

Influence Organizational Culture, Organizational Commitment on Employee Performance with Job Satisfaction on Furniture Industry in Jepara

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ABSTRACT

The furniture industry in Jepara is renowned for its cultural heritage, particularly the traditional art of wood carving. However, not all employees have fully internalized the organizational culture, which may lead to reduced job satisfaction and negatively impact performance. In addition, mismatches between workload and welfare, along with a lack of appreciation for employee contributions, remain key challenges. This study aims to analyze the influence of organizational culture and organizational commitment on employee performance, with job satisfaction serving as a mediating variable. The novelty of this research lies in positioning job satisfaction as a central mediator within a traditional, labor intensive industrial context, an area that remains underexplored. The study uses a quantitative explanatory research design, involving 120 permanent employees in the Jepara furniture industry who have worked for at least one year. Data were collected using a structured questionnaire and analyzed with Structural Equation Modeling (SEM) via AMOS software. The results show that organizational culture and organizational commitment significantly affect job satisfaction. Job satisfaction and organizational commitment both have a positive and significant effect on employee performance, while organizational culture shows no direct significant effect. These findings highlight the strategic importance of fostering job satisfaction to enhance employee performance in traditional industries. Future research should consider expanding the study to different sectors or regions.

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1. Introduction

The furniture industry is one of the manufacturing sectors that has a significant contribution to economic growth, especially in the context of exports and employment. Along with increasing global competition, demands for quality, production speed, and design innovation are getting higher. This condition encourages every furniture company to continue to increase its productivity and competitiveness through effective human resource management. Employee performance is one of the

main determining factors for the success of a furniture company in meeting market demand, maintaining product quality, and maintaining customer loyalty.

The purpose of this study is to analyze the influence of organizational culture and organizational commitment on employee performance in the furniture industry. The furniture industry in Jepara Regency is one of the leading sectors that has strategic value in regional and national development. The uniqueness of this industry lies in its cultural wealth, especially in the art of carving which has become the distinctive identity of the Jepara community for centuries. Jepara furniture products are famous not only for their function as furniture, but also for the aesthetic value and local philosophy contained in every detail of the carving. This uniqueness is what makes Jepara furniture able to compete in the global market and become an export icon from Central Java Province and even Indonesia. The strength of traditional design combined with contemporary innovation has created products that are not only of high artistic value but also have great economic competitiveness (Rahutami et al., 2020).

In addition to being a cultural heritage, the furniture industry in Jepara is also one of the main sources of livelihood for the local community. Labor-intensive production activities make this sector absorb a lot of workers from various backgrounds, both those directly involved in the production process such as sculptors, craftsmen, and carpenters, as well as supporting workers such as designers, packers, and marketing staff. By involving thousands of workers, this industry not only supports local economic growth, but also significantly improves the standard of living of the community. Therefore, the existence of the furniture industry in Jepara Regency is not only important from an economic perspective, but also from a social and cultural aspect that is closely related to the lives of the local community (Putriamadhana & Mulyana, 2023).

Table 1. Furniture Industry Data in Jepara Regency

| Type of Business | Furniture Industry | |
|---------------------------|--------------------|-----------------|
| | 2022 | 2023 |
| Number of Business Fields | 3 | 5 |
| Number of Business Fields | 156 | 522 |
| Number of Business Fields | 7,771,301,000 | 338,659,882,102 |
| Number of Business Fields | 964 | 3992 |

Source: *jeparakab.bps.go.id* (2025)

In Table 1. the contribution of the furniture industry to regional development can be seen from its significant role in creating jobs and increasing investment value. Based on data from the Central Statistics Agency (BPS) of Jepara Regency obtained through the official website *jeparakab.bps.go.id*, there was a significant spike in the development of the furniture industry between 2022 and 2023. In 2022, the furniture industry consisted of 3 business fields with 156 companies, an investment value of IDR 7,771,301,000, and the number of workers absorbed was 964 people. However, in 2023, the number of business fields increased to 5, the number of companies jumped to 522 units, the investment value increased sharply to IDR 338,659,882,102, and the number of workers absorbed also increased drastically to 3,992 people.

