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DETERMINANTS OF JOB SATISFACTION AND ITS IMPLICATIONS ON EMPLOYEE PERFORMANCE

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Abstract
Research This aim For know influence Characteristics Individuals , employee engagement and culture organization to performance employees and satisfaction Work as media variables . This type of research is a quantitative approach method. The methods used in this study are descriptive and explanatory methods. The sample size in this study was 300 employees at a tea plantation company in Cianjur Regency, West Java. The sampling technique in this study was random sampling, while the data collection technique was by conducting observations, interviews, and distributing questionnaires. Data analysis in this study was multiple regression analysis using SEM-PLS software, Lisrel 8.8 program. The results of the study show that 1) Individual Characteristics of Employee Engagement and Organizational Culture are proven to influence job satisfaction, Characteristics Individual Employee Engagement , Culture organization and satisfaction Work proven influential to kiernja Employees . The dominant element influencing employee performance is job satisfaction, making it a top priority to improve. Suggestions for further research include examining other variables, such as discipline, motivation, work environment, and others, beyond the variables currently studied.
Keywords: Individual Characteristics, Employee Engagement, Organizational Culture, Job Satisfaction, Employee Performance

Introduction

Indonesia has a long history of tea production dating back to the seventeenth century, when the Dutch introduced tea plants to the island of Java. In 1824, the Dutch colonial government began commercially developing tea plantations in the Puncak area of Bogor. According to data from the Central Statistics Agency, in 2020 Indonesia ranked as the sixth-largest tea-producing country in the world, with total production reaching 137,000 tons per year (BPS, 2021). Tea production in Indonesia not only contributes to the economy but also forms part of the national culture, with various types produced such as black tea, green tea, and oolong tea.

Based on the data in the table, the production volume of tea plantations in Indonesia showed a fluctuating trend during the 2020–2024 period. In 2020, tea production reached 144,063 tons, followed by a decline in subsequent years. Production decreased by 4.32% in 2021 (137,837 tons), declined again by 9.56% in 2022 (124,661 tons), and fell further by 1.57% in 2023 (116,506 tons). However, in 2024 production increased by 7.26% to 124,960 tons.

Overall, this data indicates an average annual decline in production of 3.29%. This figure is not merely statistical but reflects structural challenges facing the national tea plantation sector. Therefore, an in-depth analysis of the causes of this decline and its implications for the sustainability of the tea industry is essential.

According to Bernardin and Russell, performance refers to work achievement recorded as the results obtained from certain job functions or activities during a specific period (Bernardin & Russell, 2013). Meanwhile, employee performance can be influenced by several factors, including the work environment, communication, individual characteristics, motivation, incentives, leadership, organizational culture, job descriptions, responsibilities, company vision and mission, employee involvement, job satisfaction, and work discipline (Putri, 2021).

Vroom's Expectancy Theory explains that individual motivation is influenced by the belief that effort will lead to good performance, that performance will lead to certain outcomes, and that these outcomes have value for the individual (Vroom, 1946). This theory emphasizes cognitive processes in work-related decision making and consists of three core components: expectancy, instrumentality, and valence.

According to Robbins, human needs and satisfaction are multidimensional, covering both biological and psychological needs, as well as material and non-material aspects. In Maslow's hierarchy, once lower-level needs are fulfilled, higher-level needs become priorities. Robbins further explains that needs which have already been satisfied no longer function as motivators (Robbins & Judge, 2022). In addition, employee job satisfaction is influenced by various factors such as challenging work, rewards, working conditions, and interpersonal relationships (Robbins & Judge, 2024).What is particularly highlighted is the decline in tea-picking results per individual employee at the Cianjur tea plantation in West Java, as illustrated in the figure below.The table shows that employee performance at the Cianjur tea plantation fluctuates from year to year and tends to decline overall. In 2020 and 2021 performance increased by 33% and 2%, respectively. However, it declined again in the following period and showed significant variation, with a peak increase of 38% in 2023. These results indicate that employee productivity is unstable over time.One factor suspected of influencing these fluctuations is low employee job satisfaction. Every worker expects appropriate rewards for their work results. Low performance is also believed to be related to organizational work culture, which may affect employee satisfaction. Job satisfaction itself is often described as an emotional reaction to work, although it can also be understood as a cognitive evaluation of whether a job is good or bad from a personal perspective (Spector, 2022).

According to Daft, job satisfaction reflects the degree to which individuals feel positively about their work. People tend to feel satisfied when their job matches their needs and interests, when working conditions and rewards such as salary are appropriate, when relationships with coworkers are good, and when interaction with supervisors is positive (Daft, 2022).

Based on observations conducted by the author in January 2025 using a Google Form distributed to 55 employees of a tea plantation company in Cianjur, West Java, the results indicate that employee job satisfaction is relatively low. Some of the lowest scores relate to working conditions, with the highest score only reaching 120, which is still below the standard score. In terms of salary, several employees reported dissatisfaction due to insufficient income. Even though responsibility scores reached 225, this still indicates that compensation does not fully match expectations.This finding is consistent with the theory proposed by Robbins, who identifies five common dimensions of job satisfaction: mentally challenging work, fair rewards, supportive working conditions, supportive coworkers, and the compatibility between personality and job type (Robbins & Judge, 2022).

