

## The Influence of Organizational Culture, Supervision, and Job Satisfaction on Employee Performance at PT. DEF

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**Abstract:** This study aims to examine the influence of organizational culture, supervision, and job satisfaction on employee performance at PT. DEF Balikpapan. Although similar studies have been conducted previously, the novelty of this research lies in evaluating organizational behavior factors within the context of a heavy-equipment company that is undergoing digital transformation and tighter performance monitoring. Using a quantitative approach and saturated sampling of 27 employees, data were analyzed using multiple linear regression. Results indicate that organizational culture has a negative but insignificant effect on performance, supervision has no positive influence, while job satisfaction significantly improves performance. Simultaneously, the three variables significantly affect employee performance. These findings contribute to literature by highlighting the inconsistency of cultural and supervisory effects in companies with evolving digital work systems and restricted autonomy.

**Keywords:** organizational culture, job satisfaction, employee performance, supervision

## 1. INTRODUCTION

Cities in Indonesia require the assistance of heavy equipment to support regional development. The use of heavy equipment facilitates tasks such as disaster relief, agricultural land clearing, and infrastructure development. Infrastructure development in Indonesia is currently underway on the island of Kalimantan. The President has chosen Kalimantan Island for the relocation of the nation's capital (IKN). The relocation will be to Kalimantan, specifically part of North Penajam Paser Regency and part of Kutai Kartanegara Regency. This location was chosen due to its minimal risk of natural disasters and proximity to developed cities like Samarinda and Balikpapan. Balikpapan has attracted business owners looking to establish connections or establish their companies directly, considering its proximity to the central government.

PT. DEF, a company specializing in the production and distribution of heavy construction equipment, primarily focuses on the heavy equipment sector. To achieve PT. DEF Balikpapan's business activities, human resources are essential. Human resources are a combination of mental and physical strength, shared to complete the work of the organization, oneself, and the community (Hasibuan, 2021). In 2025, PT. DEF had 27 (twenty-seven) employees. These employees within PT. DEF have duties and responsibilities according to their respective fields. These duties and responsibilities will be used as a performance assessment for PT. DEF Balikpapan employees. Employee performance, which characterizes the quality and volume of work completed, is the result of carrying out the tasks or activities of a job over a certain period of time (Adhari, 2020). The output performance dimension can be seen from the results and activities based on the processes carried out (Adhari, 2020). The performance of PT. DEF Balikpapan employees can be seen in Table 1 below:

**Table 1.** Employee Performance at PT. DEF Balikpapan 2020–2024

No	Dimensions	Target	Indicator				
			2020	2021	2022	2023	2024
			Realization	Realization	Realization	Realization	Realization
Work Result							
1	Individual work assigned by the company	100	50	25	39	55	36
Discipline & Responsibility							
2	Job Completion	100	40	58	40	66	56
Knowledge							
3	Have knowledge in completing work	100	50	63	50	57	55
Job Mastery							
4	Have experience in the job	100	50	62	60	60	50
Cooperation							
5	Ability to share tasks	100	80	83	80	73	72
Creativity							
6	Have the ability to generate ideas	100	70	80	80	70	65
Problem Solving & Dec Making							
7	Have the ability to create solutions	100	70	80	65	60	60
Leadership							
8	Have the ability to lead a team	100	80	86	65	78	80
Initiative							
9	Have new decision-	100	75	73	70	56	50

making skills that have an impact						
JUMLAH	900%	565	610	549	575	524
RATA-RATA PER INDIKATOR	100%	62,7%	67,7%	61 %	63,8%	58,2%

Source: PT. DEF Balikpapan (2024)

In recent years, the performance of employees at PT. DEF, located in Balikpapan City, has shown a decline. This decline certainly requires a solution to improve performance. One of the variables used in this study is organizational culture. Organizational culture is an activity that integrates the cultural styles and/or habits of each individual within the organization to form new habits and prepare for change (Emron, Anwar, & Komariyah, 2017). Measurement of organizational culture in an organization can be seen from the following 5 (five) points: self-awareness, aggressiveness, character, performance, and focus on the team (Emron et al., 2017). The organizational culture at PT. DEF Balikpapan Office fosters togetherness and mutual assistance among employees experiencing problems completing their work, both individually and as a team. Previous studies have revealed a positive and significant impact of corporate culture on performance (Surandi, Sadana, & Bagaskoro, 2023). In contrast, other studies indicate that organizational culture has a smaller, but still positive, influence (Fauzan & Fathiyah, 2017). Another influence received by performance variables is supervision. Supervision is a technique or method an organization uses to find and implement a system that ensures plans are implemented according to established regulations (Handoko, 2020).