This very significant increase shows that the furniture industry in Jepara Regency not only has high attractiveness in terms of investment, but also makes a real contribution to the absorption of labor. This reinforces the urgency to conduct an in-depth study of human resource management factors in this industry. Variables such as organizational culture, organizational commitment, job satisfaction, and employee performance are very important to study. A better understanding of these variables can

provide a strong basis for policy making and HR management strategies to support the sustainability and competitiveness of the Jepara furniture industry in the long term (Mahayasa et al., 2023).

Table 2. Minimum Wage Data for Jepara Regency in 2025

| Jepara Regency Minimum Wage 2025 | | Furniture Employee Wages 2025 | |
|----------------------------------|--------------|-------------------------------|--------------|
| Rp | 2,610,224.00 | Rp | 2,730,000.00 |

Source: jatengprov.go.id (2025)

Based on Table 2 data from the Central Java Provincial Manpower Office (jatengprov.go.id), the Jepara Regency Minimum Wage (UMK) in 2025 was set at IDR 2,610,224. On the other hand, the results of a field survey show that the average wage of furniture industry employees in Jepara is in the range of IDR 2,730,000 per month. In nominal terms, this value is indeed slightly above the UMK, but this figure does not include additional components such as meal allowances and overtime pay, which are commonly received in labor-intensive industries.

However, the not too large difference between the basic wage and the UMK raises questions about the extent to which appreciation for the contribution of the workforce has been given properly. In a direct interview with Nahrodo, one of the owners of a furniture UMKM in the Jepara area, it was conveyed that the main challenge in managing the workforce is retaining competent employees. Many workers feel dissatisfied because the high workload is not accompanied by a significant increase in welfare.

In addition, the work culture in the Jepara furniture industry has unique characteristics that are local identities, such as carving skills that have been passed down from generation to generation since ancient times. A strong organizational culture in maintaining these traditional values should be a competitive advantage. However, based on an interview with Mr. Nahrodo, one of the furniture UMKM actors in Jepara, there is currently a decline in the quality of carving skills in some new employees, he also stated that "some employees do not have adequate carving skills, even though that is the core of the character of Jepara furniture products." This condition shows that organizational culture is no longer fully internalized in all employees, so it has the potential to reduce job satisfaction and individual performance, especially when quality expectations are not met.

Research by Senen et al., (2025) confirms that organizational culture has a positive effect on performance, while commitment does not show a direct effect. In contrast, studies Dewi et al., (2024) found that culture, commitment, and employee competence all influence performance through job satisfaction as an intervening variable. Different findings were also shown by Albany & Waluyo (2025), which states that organizational culture does not have a significant influence on commitment or performance, but job satisfaction has a dominant role as a mediating variable.

Research results by Prayitno et al., (2021) also strengthens that job satisfaction mediates the influence of culture and performance, but not commitment and emphasizes the importance of the work environment as a significant factor, where culture and environment influence satisfaction, but commitment and leadership style do not have a direct significant influence. Hendrayana et al. (2021), found that only organizational culture significantly influences performance, while commitment and leadership style have no effect.

Heriyanti & Zayanti (2020), concluded that organizational culture influences job satisfaction, and job satisfaction then mediates the influence on organizational commitment. This means that performance and loyalty cannot be explained only through a direct structural approach, but must also look at the psychological processes that involve the level of individual satisfaction with their work.

However, observing the inconsistency of the findings, a research gap emerged related to the suboptimal understanding, prior studies often produce conflicting conclusions and lack contextual adaptation to local cultural industries like Jepara. For instance, most existing literature tends to focus on corporate or service-based organizations, while labor-intensive, culturally embedded industries such as Jepara's furniture sector remain underexplored. Moreover, job satisfaction is often treated as a secondary or complementary variable, rather than as a central mediating factor within the model. Therefore, in this study we do something new by integrating job satisfaction as the main mediating variable in the influence between variables that have not been studied thoroughly before (Febriana & Septyarini, 2022; Irfan et al., 2024; Ngero et al., 2024).

This study addresses this gap by proposing a more integrated theoretical model in which job satisfaction plays a primary mediating role in the relationship between organizational culture, organizational commitment, and employee performance. We respond to the lack of consensus in the literature and the limited application of these constructs in high-context, artisanal industry settings. Furthermore, the conceptual framework we employ is tailored to the socio-cultural uniqueness of Jepara, which has rarely been the focus of human resource-based performance analysis.