Organizational culture is also suspected to influence employee performance at the Cianjur tea plantation. A weak work culture can significantly reduce job satisfaction. When organizational values, norms, and behaviors do not support employee well-being and development, negative effects will emerge in various aspects of work life. Organizational culture is defined as a pattern of shared basic assumptions learned by a group as it solves problems of external adaptation and internal integration, which are considered valid and taught to new members as the correct way to perceive, think, and behave (Schein, 2010).

Schein further explains that organizational culture represents a pattern created or developed by a group in learning how to deal with internal and external challenges in the organization (Schein, 2010).

Observations at the tea plantation company in West Java indicate that the existing organizational culture is relatively weak. Some employees demonstrate limited capability in achieving production targets, and several have become accustomed to completing tasks below expected

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standards. In the tea industry, pickers play a crucial role because their work directly determines both quality and quantity of output. When production declines, some employees also feel less emotionally attached to the organization and begin to look for activities outside the company.

Besides job satisfaction and organizational culture, employee engagement is another factor influencing performance at the Cianjur tea plantation. Employee engagement is defined as a positive, fulfilling work-related state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004).

Observations conducted in November 2024 through questionnaires distributed to 50 plantation employees revealed several engagement-related issues. Some workers reported feeling less proud of their work, indicating low dedication levels. This situation not only reflects individual dissatisfaction but also affects overall team productivity and morale, as seen from engagement scores that remain far below the maximum possible value.

Theoretical Basis

Employee Performance

Armstrong defines performance management as a strategic and integrated approach to achieving sustainable organizational success by improving employee performance and developing the capabilities of both teams and individuals (Armstrong, n.d.). This concept emphasizes that performance management is not limited to annual performance appraisal activities, but rather represents a continuous process aimed at helping organizations achieve their goals through ongoing employee development.

Milkovich and Boudreau define performance management as a process that ensures employee activities and outputs remain aligned with organizational goals. This process includes goal setting, performance monitoring, and the provision of feedback oriented toward continuous improvement (Milkovich & Boudreau, 1991).

Robbins defines performance as a measure of success in carrying out a job. In a broader sense, performance can be understood as the result of work activities that reflect success in organizational operations and serve as an indicator of goal achievement, both individually and collectively (Robbins & Judge, 2013).

Job Satisfaction

According to Kreitner, as cited in Fauzan, job satisfaction is an affective or emotional response to various aspects of one's work. This definition indicates that job satisfaction is not a single, unified concept but consists of multiple dimensions (Fauzan, 2014).

Robbins defines job satisfaction as a general attitude toward work that reflects the gap between the rewards employees receive and the rewards they believe they should receive (Robbins & Judge, 2013). Thus, an individual may feel satisfied with certain aspects of a job while simultaneously feeling dissatisfied with others.

Job satisfaction can therefore be interpreted as a positive employee attitude toward work that emerges from an evaluation of the work situation. This evaluation relates to the fulfillment of important work values and basic needs. Employees who feel satisfied tend to prefer their work environment, whereas dissatisfied employees tend to evaluate it negatively. Consequently, two key elements in job satisfaction are work values and basic needs. Work values represent goals that individuals seek to achieve through their work and must align with the fulfillment of their fundamental needs. In this sense, job satisfaction is closely related to employee motivation.

Organizational Culture

Robbins explains that organizational culture refers to a system of shared meanings held by members that distinguishes one organization from another (Robbins & Judge, 2013). Several core characteristics help define organizational culture, including:

1. innovation and risk taking, referring to the degree to which employees are encouraged to innovate and take risks;
2. attention to detail, referring to the degree to which employees are expected to demonstrate precision and analytical ability;
3. results orientation, referring to the extent to which management emphasizes outcomes rather than the techniques or processes used to achieve them.

According to Gibson and colleagues, organizational behavior can also involve the presence of individuals or groups who display manipulative or unpredictable behaviors within the organization. Such behaviors may create internal conflicts, damage interpersonal relationships, and negatively affect organizational effectiveness (Gibson et al., 2012).

Employee Engagement

Robbins explains that employee engagement reflects the level of employee involvement, satisfaction, and enthusiasm toward their work (Robbins & Judge, 2013). Indicators of engagement can be seen from employees' access to resources, opportunities to develop new skills, perceptions of meaningful work, and the value of their interactions with colleagues.

Schaufeli and Bakker identify three main dimensions of employee engagement: vigor, dedication, and absorption (Schaufeli & Bakker, 2011).Based on these expert views, employee engagement can be defined as a positive psychological condition in which individuals feel strongly connected to their work. This condition can be recognized through three principal dimensions. Vigor reflects high levels of energy, persistence, and mental resilience in completing tasks. Employees not only show physical presence at work but also demonstrate psychological strength that enables them to remain consistent and resilient even when facing pressure or challenges.

Methodology

Quoted from Sugiyono, this study is categorized as quantitative research because the data used are expressed in numerical (interval) form and analyzed using statistical data-processing techniques (Sugiyono, 2013).

The method applied in this research is the associative method. This method aims to examine causal relationships between variables, namely the independent variables (free variables) and the dependent variable (bound variable).

