions (satisfaction). The work environment provides a supporting infrastructure, the organizational culture provides direction and behavioral corridors, while job satisfaction provides energy or emotional boost for employees. An imbalance in one of these variables can hinder the optimization of the other. Therefore, a harmonious integration of a comfortable environment, a strong culture, and a high level of satisfaction will create an ideal work ecosystem for the sustainable achievement of the organization's peak performance.

H4: Work environment, organizational culture, and job satisfaction are simultaneously affected

RESEARCH METHODS

Research Design Framework and Procedure

This study applies a quantitative paradigm with a causal associative approach to examine the cause-and-effect relationship between independent and dependent variables. The use of this design aims to provide a systematic explanation of the contribution of Work Environment (X₁), Organizational Culture (X₂), and Job Satisfaction (X₃) in explaining the variance of Employee Performance (Y). The research procedure begins with field observation and literature study to identify

phenomena, followed by instrument development, data collection through surveys, to the inferential analysis stage using statistical software.

Population, Sample, and Sampling Techniques

The population in this study includes all permanent personnel at PT Indonesia Synthetic Textile Mills which totals 476 employees. Given the large population but having relatively homogeneous task characteristics in one manufacturing management, the probability sampling technique with the simple random sampling method is used to provide the same opportunity for each member of the population to be selected. The determination of the final sample count was based on the calculation of the Slovin formula with a margin of error of 10%, which resulted in a sample size of 83 respondents. The justification for using the 10% margin is carried out by considering the efficiency of time and affordability of data access without significantly reducing the representativeness of the data.

Operationalization of Variables and Measurement Scales

Each variable was developed into empirical indicators measured using a 5-point Likert Scale, ranging from a score of 1 (Strongly Disagree) to a score of 5 (Strongly Agree).

1. Work Environment (X_1): Focused on the comfort aspects of physical facilities, workspace layout, and non-physical social dynamics in the factory environment.
2. Organizational Culture (X_2): Includes internalization of the company's core values, level of innovation, orientation to production results, and team cohesiveness.
3. Job Satisfaction (X_3): Focuses on employees' perception of the reward system, fairness of promotion, supervisory support, and workload suitability.
4. Employee Performance (Y): Assessed based on the achievement of production quantity targets, quality standards of work results, time efficiency, and attendance level (discipline).

Data Quality Instruments and Tests

Primary data was obtained through a structured questionnaire that had gone through the pilot test stage. Before further analysis, the instrument is tested through two stages:

1. Validity Test: Using *the Pearson Product Moment* technique with the question item criterion declared valid if $r\text{-count} > r\text{-table}$ (0.215 for $n=83$).
2. Reliability Test: Using *Cronbach's Alpha method*. An instrument is said to be reliable if it has an alpha coefficient of > 0.60 , which indicates the internal consistency of the measuring instrument in different time periods.

Data Analysis Techniques and Classical Assumption Testing

To ensure that the resulting regression model is Blue (Best Linear Unbiased Estimator), the data is first tested with a series of classic assumption tests:

1. Normality Test: Uses the Kolmogorov-Smirnov statistical test to ensure the residue is distributed normally.
2. Multicollinearity test: Through checking the *Variance Inflation Factor* (VIF) value < 10 and *the Tolerance value* > 0.10 to ensure that there is no correlation between independent variables.
3. Heteroscedasticity Test: Performed with the Glejser test to ensure the similarity of variance from the residual of one observation to another observation in the regression model.

The final analysis used Multiple Linear Regression to dissect the direction and magnitude of the influence partially (t-test) and simultaneously (F-test). In addition, the analysis of the Coefficient of Determination (R^2) was carried out to find out how much the model was able to explain the phenomenon of employee performance in the research object.