Based on the background description, the research questions are (1) How does organizational culture influence employee performance, (2) How does organizational commitment influence employee performance, (3) How does organizational culture influence job satisfaction, (4) How does organizational commitment influence job satisfaction and (5) How does job satisfaction influence employee performance. The objectives of this study are (1) to analyze and test the influence of organizational culture on employee performance, (2) to analyze and test the influence of organizational commitment on employee performance, (3) to analyze and test the influence of organizational culture on job satisfaction, (4) to analyze and test the influence of organizational commitment on job satisfaction and (5) to analyze and test the influence of job satisfaction on employee performance in the context of the furniture industry in Jepara Regency.

2. Literature Review

One of the underlying theories to broaden the theoretical perspective, this study also integrates elements of Push-Pull Motivation Theory, which is usually used in the context of tourism, but is relevant to explain work motivation. Push factors are the intrinsic needs of employees (e.g. the need for recognition, stability, and self-actualization), while pull factors are the external attractions of the organization, such as a distinctive work culture, social environment, and career prospects in the Jepara furniture industry. This approach enriches the analysis of how internal and external factors drive job satisfaction and commitment (Fajardika et al., 2023). Conceptually, Destination Image Theory can also be linked to broaden the understanding of the image of the organization as a workplace. The Jepara furniture industry has a distinctive work image, for example through the values of tradition and carving art that are local identities. A positive organizational image can strengthen employee perceptions of the company's values, culture, and goals, thus impacting loyalty, satisfaction, and work performance (Heriyanti & Zayanti., 2020)..

Employee Performance

Employee performance refers to the quality and quantity of work achieved by employees in accordance with their assigned duties within a specified period. The indicators used include: (1) quantity of work results, (2) quality of work results, (3) punctuality of work, (4) work effectiveness, (5) relationships between employees (Jackson & Mathis, 2017:104; Kasmir, 2016:89).

H5: Job satisfaction has a positive and significant effect on employee performance.

Job Satisfaction

Job satisfaction is an affective evaluation of work that reflects how well individual expectations are fulfilled, and serves as a key mediator linking organizational factors to performance outcomes (Afandi, 2021). The indicators used include: (1) satisfaction with the job itself, (2) satisfaction with salary, (3) satisfaction with promotion, (4) satisfaction with superiors, (5) satisfaction with coworkers (Afandi, 2021; Widodo, 2015:144).

Organizational Culture

Organizational culture comprises shared values, norms, and practices that shape employee behavior and attitudes, fostering cohesion, loyalty, and performance (Robbins & Judge, 2018:67). The indicators used include: (1) aggressiveness, (2) stability, (3) results-oriented, (4) employee interest-oriented, (5) task detail-oriented (Novianti et al., 2023; Robbins & Judge, 2018). Albany & Waluyo (2025), found that organizational culture has a direct effect on employee performance and is mediated by psychological factors such as job satisfaction.

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

H3: Organizational culture has a positive and significant effect on job satisfaction.

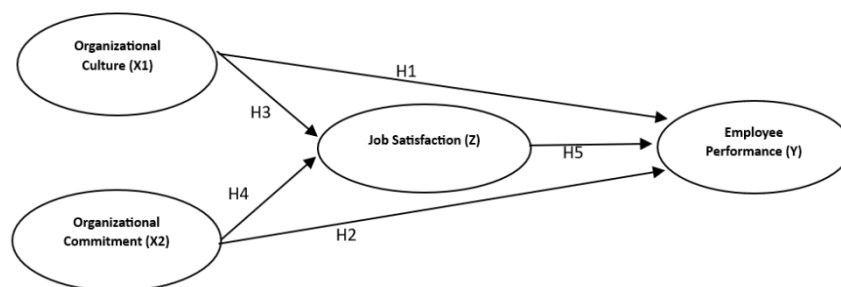
Organizational Commitment

Organizational commitment refers to an employee's loyalty and attachment, reflected in their acceptance of organizational values and motivation to support its goals (Sudrajat, 2022). The indicators used include: affective commitment, continuance commitment, normative commitment, belief in the values and goals of the organization, desire to remain a member of the organization (Robbins & Judge, 2018; Sudrajat, 2022).

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

H4: Organizational commitment has a positive and significant effect on job satisfaction.