Research is essentially an effort to identify solutions to a problem. Sugiyono classifies research based on the level of explanation, which refers to the clarity in describing relationships among variables (Sugiyono, 2013). The framework of thinking in this study is designed to analyze how organizational culture and employee engagement exist in a tea plantation company in Cianjur Regency, West Java, and how these variables influence employee performance through job satisfaction as a mediating variable.

The conceptual framework of this research includes several relationships:

1. the role of individual characteristics in influencing employee job satisfaction;
2. the role of employee engagement in influencing employee job satisfaction;
3. the role of organizational culture in influencing employee job satisfaction;
4. the role of individual characteristics in influencing employee performance;
5. the role of employee engagement in influencing employee performance;
6. the role of organizational culture in influencing employee performance.

The framework of this study can be illustrated in the schematic model below.

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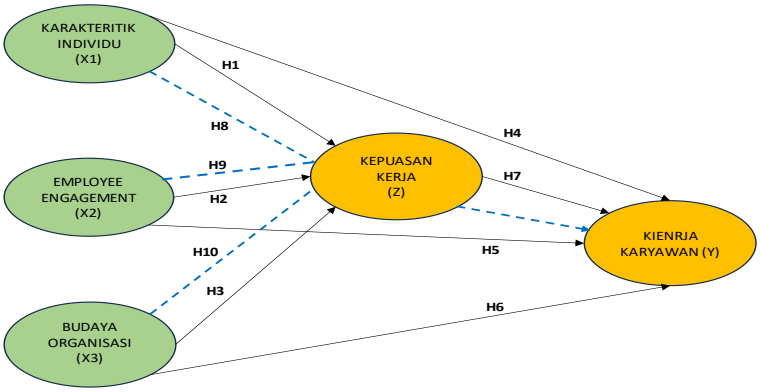

Conceptual Framework Image

The objects of this research consist of the variables Individual Characteristics (X1), Employee Engagement (X2), Organizational Culture (X3), Job Satisfaction (Z), and Employee Performance (Y). The subjects of this study are employees of the tea plantation company in Cianjur Regency, West Java. The population in this research consists of 300 employees working in the company.

This study employs a descriptive quantitative approach. The purpose of this method is to obtain factual and systematic data from the research location. In the data-collection process, the researcher used structured instruments supported by prepared response indicators.

The primary data-collection technique used in this research is a questionnaire method directly related to the research variables. The questionnaire responses were measured using a Likert scale, in which each response category is ranked from lowest to highest. The response options include SS, S, N/TAP, TS, and STS, with a scoring system of 5–4–3–2–1 for positive statements and the reverse scoring for negative statements.

The scores obtained are structured on an ordinal scale arranged systematically so that higher scores indicate stronger agreement levels.

Several statistical analysis techniques were employed in this research, including:

- validity testing,
- reliability testing,
- classical assumption testing,
- linear regression analysis,
- correlation coefficient analysis,
- coefficient of determination analysis,
- simultaneous hypothesis testing (F-test), and
- partial hypothesis testing (t-test).

Data analysis in this research was conducted using the SEM-PLS approach with the Lisrel 8.8 program.

Results and Discussions

In this diagram, the relationships between constructs are shown through arrows. Straight arrows indicate a direct causal relationship between one construct and another, as shown in the figure below:

Table 1

Instrument Validity Test Results (n=300 respondents)

Item	Validity Value	Sig. Level	Valid
Characteristics Individual (KI)			
KI1	0.875**	0,000	Valid
KI2	0.918**	0,000	Valid
KI3	0.891**	0,000	Valid
KI4	0.760**	0,000	Valid
KI5	0.906**	0,000	Valid
KI6	0.890**	0,000	Valid
KI7	0.876**	0,000	Valid
KI8	0.767**	0,000	Valid
KI9	0.821**	0,000	Valid
KI10	0.809**	0,000	Valid
KI11	0.597**	0,000	Valid
KI12	0.683**	0,000	Valid
Employee Engagement (EE)			
EE1	0.959**	0,000	Valid
EE2	0.891**	0,000	Valid
EE3	0.925**	0,000	Valid
EE4	0.918**	0,000	Valid
EE5	0.912**	0,000	Valid
EE6	0.906**	0,000	Valid
EE7	0.929**	0,000	Valid
EE8	0.905**	0,000	Valid
EE9	0.843**	0,000	Valid
EE10	0.872**	0,000	Valid
EE11	0.771**	0,000	Valid
EE12	0.787**	0,000	Valid
Culture organization (BO)			

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Item	Validity Value	Sig. Level	Valid
BO1	0.760**	0,000	Valid
BO2	0.706**	0,000	Valid
BO3	0.707**	0,000	Valid
BO4	0.924**	0,000	Valid
BO5	0.952**	0,000	Valid
BO6	0.631**	0,000	Valid
BO7	0.919**	0,000	Valid
BO8	0.916**	0,000	Valid
BO9	0.725**	0,000	Valid
BO10	0.726**	0,000	Valid
BO11	0.771**	0,000	Valid
BO12	0.939**	0,000	Valid
Satisfaction Work (KEP)			
KP1	0.891**	0,000	Valid
KP2	0.833**	0,000	Valid
KP3	0.810**	0,000	Valid
KP4	0.772**	0,000	Valid
KP5	0.771**	0,000	Valid
KP6	0.873**	0,000	Valid
KP7	0.751**	0,000	Valid
KP8	0.867**	0,000	Valid
KP9	0.604**	0,000	Valid
KP10	0.600**	0,000	Valid
KP11	0.606**	0,000	Valid
KP12	0.617**	0,000	Valid
Employee Performance (KER)			
KR1	0.928**	0,000	Valid
KR2	0.845**	0,000	Valid
KR3	0.803**	0,000	Valid
KR4	0.850**	0,000	Valid
KR5	0.845**	0,000	Valid
KR6	0.813**	0,000	Valid
KR7	0.769**	0,000	Valid
KR8	0.898**	0,000	Valid
KR9	0.819**	0,000	Valid
KR10	0.927**	0,000	Valid
KR11	0.847**	0,000	Valid
KR12	0.781**	0,000	Valid