The dimensions of supervision such as standard setting, performance measurement, comparison and corrective action are used as tests in this study (Handoko, 2020). Performance monitoring at PT. DEF is currently evolving along with the digitalization of work processes. The company has implemented an app-based monitoring system to track daily work progress, the timeliness of task completion, and the quality of each employee's output. This system facilitates real-time supervisory reviews, provides feedback, and accelerates corrective action. In this context, this study is relevant because supervision is a strategic factor in increasing employee productivity, especially in companies operating in the heavy equipment sector that maintain high work standards. Supervision carried out by PT. DEF Balikpapan Office includes regular work checks and issuing warnings or corrections when errors are found in completing the work. Previous studies have shown that supervision has a positive and tangible impact on how employees work (Fauzan & Fathiyah, 2017). The data shows that the study monitoring variables do not have a significant positive influence on performance (Abdillah & Sari, 2023). The next variable that can impact performance is job satisfaction. Job satisfaction is an emotional reaction that occurs from various aspects of a job, whether they meet or fall short of expectations (Afandi, 2022). Aspects that influence satisfaction at work include job responsibilities, compensation, career path, leadership, and relationships with colleagues (Afandi, 2022). Job satisfaction among

PT. DEF Balikpapan Office employees occurs when their work is appreciated by their superiors, their work achieves its targets, and they receive bonuses. Previous studies have examined this issue, and the results obtained show that the level of job satisfaction has a positive and significant effect on work results (Fauzan, Disman, Yuniarsih, & Santoso, 2020). According to other studies, performance is negatively influenced by job satisfaction (Yuliana & Fadhlil, 2023). This study is grounded in several theoretical frameworks. First, the research adopts Kadarman's (2012) standard performance theory, which emphasizes that performance is influenced by clarity of organizational norms, quality of supervision, and employee satisfaction. Second, the study is guided by Herzberg's Two-Factor Theory, which states that job satisfaction derives from intrinsic motivators and significantly affects performance. Third, the study incorporates Social Exchange

Theory (Blau, 1964), explaining that employees reciprocate organizational support—such as fair supervision and supportive culture with higher performance. These theoretical foundations provide a strong framework to analyze the dynamics between culture, supervision, job satisfaction, and performance, especially in highly regulated industrial settings. Recent empirical studies (Chen & Kim, 2023; Cuel et al., 2024; Dong et al., 2024) also highlight how digital transformation and changes in work processes influence employee behavior. However, they have not specifically explored heavy-equipment firms, indicating a gap that this study addresses.

However, existing literature still shows several gaps. Most studies on organizational culture, supervision, and job satisfaction have been conducted in public organizations, education sectors, or service industries. Research focusing specifically on heavy-equipment companies with strict operational standards and digital supervision systems remains limited. Furthermore, previous findings reveal inconsistent results regarding the influence of organizational culture and supervision on performance. Some studies indicate significant effects, while others report weak or non-significant effects. This inconsistency demonstrates a theoretical gap that needs deeper examination, particularly in organizations undergoing work-process digitalization such as PT. DEF. Therefore, the novelty of this study lies in examining how organizational culture, supervision practices, and job satisfaction affect employee performance within a heavy-equipment production and distribution company that operates under dynamic change and strict work-monitoring mechanisms. Based on this background description, interest arose in continuing the research to review previous results using the variables described. The objectives of this study are: 1) to analyze the influence of organizational culture on employee performance; 2) to analyze the influence of supervision on employee performance; 3) to analyze the influence of job satisfaction on employee performance; and 4) to determine the influence of organizational culture, supervision, and job satisfaction simultaneously on employee performance at PT. DEF.

## 2. RESEARCH METHOD

The quantitative method was chosen in this study to find answers to the research questions. The quantitative method used to solve or answer the research questions used a questionnaire. The questionnaire was administered to the entire population, totaling 27 (twenty-seven) people. If the population size was less than 100 (one hundred), the entire population was sampled (Arikunto, 2017). In this study, probability sampling was employed for sampling. One sampling technique that offers equal opportunities or chances is probability sampling (Sugiyono, 2019a). The research design used a quantitative approach with a survey method. This design was chosen because it objectively measures relationships between variables and allows for hypothesis testing through statistical analysis. This method is suitable for PT.DEF because the company has a limited number of employees, which allows for extensive data collection (saturated sample).