Figure 1. Theoretical Framework



Source: (Puspitasari, 2022; Senen et al., 2025; Sudrajat, 2022; Wardhani, 2022; Widadsari, 2021).

3. Method, Data, and Analysis

This study uses a quantitative approach with an explanatory research type. The object of the study is permanent employees in the furniture industry in Jepara who have worked for at least one year.

Population and Sample

The population in this study were all permanent employees working in the furniture industry in Jepara Regency, which was recorded as 3,992 people based on data from the Central Statistics Agency (BPS) of Jepara Regency in 2024. The determination of the number of samples was carried out based on the Hair et al. (2010) formula approach, which is a minimum of 5–10 times the number of indicators. With a total of 20 indicators, the sample size was set at 120 respondents. The ideal number of samples is at least 100 respondents, then with 20 indicators and the selection of 120 respondents is considered

adequate to maintain the stability of the model and the strength of the analysis in Structural Equation Modeling (SEM). This size also considers resource limitations and maintains the representativeness of the permanent worker population in the Jepara furniture industry.

The sampling technique used was purposive sampling, with the criteria of permanent employees who had worked for at least one year and were willing to fill out the questionnaire completely, because they were considered the most capable of providing relevant information according to the research objectives (Sugiyono, 2024:78).

Methods and Data Analysis

The type of data used in this study is quantitative data, which is collected in the form of numbers and processed statistically. Data sources consist of primary and secondary data. Primary data was obtained directly from respondents through the distribution of questionnaires to employees of the furniture industry in Jepara Regency, while secondary data was obtained from official documents such as publications of the Central Statistics Agency (BPS), journal articles, and other scientific literature that supports this study (Sugiyono, 2024:77). The main data collection technique used a closed questionnaire with a 5-point Likert scale, which was arranged based on indicators from each research variable. This research instrument has been tested for validity and reliability through Confirmatory Factor Analysis (CFA) analysis using the AMOS program.

The use of Confirmatory Factor Analysis (CFA) is carried out to test the construct validity of each research variable before testing the relationship between variables. CFA allows researchers to verify whether the indicators used represent the constructs measured theoretically. Meanwhile, AMOS-based Structural Equation Modeling (SEM) is used because it is able to analyze complex causal relationships between latent variables, both directly and indirectly. SEM also allows simultaneous and comprehensive model testing based on theories that have been developed in the conceptual framework. This approach is suitable for testing the mediating role of job satisfaction in the relationship between organizational culture, organizational commitment, and employee performance. Data analysis was carried out using the AMOS-based Structural Equation Modeling (SEM) approach, which is used to test direct and indirect relationships between variables, as well as to test the overall structural model based on goodness of fit, critical ratio (CR), and significance (p -value) (Ghozali, 2018:90).

In conducting this research, all data collection procedures were carried out by considering the ethical aspects of the research. Respondents were given information about the purpose of the research, the confidentiality of the answers was guaranteed, and participation was done voluntarily. In addition, respondents were given the right to refuse or stop participating without any consequences. This research does not involve physical or psychological risks, and has been permitted by the agency where the data was collected.

4. Result and Discussion

Validity Test and Reliability Test

To test whether each indicator is valid or not, you can see the Pearson correlation output display in table 3.

Table 3. Standardized Regression Weights Exogenous and Endogenous Variables

| Variable | | Loading Factor | AVE | C.R |
|----------|----|----------------|------|------|
| BO5 | X1 | 0.809 | 0.57 | 0.87 |
| BO4 | | 0.818 | | |
| BO3 | | 0.715 | | |
| BO2 | | 0.694 | | |
| BO1 | | 0.738 | | |
| KO5 | X2 | 0.745 | 0.55 | 0.86 |
| KO4 | | 0.741 | | |
| KO3 | | 0.733 | | |
| KO2 | | 0.73 | | |
| KO1 | | 0.765 | | |
| KK5 | Z | 0.758 | 0.56 | 0.86 |
| KK4 | | 0.744 | | |
| KK3 | | 0.698 | | |
| KK2 | | 0.753 | | |
| KK1 | | 0.778 | | |
| KN1 | Y | 0.704 | 0.57 | 0.87 |
| KN2 | | 0.8 | | |
| KN3 | | 0.77 | | |
| KN4 | | 0.777 | | |
| KN5 | | 0.712 | | |