Then for reliability testing with *Cronbach's alpha* , then every variables get mark *Cronbach's alpha* >0.7 (Suharsimi , 2002: 171) means instrument can it is said reliable . The results from testing reliability For every variables study This can seen in the table under .

Table 2

Results Testing Reliability Variables Study (n=300 respondents)

No.	Variables	*Cronbach's alpha* value	Reliable
1	Characteristics Individual (KI)	0.956	Reliable
2	*Employee Engagement* (EE)	0.975	Reliable
3	Culture Organization (BO)	0.951	Reliable
4	Satisfaction Work (KP)	0.936	Reliable
5	Employee Performance (KK)	0.964	Reliable

Confirmatory Factor Analysis (CFA) Hybrid Model (Full Model)

After analysis of measurement models on each construct produce a *Confirmatory Factor Analysis* (CFA) model with good suitability (GOF), validity and reliability tests for each construct . Stage next is combine fourth CFA model constructs for produce *hybrid model (full model).* Based on results data analysis with using LISREL 8.80, then obtained size suitability the entire hybrid model *(full model)* is as following

Table 3

Size Suitability of the Overall Model (Hybrid Model) SEM

Size (GOF)	Estimate	Test Results	Conclusion
Size *Absolut Fit*			
GFI	GFI > 0.90	*0.89*	*Marginal Fit*
RMSEA	RMSEA< 0,08	*0.079*	*Good Fit*
Size *Incremental Fit*			
NNFI	NNFI > 0.90	*0.85*	*Marginal Fit*
NFI	NFI > 0.90	*0.85*	*Marginal Fit*
AGFI	AGFI > 0.90	*0.89*	*Marginal Fit*
RFI	RFI > 0.90	*0.91*	*Good Fit*
IFI	IFI > 0.90	*0.90*	*Good Fit*

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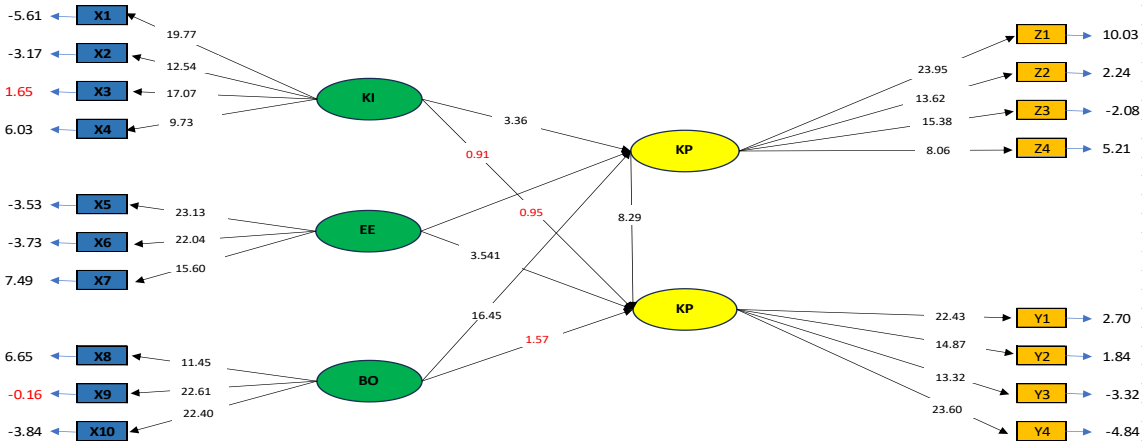
Based on the table above measurement conformity obtained own index the suitability of the *good fit* measurement model , namely RMSEA,NNFI , NFI, RFI, IFI and CFI. Temporary two sizes suitability other own index suitability of the marginal fit measurement model , namely GFI and AGFI. With thus so can continued with analysis next *hybrid* model measurement .