The next step in this research, after the questionnaire was developed, was to distribute it to respondents. Respondents completed the questionnaire, and upon completion, the researcher summarized their answers. This summary of answers was used for data processing using SPSS, with a series of data processing tests: validity, reliability, classification assumptions, partial tests, simultaneous tests, coefficient of determination, and multicollinearity. Validity testing is a valid measurement that is seen from the statements in the questionnaire with the aim of revealing whether something has been measured (Sugiyono, 2017). A decision-making criterion for this validity test compares the computed  $r$  value to the  $r_{table}$  value; if the calculated  $r$  value is greater than 0.3, the variable is considered legitimate. Nevertheless, the item is deemed invalid if the computed  $r$  value <  $r_{table}$  value, or less than 0.3, indicates that the item has a weaker link with other question items than the variable under study (Edy Supriyadi, 2017). After conducting validity tests and obtaining

research results, the next step is reliability testing. Reliability testing involves repeating the same measurements on the same object (Sugiyono, 2017).

The standard for reliability testing uses an alpha scale (Cronbach's Alpha) by looking at several comparisons: 1. If  $r_{\alpha}$  is positive, and  $r_{\alpha} > r_{\text{table}}$ , then the item score is reliable, 2. If  $r_{\alpha}$  is negative, and  $r_{\alpha} < r_{\text{table}}$ , then the item score is unreliable. After obtaining the results of the reliability test, the next stage is the classical assumption test. In linear regression analysis based on Ordinary Least Squares (OLS), the classical assumption test is a set of statistical conditions that must be satisfied in order to guarantee that the resulting regression model can produce impartial, precise, and effective estimates (Ghozali, 2018). The normalcy test is one of the tests used in the traditional assumption test. The purpose of the normality test is to determine whether or not the regression model's dependent, independent, or both variables have a normal distribution. The computed regression model must first satisfy the normalcy assumption (Algifari, 2018). Partial testing (t-test) comes next. A statistical technique for determining if each independent variable's impact on the dependent variable is individually significant is partial testing, sometimes known as the t-test (Ghozali, 2018). The data is considered normally distributed if the calculated t value  $> t$  table with a Sig value  $> 0.05$ , and non-normally distributed if the calculated t value  $< t$  table with a Sig value  $< 0.05$ .

The next test to address the research's current issues is simultaneous testing. The F test is a statistical test used to ascertain whether all independent factors taken together have a substantial impact on the dependent variable. The hypothesis is accepted if the significance value (sig.) is less than 0.05, indicating that the independent and dependent variables have a joint influence. On the other hand, the hypothesis is rejected or there is no simultaneous influence if the sig. value is higher than 0.05 (Ghozali, 2018). The Multicollinearity Test, which is used to ascertain the strength of the correlation coefficient between independent variables, comes next (Algifari, 2018). The variance Inflation Factor (VIF) and tolerance value can be used to measure the degree of correlation between the independent variables. The following are the testing criteria: 1. The regression model is considered multicollinear if the tolerance value is less than 0.1 and VIF is greater than 10. 2. The regression model is considered to lack multicollinearity if the tolerance value is greater than 0.1 and VIF is less than 10. By examining the plot graph between the predicted value of the dependent variable (ZRPED) and its residual (SPRED), the heteroscedasticity test determines whether heteroscedasticity is present in this study (Algifari, 2018). If there are no heteroscedasticity issues with the regression model, it can be considered good.

The analysis on the following page can be used to identify heteroscedasticity issues: The regression model is considered multicollinear if the tolerance value is less than 0.1 and the VIF is greater than 10: 1. Heteroscedasticity is indicated if there is a specific pattern, such as existing points forming a regular pattern (wavy, broadening then narrowing). 2. Heteroscedasticity is not indicated if there is no discernible pattern and the dots are dispersed above and below the Y axis's zero. The relationship between successive observations over time leads to autocorrelation. This issue is caused by residuals, or nuisance mistakes, which are frequently found in time series data and are not independent from one observation to the next. Using the Durbin-Watson test (Dwtest), a regression model that is autocorrelation-free is considered satisfactory (Algifari, 2018). The following are the Durbin-Watson criteria: 1. If  $0 < d < d_l$  indicates that the decision to reject has no positive autocorrelation, 2. If  $d_l \leq d \leq d_u$  indicates that the choice to No decision has no positive autocorrelation, 3. There is no negative correlation with the choice to reject if  $4 - d_l < d < 4$ ; 4. There is no negative correlation with the decision to No decision if  $4 - d_u \leq d \leq 4 - d_l$ ; and 5. There is no positive or negative autocorrelation with the decision not to reject if  $d_u < d < 4 - d_u$ .