Source: data processed with AMOS 24

Based on the results of the measurement model test, it is known that all indicators in variables X1, X2, Z, and Y have loading factor values above 0.694. This shows that each indicator has a fairly strong correlation with the construct it measures. According to Hair, (2019:98) indicators with loading factor values of more than 0.70 are considered to meet the requirements for convergent validity, so that in general all indicators in this study can be declared valid. Although there is one indicator in each construct that is slightly below the threshold value (such as BO2 = 0.694 and KK3 = 0.698), these values are still acceptable because they are very close to the minimum limit and are supported by adequate AVE and CR values. Furthermore, the Average Variance Extracted (AVE) value for each construct has also exceeded the minimum threshold of 0.50. In detail, the AVE for variable X1 is 0.57, X2 is 0.55, Z is 0.56, and Y is 0.57. These values indicate that more than 50% of the indicator variance can be explained by their respective constructs, so that the constructs in this model have good convergent validity.

In addition, the results of the construct reliability test are indicated by the Composite Reliability (CR) values which are all above 0.86. The CR value for construct X1 is 0.87, X2 is 0.86, Z is 0.86, and Y is 0.87. Based on the criteria set by Hair et al. (2010), a CR value above 0.70 indicates that the construct has high internal reliability and is consistent in measuring the variables in question.

Thus, it can be concluded that all constructs in this model have met the criteria for convergent validity and reliability, so they are suitable for use in further structural analysis.

Normality Test

Table 4. Normality Test Results

| Variable | min | max | skew | c.r. | kurtosis | c.r. |
|--------------|-----|-----|--------|--------|----------|--------|
| KN5 | 1 | 5 | -0.888 | -3.972 | 1.604 | 3.588 |
| KN4 | 2 | 5 | -0.512 | -2.291 | -0.347 | -0.776 |
| KN3 | 2 | 5 | -0.431 | -1.928 | -0.001 | -0.002 |
| KN2 | 1 | 5 | -0.426 | -1.904 | -0.34 | -0.76 |
| KN1 | 1 | 5 | -0.815 | -3.646 | 1.295 | 2.896 |
| KK1 | 1 | 5 | -0.476 | -2.127 | -0.526 | -1.177 |
| KK2 | 1 | 5 | -0.674 | -3.016 | 0.798 | 1.784 |
| KK3 | 1 | 5 | -0.919 | -4.109 | 1.249 | 2.792 |
| KK4 | 1 | 5 | -0.712 | -3.184 | 0.524 | 1.173 |
| KK5 | 1 | 5 | -0.586 | -2.621 | -0.385 | -0.862 |
| KO1 | 1 | 5 | -0.633 | -2.831 | 0.529 | 1.183 |
| KO2 | 1 | 5 | -0.56 | -2.506 | 0.651 | 1.456 |
| KO3 | 2 | 5 | -0.367 | -1.643 | -0.455 | -1.017 |
| KO4 | 1 | 5 | -0.687 | -3.072 | 0.947 | 2.117 |
| KO5 | 2 | 5 | -0.432 | -1.93 | -0.174 | -0.389 |
| BO1 | 2 | 5 | -0.374 | -1.673 | -0.644 | -1.441 |
| BO2 | 1 | 5 | -0.969 | -4.336 | 1.552 | 3.47 |
| BO3 | 2 | 5 | -0.327 | -1.465 | -0.483 | -1.08 |
| BO4 | 1 | 5 | -0.642 | -2.873 | 0.276 | 0.617 |
| BO5 | 2 | 5 | -0.921 | -4.119 | -0.315 | -0.704 |
| Multivariate | | | | | 5.354 | 0.989 |

Source: data processed with AMOS 24

Based on the results of the analysis, it can be concluded that the data in this study have met the assumption of normality, both univariately and multivariately. This is indicated by the multivariate kurtosis value of 5.354 with a critical ratio (CR) of 0.989, which is still below the critical limit of ± 2.5 . This value indicates that there is no significant deviation from multivariate normality. In addition, all skewness values of each indicator are in the range of -0.969 to -0.327, which indicates that the data distribution tends to be symmetrical and is still within normal limits, which is between ± 2.5 . The kurtosis value of each indicator is also within reasonable limits, which is between -1.441 to 2.896, which is still below the normality threshold according to Hair et al. (2010), which is less than 7. Most of the CR values for skewness and kurtosis are also below 2.5, so they do not indicate any statistically significant deviations. Thus, the data used in this study can be stated to be normally distributed and meet the basic assumptions for analysis using AMOS-based Structural Equation Modeling (SEM).