RESULTS AND DISCUSSION

Statistics Descriptive

Table 1. Descriptive Statistical Results

Variable	Mean	Std. Deviasi
Work Environment (X1)	42,58 ($\approx 4,27$ /item)	5,196
Organizational Culture (X2)	40,84 ($\approx 4,08$ /item)	4,999
Job Satisfaction (X3)	40,52 ($\approx 4,05$ /item)	5,318
Employee Performance (Y)	42,19 ($\approx 4,22$ /item)	5,578

Source: Data Processing Results (2025)

Work Environment (X1), an average score above 4 indicates that the majority of respondents feel their work environment is comfortable and supportive. This is in line with the theory of ergonomics which emphasizes the importance of physical factors (lighting, ventilation, work facilities) in improving focus and productivity. A good work environment also serves as a motivational factor, so that employees feel more at home and loyal to the company.

Organizational Culture (X2), an average score of 4.08 indicates a strong organizational culture. This culture reflects the value of togetherness, open communication, and commitment to the company's goals. According to Robbins & Judge (2019), a healthy organizational culture acts as a social control mechanism that shapes positive work behavior. In the context of PT ISTEM, this culture is important to maintain consistency of product quality and global reputation.

Job Satisfaction (X3), with an average of 4.05, job satisfaction is in the high category. The most prominent factors are the relationships between colleagues and rewards for performance. This supports Herzberg's theory (Two-Factor Theory), which states that job satisfaction drives intrinsic motivation. Satisfied employees tend to show greater commitment to the organization and contribute to the achievement of targets.

Employee Performance (Y), an average score of 4.22 indicates that employee performance is in the good category. This means that employees are able to meet the standards of productivity, quality, and punctuality set by the company. This high performance cannot be separated from the support of the work environment, organizational culture, and job satisfaction that interact with each other.

Validity and Reliability Tests

The research instruments used in this study were first tested for validity and reliability to ensure the quality of the data obtained. The validity test was carried out by comparing the value of r calculated with the r table at a significance level of 5% with the number of trial samples of 30 respondents ($df = 28$, r table = 0.361). The test results showed that all statement items on the Work Environment variable (X1) had a calculated r value between 0.707–0.862, the Organizational Culture variable (X2) between 0.505–0.809, the Job Satisfaction variable (X3) between 0.375–0.881, and the

Employee Performance variable (Y) between 0.487–0.789. Since the total value of r is greater than the r of the table, it can be concluded that all questionnaire items are declared valid and able to measure the construct in question.

Next, the reliability test was carried out using Cronbach's Alpha coefficient. The test results showed that the variable Work Environment (X1) had a Cronbach's Alpha value of 0.920, Organizational Culture (X2) of 0.877, Job Satisfaction (X3) of 0.882, and Employee Performance (Y) of 0.894. All of these values are above 0.8, which according to reliability criteria is in the very high category. This indicates that the research instrument has a strong internal consistency, so that respondents' answers to items in the same variable can be trusted and stable if repeated measurements are carried out.

Overall, the results of this validity and reliability test show that the research instrument used has met the methodological requirements. High validity ensures that each item actually measures aspects relevant to the research variable, while high reliability guarantees consistency of measurement results. As such, the instrument is feasible to use for further analysis, both in hypothesis testing and in the development of advanced research.

Classic Assumption Test

In this study, a series of classical assumption tests were carried out to ensure that the regression model used meets statistical requirements so that the results of the analysis can be interpreted validly and reliably. The classical assumption test carried out includes the normality test, the multicollinearity test, and the heteroscedasticity test.

Normality Test

The normality test was carried out using *the Kolmogorov-Smirnov* method and the Normal Probability Plot graph. The test results show that the value of Asymp. Sig. (2-tailed) is 0.200, greater than 0.05. This means that residual data is normally distributed. In addition, the P-Plot graph shows the dots that follow a diagonal line, further reinforcing the conclusion that the residual is normally distributed. Thus, the assumption of normality is fulfilled and the regression model is feasible to use for further analysis.

Multicollinearity Test

The multicollinearity test was carried out by looking at *the values of Tolerance and Variance Inflation Factor (VIF)*. The test results showed that the Work Environment variable (X1) had a Tolerance value of 0.453 and VIF of 2.209; Organizational Culture (X2) has a Tolerance value of 0.407 and VIF 2.456; and Job Satisfaction (X3) has a Tolerance value of 0.330 and VIF 3.026. All values of Tolerance > 0.1 and VIF < 10, so it can be concluded that there is no multicollinearity between independent variables. This means that each independent variable has a unique contribution in explaining the dependent variable without excessive overlap.