**Table 2.** Decision Making on the Existence of Autocorrelation

Null hypothesis	Decision	If
No Positive autocorrelation	No	$0 < d < dl$
No Positive autocorrelation	No Decision	$dl \leq d \leq du$
There is no negative correlation	Reject No Decision	$4-dl < d < 4$
There is no negative correlation	No Decision	$4 - du \leq d \leq 4 - dl$
There is no Positive or Negative autocorrelation	Not rejected	$du < d < 4 - du$

Source: Ghozali (2018)

The multiple regression method is a development of simple regression because it involves more than one independent variable (Algifari, 2018). The methodical investigation of the impact of two or more independent variables on an interval scale or ratio scale of the dependent variable is known as multiple regression analysis. To ascertain the degree to which the independent variables—organizational culture, supervision, and job satisfaction—have an impact on the dependent variable—employee performance—researchers apply multiple linear regression analysis. When examining the link between the influenced variable (dependent variable) and the influencing variable (independent variable), some calculating methods:

$$Y = b_0 + b_1 x_1 + b_2 x_2 + b_3 x_3 + e_i$$

### 3. RESULTS

Characteristics of PT. DEF employees involved in the survey provide important context for interpreting the study's findings. A total of 27 respondents participated, consisting of 15 men (56%) and 12 women (44%). This gender composition indicates that the company's workforce is relatively balanced between men and women. From an analytical perspective, the relatively proportional gender distribution suggests that task distribution within PT. DEF is not heavily gender-dominated. This balance may also reflect an organizational environment that supports inclusiveness in job roles. Understanding this distribution is important because demographic structures may influence perceptions of supervision, job satisfaction, and organizational culture. For example, past research indicates that men and women may experience job satisfaction differently depending on work conditions and managerial practices. Thus, this demographic profile provides the baseline for assessing the behavioral and attitudinal outcomes analyzed later.

**Table 3.** Respondent Characteristics Based on Employee Gender at PT. DEF

Gender	Amount	Presentase
Man	15	56%
Woman	12	44%
Amount	27	100%

Sources: Processed Data (2025)

Table 3 shows that there are 12 (twelve) female employees with a proportion of 44% and 15 (fifteen) male employees with a percentage of 56%. The steps of validity testing, reliability, partial testing (t-test), and simultaneous testing (F-test) were then added to the acquisition of these traits. To ensure the accuracy of the constructs used in measuring organizational culture, supervision, job satisfaction, and performance, validity and reliability tests were conducted. These assessments

determine whether the measurement indicators truly reflect the intended variables and whether they provide consistent results.

### Validity Test & Reliability Test

An index that indicates how well a measuring tool (instrument) measures what has to be studied and how well the data reported by the researcher matches the data that actually occurs in the study object (Sugiyono, 2019a). By comparing the computed  $r$  value (correlation item total correlation) with the  $r$  table and the degree of freedom ( $df$ ) =  $n-2$ , where  $n$  is the number of samples, one can determine the degree of validity. The correlation number ( $r$ ) generated and compared with the correlation number ( $r$ ) in the table with an error rate of 5% and the number  $n = 27-2$  yielded  $r$  table = 0.380, which is the criterion for evaluating the validity test. The instrument item is legitimate if  $r$  count >  $r$  table. The results of this study's validity tests are displayed in table 4:

**Table 4. Validity Test Results**

Variable	Indicator	$r_{\text{value}}$	$r_{\text{tabel}}$	sig	Information
Organizational culture ( $X_1$ )	$X_{1.1}$	.420	.380	.05	Valid
	$X_{1.2}$	.569			Valid
	$X_{1.3}$	.384			Valid
	$X_{1.4}$	.505			Valid
	$X_{1.5}$	.440			Valid
	$X_{1.6}$	.480			Valid
	$X_{1.7}$	.569			Valid
	$X_{1.8}$	.386			Valid
	$X_{1.9}$	.384			Valid
	$X_{1.10}$	.505			Valid
Supervision ( $X_2$ )	$X_{2.1}$	.716			Valid
	$X_{2.2}$	.878			Valid
	$X_{2.3}$	.834			Valid
	$X_{2.4}$	.856			Valid
	$X_{2.5}$	.716			Valid
	$X_{2.6}$	.878			Valid
	$X_{2.7}$	.834			Valid
	$X_{2.8}$	.856			Valid
Job Satisfaction ( $X_3$ )	$X_{3.1}$	.712			Valid
	$X_{3.2}$	.821			Valid
	$X_{3.3}$	.733			Valid
	$X_{3.4}$	.775			Valid
	$X_{3.5}$	.617			Valid
	$X_{3.6}$	.823			Valid
	$X_{3.7}$	.823			Valid
	$X_{3.8}$	.821			Valid
	$X_{3.9}$	.821			Valid
	$X_{3.10}$	.733			Valid