Picture 1
Hybrid (Full Model) t_{value}

Table 4
Analysis Measurement Model Hybrid (Full Model)

Subconstruction / Dimensions	Dimensions	*SLF*	*Std. Error*	t_{hitung}	*Reliability construct (CR)*	*Variance Extract (VE)*
Characteristics individual (KI)	Age (ability) (X1)	1.02	0.05	19.77	0.955	0.826
	Value (Value) (X2)	1.02	0.03	12.54		
	Attitude (X3)	0.98	0.04	17.07		
	Interest (X4)	0.69	0.52	9.73		
Employee Engagement (EE)	*Vigor* (X5)	0.98	0.03	23.13	0.931	0.819
	Dedication (X6)	1.02	0.04	22.04		
	Absorption (X7)	0.87	0.24	15.60		
Culture Organization (BO)	Innovation (X8)	0.82	0.33	8.63	0.991	0.973
	Attention to detail (X9)	0.98	0.05	21.29		
	Result orientation (X10)	1.03	-0.07	8.41		
Satisfaction Work (KP)	Awards (Sufficiency) salary) (Z1)	1.05	0.11	23.95	0.942	0.790
	The Nature of the Job Itself (Y2)	0.97	0.05	13.62		
	Environment Social (colleagues work) (Y3)	1.02	0.04	15.38		
	Environment work (Context organization) (Y4)	0.62	0.62	8.06		
Employee performance	Quantity Work (Y1)	0.98	0.03	22.43	0.991	0.949
	Quality Work (Y2)	0.98	0.04	14.87		
	Punctuality (Y3)	1.02	0.04	13.32		
	Independence (Y4)	1.02	0.05	23.60		

Table 4.28 above shows that all sub variables (dimensions) have *Standardized Loading Factor* (SLF) ≥ 0.5 or mark t count ≥1.96 (at α = 0.05) (Wijanto , 2008: 407) then all sub variables (dimensions) forming latent variables (exogenous and endogenous are significant , in other words it can it is said that dimensions meaningful and significant in form latent variables . So that all sub variables (dimensions) in study This can be analyzed more continue , because Already can form variables latent

Structural Model Analysis

Structural model analysis done with purpose For study connection between latent variable (Latent variable or LY) which is in the research model . The study This at the same time test various the hypothesis proposed and has been explained in chapter previously . There are two forms tests conducted in structural model analysis namely the suitability test overall model fit (GOF) and structural model fit test .

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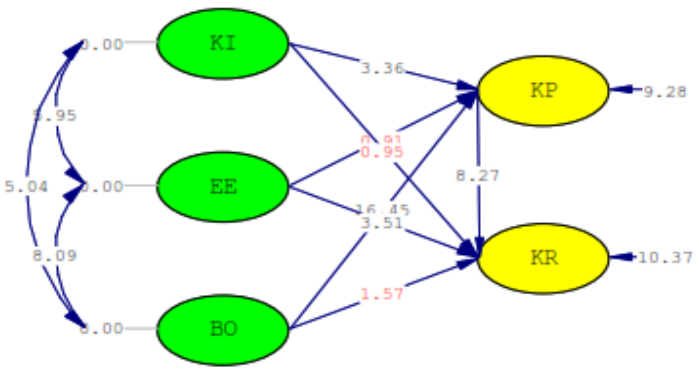

Figure 2
Structural Model (T-value)
Table 5
Significance Between Variables

No	Cross- Structural	Coef . Path	t_{value}	$t_{kriteria}$	Test Results
1	Character Individual→ Satisfaction Work	0.11	3.36	1.96	Significant
2	Employee Engagement→ Satisfaction Work	0.03	0.91	1.96	Not Significant
3	Culture Organization→ Satisfaction Work	0.83	16.45	1.96	Significant
4	Character Individual →Employee Performance	0.04	0.95	1.96	Not Significant
5	Employee Engagement →Employee performance	0.13	3.51	1.96	Significant
6	Culture Employee Performance Organization→	0.12	1.57	1.96	Not Significant
7	Satisfaction Employee Performance Work→	0.66	8.27	1.96	Significant

HYPOTHESIS TESTING

1. Influence Direct

Hypothesis		Description Hypothesis	Path R^2Coef./	t_{value} /f_{value}	$t_{kriteria}$ /$f_{kriteria}$	Statistical Conclusion
H 1	H_0; γ_{11}=0	Characteristics Individual No influential to satisfaction Work	0.11	3.36	1.96	H_0 ditolak dan $H_a$accepted, meaning that individual characteristics are significant to job satisfaction
	H_a; $\gamma_{11} \neq 0$	Characteristics Individual influential to satisfaction Work				
H 2	H_0; γ_{12}=0	*Employee Engagement* No influential to satisfaction Work	0.03	0.91	1.96	H_0 diterima dan $H_a$rejected, meaning *Employee Engagement* influential No significant to satisfaction Work
	H_{a0}; $\gamma_{12} \neq 0$	*Employee Engagement* influential to satisfaction Work				
H 3	H_0; γ_{13}=0	Culture Organization No influential to satisfaction Work	0.83	16.45	1.96	H_0 ditolak dan $H_a$accepted, meaning that organizational culture has a significant influence on job satisfaction
	H_a; $\gamma_{13} \neq 0$	Culture Organization influential to satisfaction Work				
H 4	H_0; γ_{14}=0	Characteristics individual No influential to performance employee	0.04	0.95	1.96	H_0 diterima dan $H_a$rejected, meaning that individual characteristics are not significant to performance
	H_a; $\gamma_{14} \neq 0$	Characteristics individual influential to performance employee				
H 5	H_0; γ_{15}=0	*Employee Engagement* No influential to performance employee	0.13	3.51	1.96	H_0 ditolak dan $H_a$accepted, meaning *Employee Engagement* k individual No significant to performance
	H_a; $\gamma_{15} \neq 0$	*Employee Engagement* individual influential to performance employee				
H 6	H_0; γ_{16}=0	Culture organization No influential to performance employee	0.12	1.57	1.96	H_0 diterima$H_a$rejected, meaning Culture organization influential No significant to performance
	H_a; $\gamma_{16} \neq 0$	Culture organization influential to performance employee				
H 7	H_0; γ_{17}=0	Satisfaction Work No influential to performance employee	0.66	8.27	1.96	H_0 ditolak dan $H_a$accepted, meaning satisfaction Work influential significant to performance