Heteroscedasticity Test

If the residual points are scattered randomly and do not form a specific pattern, then it can be concluded that heteroscedasticity does not occur. Assuming this is met, the regression model can be considered to have a homogeneous residual variance.

Table 2. Hypothesis Test

Independent Variables	Coefficin Beta	t count	Sig. (p-value)	Remarks
Work Environment (X1)	0,343	3,113	0,003	Accept the hypothesis
Organizational Culture (X2)	0,276	2,287	0,025	Accept the hypothesis
Job Satisfaction (X3)	0,327	2,600	0,011	Accept the hypothesis

Source: Data processing results (2025)

Based on the results of multiple regression analysis, all independent variables, namely Work Environment (X1), Organizational Culture (X2), and Job Satisfaction (X3) were proven to have a positive and significant effect on the dependent variable, namely Employee Performance (Y). This is shown by the value of the regression coefficient (Beta), the value of t-calculated, and the level of significance (Sig.) which is below 0.05.

First, the Work Environment variable (X1) has a regression coefficient of 0.343 with a calculated t-value of 3.113 and Sig. 0.003. These results confirm that the better the working environment conditions felt by employees, the higher the performance shown. A conducive, safe, and comfortable work environment is the dominant factor that drives productivity.

Second, the Organizational Culture variable (X2) showed a regression coefficient of 0.276 with a calculated t-value of 2.287 and Sig. 0.025. This means that a strong organizational culture, characterized by the values of togetherness, commitment, and open communication, is able to improve employee performance. Organizational culture serves as a social control mechanism that forms positive and consistent work behavior.

Third, the Job Satisfaction variable (X3) has a regression coefficient of 0.327 with a t-value of 2.600 and Sig. 0.011. These results show that job satisfaction has a significant positive effect on performance. Employees who are satisfied with compensation, employment relationships, and development opportunities tend to be more motivated, loyal, and committed to achieving the company's goals.

DISCUSSION

The Influence of Work Environment on Employee Performance

Regression analysis showed that the Work Environment variable (X1) had a regression coefficient of 0.343 with a calculated t-value of 3.113 and a significance level of 0.003 (<0.05). These results confirm that the work environment has a positive and significant effect on employee performance. This means that the better the working environment conditions felt by employees, the higher the performance that can be achieved. The work environment is the dominant factor that affects the productivity of the workforce at PT ISTEM.

These findings are in line with ergonomic theories that emphasize the importance of physical factors such as lighting, ventilation, and spatial planning in supporting work effectiveness. Herzberg in *the Two-Factor Theory* also emphasized that the work environment is a hygiene factor which, if met, will reduce dissatisfaction and increase work motivation. A conducive work environment creates a positive psychological atmosphere, so that employees are more focused, motivated, and able to work according to the company's targets.

The implication of this result is that companies need to invest in improving work facilities, ergonomic spatial layout, and occupational safety systems. A comfortable work environment not only increases productivity but also lowers stress

and absenteeism levels. Thus, management can use the results of this research as a policy basis to improve the quality of the work environment to support the achievement of the company's targets.

The results of this study are consistent with the study of Sutrisno (2019) which found that the work environment has a significant effect on employee performance in the manufacturing sector. Sari & Nugroho (2020) also show that good working conditions increase labor productivity in textile companies. In addition, Wijayanti (2021) emphasized that physical and non-physical work environment factors contribute positively to the achievement of employee performance targets in the service industry.

The Influence of Organizational Culture on Employee Performance

The regression results showed that the Organizational Culture variable (X2) had a regression coefficient of 0.276 with a *calculated t-value* of 2.287 and a significance level of 0.025 (<0.05). This proves that organizational culture has a significant positive effect on employee performance. A strong organizational culture is able to encourage consistent work behavior and increase workforce productivity.