Performance (Y)	Y.1	.864	Valid
	Y.2	.759	Valid
	Y.3	.674	Valid
	Y.4	.821	Valid
	Y.5	.669	Valid
	Y.6	.864	Valid
	Y.7	.864	Valid
	Y.8	.759	Valid
	Y.9	.674	Valid
	Y.10	.821	Valid
	Y.11	.669	Valid

Sources: Processed Data (2025)

Validity testing was performed using the Pearson correlation (item–total correlation), where each item is considered valid if the correlation value (r-value) exceeds 0.380 (with  $\alpha = 0.05$ ,  $df = 25$ ). All items from all variables exceeded the threshold, meaning: Each measurement item correlated sufficiently with the total score of its variable. All constructs used in the questionnaire can be considered representative and accurate in measuring respondents' perceptions. For example: Organizational culture indicators ( $X_{1.1}$ – $X_{1.10}$ ) showed r-values ranging from 0.384 to 0.569, confirming that each item contributes meaningfully to the construct. Supervision indicators produced higher correlations (0.716–0.878), showing strong consistency among the items measuring supervisory practices at PT. DEF. Job satisfaction indicators also demonstrated high validity (0.617–0.823), indicating a robust measurement of emotional responses toward job conditions. Performance indicators ( $Y_1$ – $Y_{12}$ ) achieved very strong correlations (0.669–0.864), validating their suitability for assessing employee work output. This confirms that the questionnaire items are statistically valid and suitable for further analysis. The instrument is deemed reliable if respondents' responses exhibit consistency across measures conducted on a regular basis (Ghozali, 2017). Using Cronbach's Alpha calculation, the instrument's dependability is evaluated.

**Table 5.** Reliability Test Results

No	Variabel	Cronbach Alpha	$r_{\text{tabel}}$	Keterangan
1	organizational culture ( $X_1$ )	.592	.380	Reliabel
2	supervision ( $X_2$ )	.928	.380	Reliabel
3	Kepuasan Kerja ( $X_3$ )	.921	.380	Reliabel
4	Kinerja (Y)	.941	.380	Reliabel

Sources: Processed Data (2025)

These results show that the supervision, job satisfaction, and performance constructs have excellent reliability, while organizational culture remains acceptable for exploratory behavioral research. Overall, the measurement model is robust and appropriate for further regression analysis.

### Descriptive Statistical Analysis

Table 6 below describes data from independent variables, such as work satisfaction, corporate culture, and supervision, and dependent variables, such as performance. This analysis is used to summarize, organize, and present the main characteristics of a set of data so that it is easy to understand, by showing important features such as the mean, median, mode, range, variance, and



distribution of data, without drawing further conclusions about the larger population. The results are presented in Table 6:

**Table 6. Descriptive Statistical Analysis Results**

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Culture	27	36,00	48,00	43,1852	2,98763
Supervision	27	18,00	40,00	30,0000	5,02302
Job satisfatio	27	25,00	44,00	36,2963	6,56222
Performace	27	32,00	54,00	43,6296	7,94282
Valid N (listwise)	27				

Sources: Processed Data (2025)

Referring to table 6, it can be seen that the results of the descriptive analysis in this study are as follows:

- Organizational Culture ( $X_1$ ) has a minimum descriptive value of 36, a maximum value of 48, an average of 43.2, and a standard deviation of 2.98763. The lower the standard deviation, the closer the data value is to the mean. The higher the standard deviation, the further the data value is from the mean. Referring to this, the standard deviation value is close to the mean and this is declared heterogeneous.
- Supervision ( $X_2$ ) 18 was the lowest description value, 40 was the highest, 30 was the average, and 5.02302 was the standard deviation. The data value is closer to the mean if the standard deviation is lower; it is farther from the mean if the standard deviation is higher. This is referred to as heterogeneous since the standard deviation value is around the mean.
- Job Satisfaction ( $X_3$ ) with an average of 36.2963, a standard deviation of 6.56222, a minimum description value of 25, and a maximum of 44. The data value is closer to the mean when the standard deviation is lower; it is farther from the mean when the standard deviation is higher. This is referred to as heterogeneous since the standard deviation value is around the mean.
- Performance (Y) minimum description value 32, maximum 54, average 43.6296 and standard deviation 7.94282. The data value is closer to the mean if the standard deviation is lower, and farther from the mean if the standard deviation is higher. This is referred to as heterogeneous since the standard deviation value is around the mean.