Connection causality variables Culture Organization , Career Development , and Compensation to commitment organization can described as following :

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a. Influence characteristics individual to satisfaction Work

Hypothesis first (H1) states that characteristics individual influential to satisfaction Work . Based on the image above and equality structural above , visible size coefficient track variables characteristics individual to satisfaction Work is of 0.11 with mark of 3.36 > 1.96, so it can be said to have a significant influence. Together t_{hitung} with the path coefficient, it shows that the large contribution of individual characteristics directly influences job satisfaction. thus so characteristics individual influential significant to satisfaction Work organization or in other words that Hypothesis 1 (H1) is accepted .

b. Influence *employee engagement* to satisfaction Work

Hypothesis second (H2) states that *employee engagement* influential to satisfaction Work . Based on Figures and equations structural above , visible size coefficient track variables *employee engagement* to satisfaction Work is of 0.06 with mark t_{hitung} of 0.91 < 1.96, so it can be said to be insignificant. The large coefficient of the flow indicates that the large contribution of the influence *of employee engagement* in a way direct to satisfaction work . With thus so *employee engagement* influential No significant to satisfaction Work company or in other words that Hypothesis 2 (H2) is rejected .

c. Influence culture organization to satisfaction Work

Hypothesis first (H3) states that culture organization influential to satisfaction Work . Based on the Figure above and the equation structural above , visible size coefficient track variables culture organization to satisfaction Work is of 0.83 with mark t_{hitung} of 16.45 > 1.96, so it can be said to be significant. The large path coefficient indicates that the large contribution of the influence of organizational culture in a way direct to satisfaction work . With thus so culture organization individual influential significant to satisfaction Work employee or in other words that Hypothesis 3 (H3) is accepted .

d. Influence characteristics individual to performance employee

Hypothesis to four (H4) states that characteristics individual influential to performance employees . Based on the image above and the equation structural above , visible size coefficient track variables characteristics individual to performance employee is of 0.06 with mark t_{hitung} of 0.95 < 1.96, so it can be said that it has no significant effect. With thus so characteristics individual influential No significant to satisfaction performance employee or in other words that Hypothesis 4 (H3) is rejected . Together with the coefficient track the show that size contribution influence characteristics individual in a way direct to performance employee by 35.52%. while influence No direct by 64.50% so that can be defined that satisfaction Work capable mediate characteristics individual to performance employee .

e. Influence *employee engagement* to performance employee

Hypothesis the fifth (H5) states that *employee engagement* influential to performance employees . Based on the image above and the equation structural above , visible size coefficient track variables *employee engagement* to performance employee is of 0.13 with mark t_hitung of 3.51> 1.96, so that can it is said influential significant . With thus so *employee engagement* influential significant to performance employee in other words that Hypothesis 5 (H5) is accepted . Together with the coefficient track the show that size contribution influence *employee engagement* in a way direct to performance employee only amounted to 86.78% while influence No direct is by 13.20%.

f. Influence culture organization to performance employee

Hypothesis seven (H6) states that culture organization influential to performance employees . Based on the image above and the equation structural the image above , it can be seen size coefficient track variables culture organization to performance employee is of 0.12 with mark t_{hitung} of 1.57 < 1.96, so it can be said that the influence is not significant. Thus, organizational culture has no significant influence on employee performance, in other words, Hypothesis 6 (H6) is rejected. Together with the path coefficient, it shows that the magnitude of the contribution of organizational culture's influence in a way direct to performance employee by 17.97% while influence No direct by 82.00% in line with research conducted (Oskooee and Wooton 2020) culture organization influential significant to performance employee .

g. Influence satisfaction Work to performance employee

Hypothesis seventh (H7) states that satisfaction Work influential to performance employees . Based on the image above and the equation structural above , visible size coefficient track variables satisfaction Work to performance employee is of 0.66 with mark t_{hitung} of 8.27 > 1.96, so it can be said to be significant. Together with the path coefficient, it shows that the large contribution of the influence of job satisfaction in a way direct to performance employee by 66%. With thus so satisfaction Work influential positive and significant to performance employee in other words that Hypothesis 7 (H7) is accepted . In line with research conducted (Ahakwa et al. 2021) that satisfaction Work influential significant to performance employee .