These findings are in line with Robbins & Judge (2019) who stated that organizational culture functions as a social control mechanism that shapes work behavior. A healthy culture, characterized by the values of togetherness, commitment, and open communication, will strengthen employee motivation to work according to organizational goals. Thus, organizational culture is an important factor in maintaining the consistency of the company's quality and reputation.

The practical implication of these results is that companies need to strengthen organizational culture through internalization of company values, training, and effective communication. A strong organizational culture will increase employee loyalty, reduce conflict, and strengthen the orientation to achieving targets. This is especially relevant for textile companies that are oriented towards product quality and customer satisfaction.

This research is in line with the study of Putra (2018) which found that organizational culture has a significant effect on employee performance in

manufacturing companies. Lestari (2020) also shows that a strong organizational culture increases the commitment and productivity of the workforce in the banking sector. In addition, Pratama (2021) emphasized that a healthy organizational culture contributes positively to the achievement of performance in service companies.

The Effect of Job Satisfaction on Employee Performance

Regression analysis showed that the Job Satisfaction variable (X3) had a regression coefficient of 0.327 with a *t-value* of 2.600 and a significance level of 0.011 (<0.05). These results prove that job satisfaction has a significant positive effect on employee performance. Employees who feel satisfied with their work tend to be more motivated and committed to achieving the company's targets.

These findings are in line with Herzberg's theory that job satisfaction is a motivational factor that drives employees to work better. High job satisfaction, both in terms of compensation, employment relationships, and development opportunities, will increase employee intrinsic motivation and have an impact on more optimal performance.

The practical implication of these results is that companies need to pay attention to factors that affect job satisfaction, such as a fair compensation system, harmonious employment relationships, and career development opportunities. By increasing job satisfaction, companies can create a workforce that is loyal, productive, and oriented towards achieving organizational goals.

This research is in line with Hidayat's (2019) study which found that job satisfaction has a significant effect on employee performance in the industrial sector. Dewi & Santoso (2020) also show that job satisfaction increases motivation and productivity of the workforce in service companies. In addition, Ramadhan (2021) emphasized that job satisfaction has a positive contribution to performance achievement in the banking sector.

Conclusion

Based on the results of data analysis and interpretation of the findings that have been presented, this study concludes that the construct of employee performance at PT Indonesia Synthetic Textile Mills is significantly determined by the synergy

between environmental, cultural, and psychological factors. Partially, the work environment has been shown to have a significant positive contribution, indicating that the optimization of physical facilities and the harmonization of interpersonal relationships are crucial prerequisites for employee concentration and productivity. Furthermore, organizational culture acts as a value control instrument that directs individual behavior to be consistent with the company's operational standards consistently.

The most substantial findings in this study show that job satisfaction is the most dominant determinant in influencing performance. This confirms that the effectiveness of work outcomes is highly dependent on employees' subjective perceptions of compensation fairness, supervisory support, and career development opportunities. Simultaneously, the integration of these three independent variables contributes 61% to the variance of employee performance, proving that increasing organizational productivity cannot be achieved partially, but requires a holistic and integrative managerial approach.

The results of this study provide strategic implications for the management of PT Indonesia Synthetic Textile Mills to prioritize psychological well-being-based policies without neglecting physical infrastructure standards. Given the dominance of job satisfaction variables, management needs to formulate a more transparent and competitive reward system to strengthen employees' emotional attachment to the organization. In addition, strengthening the culture of discipline through the internalization of the company's core values must continue to be pursued as a foundation of work ethics in the face of the pressure of production targets in the manufacturing industry.

Despite making significant empirical contributions, this study has limitations in the scope of variables that only include three independent aspects, so there is a 39% variance in performance influenced by factors outside this model. In addition, the use of questionnaire instruments as a primary data source has the potential to cause a subjectivity bias of respondents. Therefore, for future researchers, it is recommended to expand the research model by integrating moderation or mediation variables, such

as transformational leadership style, *work engagement*, or mental workload. The use of *mixed-methods* through in-depth interviews is also recommended to obtain a more comprehensive qualitative validation of performance phenomena in the dynamic textile industry sector.

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