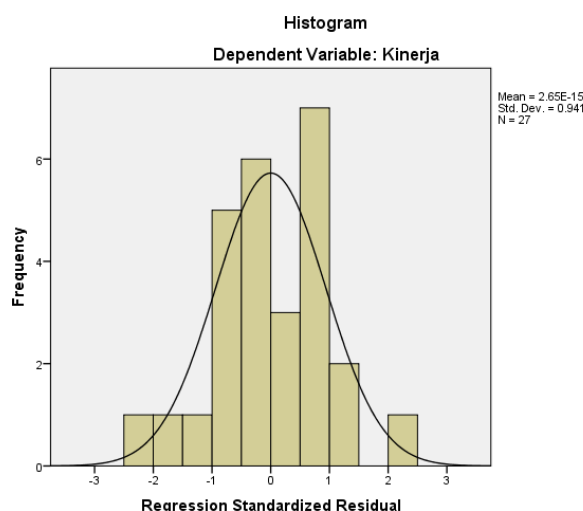
### Classical Assumption Test

Classical assumption tests ensure that the regression model meets the criteria for unbiased estimation. Finding out if a data distribution is normal or not is the goal of the normality test. Examining the histogram test graph, the normal probability plot test, and the one-sample Kolmogorov-Smirnov test (One K-S Test) are several methods for determining normality. The sig value (2-tailed) can be used to determine whether or not the data is normal. The data is normally distributed if the significance value is greater than 0.05, and not normally distributed if the significance value is less than 0.05. The Kolmogorov-Smirnov normalcy test findings for 27 research data samples are listed below. Classical assumption testing in the form of a series of statistical tests in the linear regression analysis section was used in this study to estimate the regression coefficient to be BLUE (Best Linear Unbiased Estimator), meaning the best, linear, unbiased, and efficient. If these assumptions are not met, the regression results may be inaccurate.

**Table 7.** Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		27
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.38218098
Most Extreme Differences	Absolute	.076
	Positive	.076
	Negative	-.066
Test Statistic		.076
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Looking at Table 7, The Kolmogorov–Smirnov test returned an Asymp. Sig. value of **0.200**, indicating a normal distribution of residuals ( $p > 0.05$ ). Both the histogram and P–P Plot visually support this conclusion, as the data points align closely with the diagonal reference line. This confirms the suitability of the data for regression analysis. Figure 1 below displays the findings of the histogram normalcy test:



**Figure 1.** Histogram Normality Test

The histogram graph in Figure 1 indicates that the data are regularly distributed. The regression model, which satisfies the normalcy assumption, makes this clear. On the other hand, the histogram graph does not display a normal data distribution pattern that is neither skewed to the right nor skewed to the left if the data are dispersed far from the diagonal line and do not follow its direction. Both the model and the data satisfy the normality criteria, as shown by the residual data's regular distribution. To more clearly show that the data is normally distributed, the Normal Probability-Plot method must be applied: Examining the probability plot (normal p-plot) to determine whether the dots follow the diagonal line is another method of testing for normality. If so, the data is regularly distributed. The results of the normality test are displayed in Figure 2, where the data is either regularly distributed or dispersed around the diagonal line and in its direction. These findings show that the study's data satisfies the normalcy assumption and can proceed with regression testing. All

independent variables demonstrated. An independent variable has multicollinearity if its VIF value is less than 10 (ten), as Table 8 below illustrates:

**Table 8.** Multicollinearity Test Results

Model		Unstandardize d Coefficients		Standardiz ed Coefficient s	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero- order	Partial	Part	Toleran ce	VIF
1	(Constant)	5,118	4,418		1,158	,259					
	Budaya Organisa si	-,113	,092	-,043	-1,224	,233	-,085	-,247	-,042	,996	1,004
	Pengawa san	,034	,112	,022	,306	,762	,864	,064	,011	,242	4,138
	Kepuasan Kerja	1,167	,085	,964	13,688	,000	,985	,944	,475	,242	4,129

**a. Dependent Variable: Kinerja**

Sources: Processed Data (2025)