2. Influence Direct and Indirect

As for the influence direct and indirect direct variables characteristics individual , *employee engagement* and culture organization to performance employee through satisfaction Work is as following

Table 6

Big Influence Direct and Indirect To performance employee

Influence	**Direct (L)**	**Indirect (TL) Through Satisfaction Work**	Conclusion
Characteristics Individual→ Satisfaction Work →Employee performance	(0.03)² = 0.0009	(0.11 x 0.66) = 0.0726	L <TL
Employee Engagement → Satisfaction Work →Employee performance	(0.13)² = 0.0169	(0.13 x 0.66) = 0.0858	L <TL
Culture Organization → Satisfaction Work →Employee performance	(0.12)² = 0.0144	(0.83 x 0.66) = 0.0726	L <TL

a. Influence direct and indirect direct characteristics individual to performance employee through satisfaction Work

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Influence direct characteristics individual to performance employee is of 0.0009, whereas influence No direct characteristics individual to performance through satisfaction Work is of 0.0726. This is show that characteristics individual can increase performance employee Good in a way direct and No direct through satisfaction work , but influence No direct more dominant . So that performance employee company plantation tea regency Cianjur - West Java will more increase if characteristics owned individuals employee capable increase satisfaction Work . So that's the influence characteristics Individual to performance employees , variables satisfaction Work is variables mediation .

b. Influence direct and indirect direct *Employee Engagement* to performance employee through satisfaction Work

Influence direct *Employee Engagement* to performance employee is of 0.0169, while influence No direct *Employee Engagement* to performance through satisfaction Work is of 0.0858. This is show that ***Employee Engagement*** can increase performance employee Good in a way direct and No direct through satisfaction work , but influence No direct more dominant . So that performance employee company plantation tea regency Cianjur - West Java will more increase if ***Employee Engagement*** which are owned employee capable increase satisfaction Work . So that's the influence ***Employee Engagement*** to performance employees , variables satisfaction Work is variables mediation .

c. Influence direct and indirect direct Culture Organization to performance employee through satisfaction Work

Influence direct Culture Organization to performance employee is of 0.0144, while influence No direct Culture Organization to performance through satisfaction Work is of 0.0726. This is show that Culture Organization can increase performance employee Good in a way direct and No direct through satisfaction work , but influence No direct more dominant . So that performance employee company plantation tea regency Cianjur - West Java will more increase if Culture Organization owned employee capable increase satisfaction Work . So that's the influence Culture Organization to performance employees , variables satisfaction Work is variables mediation .

Conclusion And Suggestions

1. Characteristics Individual Influential significant to Satisfaction Work

Results of data analysis with statistical tests proven that characteristics individuals in companies plantation tea Cianjur Regency - West Java is influential positive and significant to satisfaction Work with of 0.11, the coefficient track This show contribution influence direct characteristics individual to satisfaction Work by 11%.

The most dominant dimension in the characteristics individual is is in dimension attitude (attitude) with dominated by indicators atmosphere heart in place work . This is show that characteristics individual will formed more Good If characteristics individual employees company plantation tea Cianjur Regency , West Java has good attitude that is if work started with atmosphere heart in condition good , calm and have enthusiasm , so that matter This will impact on satisfaction work on employees company plantation tea Cianjur Regency , West Java in particular satisfaction work . Can reflect satisfaction Work is dimension (Z4) condition Work in context organization is the highest perceived dimension , the height perception respondents on dimensions environment Social found in the indicator availability means work , part big employee feel facility supporters in the garden Already adequate . In line with research conducted (Nasution et al. 2023) that character individual influential significant to satisfaction Work .

2. *Employee Engagement* Influential No significant to Satisfaction Work

Results of data analysis with statistical tests proven that Employee Engagement in the company plantation tea Cianjur Regency - West Java is influential No significant to satisfaction Work with of 0.03. coefficient track This show contribution influence direct Employee Engagement to satisfaction Work as big as only .

The most dominant dimension in Employee Engagement is Dedication (dedication) with dominated by indicators enthusiasm . This is show that satisfaction Work will formed more Good If Employee Engagement on employees company plantation tea Cianjur Regency , West Java has good enthusiasm that is if employee every Work every day own enthusiastic and motivated in work . Can reflect satisfaction Work is dimension (Z4) condition Work in context organization is the highest perceived dimension , the height perception respondents on dimensions environment Social found in the indicator availability means work , part big employee feel facility supporters in the garden Already adequate . Test results hypothesis different with research conducted (Noercahyo et al. 2021) that employee engagement has an impact to satisfaction Work .

3. Culture Organization Influential significant to Satisfaction Work

Results of data analysis with statistical tests proven that culture organization in the company plantation tea Cianjur Regency - West Java is influential No significant to satisfaction Work with of 0.83. coefficient track This show contribution influence direct culture organization to satisfaction Work as big as only 83%. The most dominant dimension of culture organization dimensions innovation found in the indicator freedom be creative namely as big employee feel company give support in development self and improvement skills I as employee picker tea . This is show that satisfaction Work will formed more Good If culture organization to employees company plantation tea Cianjur Regency -West Java if company give support in development self and improvement skills as employee picker tea . Employee practice through experience Work about formula excerpt with formula p+2, p+3 or shoots with two or three leaf young) so that the plants still healthy and the quality of taste is maintained . Employees are also able to identify plant disorders moment they be in the field , so that give report with fast to part protection plants . This is can reflect satisfaction Work is dimension (Z4) condition Work in context organization on indicators availability means work , part big employee feel facility supporters in the garden Already adequate . Test results hypothesis in line with research conducted (Paramita et al. 2020) that culture organization influential significant to performance employee .

4. **Characteristics Individual Influential No significant on Employee Performance .**

Results of data analysis with statistical tests proven that characteristics individuals in companies plantation tea Cianjur Regency - West Java is influential positive and negative significant to performance employee with of 0.04, the coefficient track This show contribution influence direct characteristics individual to performance employee only by 4%.