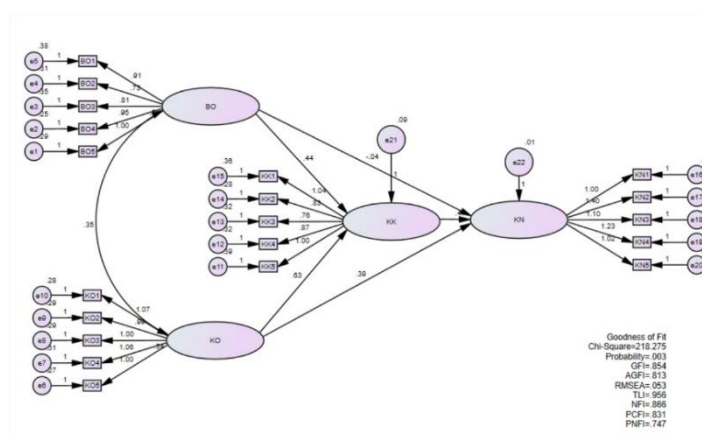
Full Model Structural Equation Modeling (SEM) Test

Table 5. Full Model goodness of fit SEM test

| Fit Index | Value | Fit Criteria | Interpretation |
|--------------------|---------|-----------------|-----------------------------------|
| <i>Chi-Square</i> | 218.275 | $p > 0.05$ | <i>Poor fit (sensitif sample)</i> |
| <i>Probability</i> | 0.003 | > 0.05 | <i>Unfit</i> |
| GFI | 1 | > 0.90 | <i>Marginal fit</i> |
| AGFI | 0.813 | > 0.90 | <i>Marginal fit</i> |
| RMSEA | 0.053 | < 0.08 (baik) | <i>Good fit</i> |
| TLI | 0.956 | > 0.90 | <i>Good fit</i> |
| NFI | 0.886 | > 0.90 | <i>Marginal fit</i> |
| PCFI | 0.831 | > 0.50 | <i>Good fit</i> |
| PNFI | 0.747 | > 0.50 | <i>Good fit</i> |

Source: data processed with AMOS 24

Figure 2. Results of the Full Model Structural Equation Modeling (SEM) Test



Source: data processed with AMOS 24

Overall, the structural model can be said to be feasible and quite good based on most of the model fit indicators. The RMSEA index of 0.053 and TLI of 0.956 indicate good fit, which means that the model has a low prediction error and a high level of accuracy in representing the relationship between latent variables. In addition, PCFI (0.831) and PNFI (0.747) are also included in the good fit category, indicating that the model has an efficient structure and is in accordance with the principle of parsimony (simple but informative). Meanwhile, several other indicators such as GFI (1), NFI (0.886), and AGFI (0.813) are still in the marginal fit category, which means that the model is acceptable but not optimal. GFI values that are too high (maximum) need to be interpreted carefully because they can indicate overfitting or the influence of sample size. NFI and AGFI which are slightly below the threshold of 0.90 indicate that although the model is quite good, there is still room for improvement, for example by strengthening indicators or improving the path structure.

The Chi-Square value of 218.275 with $p = 0.003$ statistically indicates that the model does not fit perfectly. However, it should be noted that the Chi-Square test is very sensitive to sample size, and in studies with more than 100 respondents, the p-value results from Chi-Square are almost always significant. Therefore, Chi-Square is not used as the only reference, but is combined with other indices

that have shown adequate model fit. Taking into account all the indicators above, it can be concluded that this research model is acceptable and feasible to be used in further analysis, although minor improvements to the model structure still allow for increasing its level of fit.