Based on Table 8, the results of the multicollinearity test are as follows:  $VIF < 10$  and Tolerance  $> 0.10$ . This indicates the absence of multicollinearity. Organizational culture ( $VIF = 1.004$ ) shows almost no correlation with the other variables, while supervision and job satisfaction ( $VIF \approx 4.1$ ) remain within acceptable limits. Therefore, the model does not exhibit harmful inter-variable dependency. Multiple linear regression test is an analysis technique to predict the condition of the dependent variable (bound variable) if one or more independent variables (free variables) are manipulated (increase or decrease in value), which aims to prove the existence of a functional relationship between several independent variables and one bound variable (Sugiyono, 2018). The results of the multiple linear regression test in this study can be seen in Table 9:

**Table 9.** Results t-test and F-test of research variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F	Sig.
			Std. Error	Beta				
1	(Constant)	5,118	4,418		1,158	,259	269,564	.000 <sup>b</sup>
	Organizational culture	-,113	,092	-,043	-1,224	,233		
	Supervision	,034	,112	,022	,306	,762		
	Job satisfaction	1,167	,085	,964	13,688	,000		

Source: Data processed (2025)

Based on the results of the t-test and F-test, it can be concluded that, simultaneously, Organizational Culture, Supervision, and Job Satisfaction have a significant effect on the dependent variable. Furthermore, the partial test explains that only the Job Satisfaction variable has a significant and positive effect on the dependent variable, while Organizational Culture and Supervision do not show a significant effect in the partial test.

## 5. DISCUSSION

The study's findings show that employee performance at PT. DEF's Balikpapan Office is negatively and negligibly impacted by organizational culture (X1). This is evident from which is below the t table value. Indeed, it appears that employee performance and organizational culture are negatively correlated. This data refutes one of the initial hypotheses of the study, which states that performance will increase with an efficient and positive corporate culture. Basically, this study reveals that rigidity and lack of adaptability in organizational culture can have a negative impact under certain conditions. When harmony and uniformity are too dominant, it can reduce the organization's ability to innovate and respond to external environmental dynamics, thus potentially hindering growth and reducing organizational performance. An organizational culture that overemphasizes hierarchy or an inability to accept input or criticism can hinder employee interaction and involvement in decision-making. The inability to create an open workplace can result in a decline in individual and group morale within the organization. Organizations must reevaluate their cultural values and ensure that they exist not only as a distinctive feature of the organization but are consistently applied across all aspects of operations. An overly rigid or inflexible organizational culture can be a serious obstacle to achieving long-term goals. The results of this study support earlier findings that organizational culture has a negative impact (Demanto, Fanggidae, & Maak, 2019) and not significant (Fauzan & Fathiyah, 2017). A partial t-test on the supervisory variable (X2) revealed that the significance value (0.762) was more than the significance and the resulting are significant. Therefore, at the PT. DEF Balikpapan office, supervision has neither a positive nor a significant impact on staff performance. The organization's supervisory function has not been able to increase performance as anticipated, as evidenced by the regression coefficient's direction deviating from expectations and the p-value exceeding the significance level. As a result, employees are typically not motivated to perform effectively by the management system that has been put in place.

This insignificant effect may be due to several factors. First, the supervision pattern is likely still purely formal or administrative, thus not addressing substantial aspects that can drive or change performance. Second, an overly rigid or authoritarian supervisory approach can generate resistance from those being supervised, negatively impacting performance. Furthermore, in some modern organizations, employees value autonomy and trust over tight control. This aligns with contemporary motivation theory, which highlights that excessive external control can reduce an individual's internal motivation. Thus, supervision that is not accompanied by a participatory approach or does not involve constructive feedback is likely to be ineffective. These results are consistent with a number of previous studies showing the negative effects of supervision (Abdillah & Sari, 2023) and not significant (Lovihan, Tewal, & Taroreh, 2018). In organizations with high levels of trust and an open work culture, strict, controlling supervision can be perceived as a form of distrust, ultimately lowering morale. Therefore, these results have important implications for organizational management, namely the need to reevaluate the implemented supervisory system. A more adaptive, participatory, and trust-based supervisory approach is needed to improve organizational performance more efficiently.

Because the computed indicates that the work satisfaction variable (X3) has a positive and significant impact on the performance of employees of PT. DEF Balikpapan Office. The analysis that job happiness improves employee performance is supported by the positive regression coefficient and p-value below the significance level, which show a statistically significant association between the two variables rather than merely a coincidence. Increased job satisfaction has been shown to align with increased employee effectiveness in carrying out their responsibilities. Job satisfaction encompasses various factors, such as workplace comfort, relationships with colleagues, satisfaction with compensation and benefits, career development opportunities, and

interactions with superiors. When employees are happy with these factors, they typically exhibit greater enthusiasm, a higher commitment to the company, and a tendency to contribute more efficiently and achieve better results. These results align with a number of traditional and contemporary organizational behavior theories. For instance, according to Herzberg's two-factor theory, motivational elements like achievement, responsibility, and recognition have an impact on job satisfaction and, if satisfied, can result in better performance. Maslow's theory of needs also highlights that the need for respect and the fulfillment of one's potential is the source of the motivation to perform at one's best.