The most dominant dimension in the characteristics individual is is in dimension attitude (*attitude*) with dominated by indicators atmosphere heart in place work . This is show that characteristics individual will formed more Good If characteristics individual employees company plantation tea Cianjur Regency , West Java has good attitude that is if work started with atmosphere heart in condition good , calm and have enthusiasm , so that matter This will impact on performance employee to employee company plantation tea Cianjur Regency , West Java in particular performance measured employees with dimension (Y3) accuracy time with indicator presence that is part big employee own notes good and constant presence come right . Test results hypothesis different with research conducted (Caisar Darma et al. 2020) that characteristics individual influential to performance employee .

5. *Employee Engagement* Influential significant on Employee Performance

Results of data analysis with statistical tests proven that Employee Engagement in the company plantation tea Cianjur Regency - West Java is influential No significant to satisfaction Work with of 0.13. coefficient track This show contribution influence direct Employee Engagement to satisfaction Work as big as only 13%.
The most dominant dimension in Employee Engagement is there is Dedication (dedication) with dominated by indicators enthusiasm . This is show that performance employee will formed more Good If Employee Engagement on employees company plantation tea Cianjur Regency , West Java in particular performance measured employees with dimension (Y3) accuracy time with indicator presence that is part big employee own notes good and constant presence come right . Test results hypothesis in line with research conducted (Ahakwa et al. 2021) that employee engagement influential significant to performance employee .

6. **Culture Organization Influential No significant to Employee performance**
Results of data analysis with statistical tests proven that culture organization in the company plantation tea Cianjur Regency - West Java is influential No significant to satisfaction Work with of 0.31. coefficient track This show contribution influence direct culture organization to satisfaction Work as big as only 31%.
The most dominant dimension in culture is organization dimensions innovation found in the indicator freedom be creative namely as big employee feel company give support in development self and improvement skills as employee picker tea . This is show that performance employee will formed more Good If culture organization to employees company plantation tea Cianjur Regency , West Java in particular performance measured employees with dimension (Y3) accuracy time with indicator presence that is part big employee own notes good and constant presence come right . Test results hypothesis different with results research conducted (Oskooee and Wooton 2020) that culture organization influential to performance employee .

7. **Satisfaction Work Influential significant to performance employee**
Results of data analysis with statistical tests proven that satisfaction work at a company plantation tea Cianjur Regency - West Java is influential positive and significant to performance employee with of 0.67. coefficient track This show contribution influence direct Employee Engagement to satisfaction Work as big as only 67%.
As for the dimensions environment Social found in the indicator availability means work , part big employee feel facility supporters in the garden Already adequate . The height perception respondents on dimensions environment Social found in the indicator availability means Work namely as big employee feel company give facility Good equipment and equipment Already adequate and appropriate with what is needed This employee show that performance employee will formed more Good If satisfaction Work improve on employees company plantation tea Cianjur Regency , West Java in particular performance measured employees with dimension (Y3) accuracy time with indicator presence that is part big employee own notes good and constant presence come right . Test results hypothesis in line with research conducted (Egenius et al. 2020) that satisfaction Work influential to performance employee .

8. **Characteristics individual influential to performance employee through satisfaction Work**
Influence direct characteristics individual to performance employee is of 0.0016 , whereas influence No direct characteristics individual to performance through satisfaction Work is of 0.0726 This is show that characteristics individual can increase performance employee Good in a way direct and No direct through satisfaction work , but influence No direct more dominant . So that performance employee company plantation tea regency Cianjur - West Java will more increase if characteristics owned individuals employee capable increase satisfaction Work . So that's the influence characteristics Individual to performance employees , variables satisfaction Work is variables mediation . Analysis results in line with research conducted (Angga 2024) that characteristics individual influential to performance employee through satisfaction Work as variables mediation .

9. ***Employee Engagement* influential to performance employee through satisfaction Work**
Influence direct Employee Engagement to performance employee is of 0.0169, while influence No direct Employee Engagement to performance through satisfaction Work is of 0.0858. This is show that Employee Engagement can increase performance employee Good in a way direct and No direct through satisfaction work , but influence No direct more dominant . So that performance employee company plantation tea regency Cianjur - West Java will more increase if Employee Engagement which are owned employee capable increase satisfaction Work . So that's the influence Employee Engagement to performance employees , variables satisfaction Work is variables mediation . Analysis results in line with research conducted (Kencanamurti 2021) that employee engagement influential significant to performance employee through satisfaction Work as variables mediation .

10. **Culture Organization influential to performance employee through satisfaction Work**
Influence direct Culture Organization to performance employee is of 0.0144, while influence No direct Culture Organization to performance through satisfaction Work is of 0.0726. This is show that Culture Organization can increase performance employee Good in a way direct and No direct through satisfaction work , but influence No direct more dominant . So that performance employee company plantation tea regency Cianjur - West Java will more increase if Culture Organization owned employee capable increase satisfaction Work . So that's the influence Culture Organization to performance employees , variables satisfaction Work is variables mediation . Analysis results hypothesis in line with research conducted (Angga 2024) that culture organization influential significant to performance employee through satisfaction Work as intervening variables. Referring to the results third the above analysis , then variables satisfaction Work.

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