Table 6. Hypothesis Testing

| Variable | | | Estimate | S.E. | C.R. | P |
|----------------------|------|---------------------------|----------|-------|--------|-------|
| Job Satisfaction | <--- | Organizational Culture | 0.438 | 0.129 | 3.399 | *** |
| Job Satisfaction | <--- | Organizational Commitment | 0.63 | 0.17 | 3.708 | *** |
| Employee Performance | <--- | Organizational Culture | -0.043 | 0.096 | -0.448 | 0.654 |
| Employee Performance | <--- | Organizational Commitment | 0.394 | 0.138 | 2.854 | 0.004 |
| Employee Performance | <--- | Job Satisfaction | 0.466 | 0.145 | 3.218 | 0.001 |

Source: data processed with AMOS 24

Based on the results of regression testing in the structural model, it can be concluded that not all relationships between variables in this study are statistically significant. The assessment of the hypothesis is carried out based on two main criteria, namely the Critical Ratio (CR) value > 1.64 and p -value < 0.05 . If the regression coefficient shows a negative direction, then the hypothesis is rejected. Meanwhile, if the direction of the relationship is positive but not significant ($p > 0.05$ or $CR < 1.64$), then the hypothesis is also not supported.

First, the influence of Organizational Culture on Employee Performance shows a negative regression coefficient of -0.043 , with a CR of -0.448 and $p = 0.654$. Because the direction of the relationship is negative and not significant ($CR < 1.64$ and $p > 0.05$), this hypothesis is rejected. This means that Organizational Culture does not have a significant effect on Employee Performance, and the direction of the relationship is even contrary to the initial assumption. Second, the influence of Organizational Commitment on Employee Performance shows a CR value of 2.854 , $p = 0.004$, and a positive regression coefficient of 0.394 . Because it meets the criteria of $CR > 1.64$ and $p < 0.05$, the hypothesis is accepted, which means that Organizational Commitment has a positive and significant effect on Employee Performance.

Third, the influence of Organizational Culture on Job Satisfaction shows a CR value of 3.399 and $p < 0.001$, with a positive coefficient direction of 0.438 . Because the CR value > 1.64 and $p < 0.05$, the hypothesis is accepted. This means that Organizational Culture has a positive and significant effect on Job Satisfaction. Fourth, the influence of Organizational Commitment on Job Satisfaction has a CR value of 3.708 and $p < 0.001$, with a positive regression coefficient of 0.630 . Because it meets the significant criteria, the hypothesis is accepted, which shows that the higher the organizational commitment, the higher the job satisfaction.

Fifth, the relationship between Job Satisfaction and Employee Performance also meets the significant criteria, with a CR of 3.218 , $p = 0.001$, and a positive coefficient of 0.466 . So this hypothesis is accepted, which shows that Job Satisfaction has a positive and significant influence on Employee Performance. Overall, of the five hypotheses tested, four hypotheses were accepted because they met the significance requirements with a positive direction, and one hypothesis was rejected because it had a negative direction and was not significant.

Discussion

The results of the hypothesis test show that organizational culture does not have a significant effect on employee performance (H1), with a negative coefficient direction. This finding is different from the results of the study Wibowo (2024) and Amanda & Amelia (2024) which states that a strong organizational culture usually contributes to high performance achievement. In the context of this study, the insignificance can be explained by the fact that some employees have not fully understood or implemented the values of organizational culture consistently, especially new employees who do not yet have the skills to carve as part of the Jepara work culture heritage. The lack of internalization of this culture can have a negative impact on work quality and performance achievement.

Meanwhile, organizational commitment also shows a positive and significant influence on employee performance (H2). This result is supported by research Dewi et al. (2024) and Senen et al. (2025) which states that employee commitment to the organization can increase dedication, responsibility, and work productivity. Employees who feel like they are an important part of the organization will tend to work harder and show high quality work. Then the results of the research on organizational culture have a positive and significant effect on job satisfaction (H3). This result is in line with research by Heriyanti & Zayanti (2020) and Wardhani (2022) which states that a good organizational culture creates a supportive work environment, strengthens a sense of belonging, and increases job satisfaction. In the context of the furniture industry in Jepara, a work culture that emphasizes togetherness, tradition, and perseverance can build a conducive work atmosphere, so that employees feel more satisfied in carrying out their duties.

Furthermore, organizational commitment is also proven to have a positive and significant effect on job satisfaction (H4). This finding is consistent with research Aqmarina (2024) and Azizah (2024) which confirms that employees who have affective commitment and loyalty to the organization tend to feel satisfied because they identify with the values and goals of the organization. With emotional attachment, employees will be more motivated to survive and work optimally, which ultimately creates satisfaction in work.