The results of this study are in line with earlier research that demonstrates a strong and positive correlation between employee performance and work happiness (Fauzan et al., 2020). In this situation, employees who feel satisfied with their work tend to give their best effort and show high commitment in completing their tasks. Thus, the results of this study can be put to practical use by organizational management, particularly to improve employee performance. A strategy centered on job satisfaction can be achieved through policies that promote career development, improve staff welfare, provide equitable rewards, and foster a constructive and harmonious work environment. Through continuous improvement in employee performance, companies that can offer good working conditions can gain a competitive advantage. The next step in the analysis is the F test, which seeks to determine if the independent factors simultaneously affect the dependent variable (Sugiyono, 2019b). The significance level ( $\alpha$ ) and significance value (p-value) are compared in this testing procedure. The null hypothesis ( $H_0$ ) is rejected, indicating that the independent factors collectively affect the dependent variable. Conversely,  $H_0$  is accepted if the p-value is greater than  $\alpha$ , indicating the absence of a combined effect. With a significant, can therefore be concluded that the variables of Organizational Culture, Supervision, and Job Satisfaction simultaneously (together) have a significant effect on the dependent variable. The regression model that is formed can be used to predict the dependent variable on employee performance at PT. DEF Balikpapan Office.

## 6. CONCLUSIONS

This study examined the influence of organizational culture, supervision, and job satisfaction on employee performance at PT. DEF Balikpapan. The results provide several key insights. First, organizational culture was found to have a negative and insignificant effect on employee performance. This suggests that the existing cultural norms and behavioral expectations within the company have not effectively supported improved performance and may require restructuring to become more adaptive and performance-oriented. Second, supervision also showed no significant effect on employee performance. The findings indicate that the supervisory practices currently implemented may still rely on administrative monitoring rather than developmental support, limiting their impact on improving work outcomes. Third, job satisfaction demonstrated a positive and significant effect on employee performance. This confirms that employees who experience satisfaction whether in terms of job environment, recognition, or compensation are more motivated and productive. Finally, when tested simultaneously, organizational culture, supervision, and job satisfaction collectively showed a significant influence on employee performance. This highlights the importance of managing these three factors holistically within the organization. Overall, the findings emphasize the need for PT. DEF to strengthen organizational culture and supervision strategies while continuing to enhance job satisfaction to support optimal employee performance.

## IMPLICATIONS FOR RESEARCH

Based on the research findings, which show that organizational culture, supervision, and job satisfaction simultaneously have a significant influence on employee performance at PT. DEF Balikpapan Office, this study has several important theoretical and practical implications. This



research enriches empirical studies in the field of human resource management (HRM), specifically regarding the relationship between organizational culture, supervision, job satisfaction, and employee performance. The results indicate that: An evaluation of organizational culture is necessary so that company values and norms can better encourage employee morale and productive behavior. The company can revitalize a work culture that is more adaptive, collaborative, and results-oriented. Improving the effectiveness of the supervisory system needs to be done by shifting the approach from a control-based supervision to a coaching and empowerment-based supervision. Maintaining and improving job satisfaction should be a priority, for example through improving welfare, two-way communication, and creating a work environment that supports work-life balance.

## LIMITATIONS AND RECOMMENDATIONS

This study has several limitations. First, the sample size is relatively small (27 employees) due to the saturated sampling approach employed, which may restrict the generalizability of the findings. Second, the study focuses exclusively on three independent variables, while performance is also known to be influenced by other factors such as organizational commitment, leadership style, technological readiness, and motivation. Third, the cross-sectional design prevents the observation of changes over time, especially during dynamic processes like digital transformation.

The findings of this study offer valuable opportunities for further research to expand and deepen the existing results. Future studies are encouraged to expand the sample size, conduct comparative studies across PT. DEF branch offices in other regions to determine the consistency of the variables' influence across different organizational contexts, or integrate mediating or moderating variables. Factors such as motivation, job engagement, or organizational commitment can be considered to examine their roles between organizational culture and performance. Furthermore, longitudinal studies are highly recommended to more accurately capture performance changes in dynamic work environments.

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