In the next hypothesis, job satisfaction has a positive and significant effect on employee performance (H5). This result strengthens the research by Bagis et al. (2021) and Putra et al. (2023) which states that job satisfaction is one of the main factors that drives increased performance. Employees who are satisfied with aspects of their work such as salary, relationships with superiors, promotion opportunities, and coworkers will have a greater intrinsic drive to show their best performance. Employees who are satisfied with various aspects of their work, such as payroll systems, relationships with superiors, career development opportunities, and a conducive work environment, tend to have higher work morale and commitment to the organization. However, in order to continue to compete in the competitive global market, furniture companies in Jepara need to ensure that employee performance is at an optimal level. High employee performance will support the efficiency of the production process, maintain product quality, and increase customer satisfaction.

The role of job satisfaction as an intervening variable has been shown to be important in bridging the relationship between organizational culture and organizational commitment to employee performance. This is in line with findings from Bagis et al. (2021) and Albany & Waluyo (2025) which explains that the influence of culture and commitment on performance will be stronger if job satisfaction is achieved first. This means that companies must first ensure that employees feel emotionally and professionally satisfied before expecting significant performance improvements.

Overall, the results of this study confirm that in the context of labor-intensive industries such as furniture in Jepara, internal organizational factors such as culture, commitment, and job satisfaction are closely related and play an important role in determining employee output. Therefore, performance improvement strategies should be focused on creating an applicable work culture, strengthening loyalty, and improving welfare and job satisfaction.

5. Conclusion and Suggestion

Conclusion

Based on the results of the analysis using SEM-AMOS on 120 respondents of furniture industry employees in Jepara Regency, it can be concluded that organizational culture and organizational commitment have a positive and significant effect on job satisfaction. This means that the better the organizational culture and the higher the employee's commitment to the organization, the level of job satisfaction also increases. In addition, job satisfaction has been shown to have a significant effect on employee performance, indicating that satisfied employees tend to work more optimally. Organizational commitment also has a direct effect on performance, indicating that loyalty and emotional attachment to the organization can encourage increased work performance.

However, organizational culture does not have a significant direct effect on performance, even showing a negative relationship. This indicates that the influence of culture on performance only occurs indirectly through job satisfaction. Thus, job satisfaction acts as the main intervening variable that bridges the relationship between organizational culture and organizational commitment to employee performance.

Suggestion

For companies, especially the furniture industry in Jepara, it is recommended to improve employee job satisfaction as a strategic effort in driving performance, through improving working conditions, fair reward systems, and strengthening organizational commitment through employee involvement and open communication. In addition, organizational culture needs to be actively internalized, especially to new employees, so that traditional work values remain alive and support productivity. Limitation on this research (1) This study only involved permanent employees from the furniture industry in Jepara Regency who had worked for at least one year. This limits the generalization of the findings because it does not include contract workers, outsourcing, or new workers who may have different perceptions and levels of job satisfaction. (2) The Cross-Sectional Quantitative Research Design only captures conditions at one point in time, so it cannot capture the dynamics of changes in employee perceptions or performance over time. This is an obstacle in assessing long-term causal relationships between variables.

For the future research (3) Use of Perception Data where Data were collected using self-report questionnaires that are susceptible to social desirability bias, where respondents tend to provide answers that are considered socially positive. In addition, external validity can be affected by the subjectivity of respondents' perceptions. (4) Limitations of Research Variables where this study only included four main variables (organizational culture, organizational commitment, job satisfaction, and employee performance). Other factors that may have an influence such as leadership style, physical work environment, intrinsic motivation, or work-life balance have not been comprehensively studied. (5) Limitations of the Traditional Industrial Context where the labor-intensive and local culture-based furniture industry context such as Jepara has unique characteristics that may not be adapted to other modern industrial sectors. Therefore, caution is needed in generalizing these findings to other

industrial contexts or different geographic areas. (6) Limitations of the SEM Model Although most of the goodness of fit indicators show good results, several indicators such as AGFI and NFI are still in the marginal fit category. This shows that the structure of the model used can still be improved, for example by considering additional latent variables or strengthening indicators.

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