

Job Satisfaction Among Employees in the Artificial Insemination and Animal Health Department at the XYZ Cooperative: Is Influenced by Organizational Culture and Work Discipline

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ARTICLE INFO

Keywords: Organizational Culture, Work Discipline, and Job Satisfaction

Received : 12, July

Revised : 14, August

Accepted: 05, September

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ABSTRACT

This study investigates employee perceptions of organizational culture, work discipline, and job satisfaction, as well as their partial and simultaneous effects on job satisfaction among 36 employees at the Artificial Insemination and Animal Health Department of XYZ Cooperative. Interviews and surveys were used to collect data, which was then analysed using multiple linear regression in a quantitative descriptive and associative manner. The outputs indicate that organizational culture is criteria as strong, work discipline is criteria as high, and employee job satisfaction falls within the satisfied criteria. Furthermore, organizational culture have positive affect on job satisfaction, while work discipline also have a positive affect on job satisfaction. In addition, organizational culture and work discipline simultaneously influence job satisfaction. Thus, it is reasonable to assume that organisational culture and work discipline are two elements that influence workers' happiness on the workplace. their management should be implemented consistently to maintain and enhance employee job satisfaction.

INTRODUCTION

The public's nutritional needs can be met through various types of food, one of which is cow's milk, which is rich in nutrients and plays a strategic role as a national food commodity. Dairy cow milk also contributes to the economy, particularly in the livestock sector and the dairy processing industry. Consequently, maintaining a steady supply of fresh milk is vital for both public health and national food security. Data from (BPS, 2025) show that fresh cow's milk production in Indonesia during 2020–2024 has trended downward, from over 946 thousand metric tons in 2020–2021 to approximately 808 thousand metric tons in 2024. This concerning reduction underscores the urgent need to evaluate operational efficiency and internal management practices across dairy organizations. This situation reflects various challenges in the dairy farming sector, including issues related to productivity, business management, and sustainable policies.

These conditions not only highlight technical and policy challenges but also point to human resource factors within organizations. The decline in milk production has the potential to affect workloads, pressure to meet targets, and business stability, thereby impacting employee job satisfaction. When external industry pressures mount, maintaining a positive organizational culture and strong work discipline becomes even more critical for workforce stability. If not properly mitigated, this situation could affect the organization's sustainability and performance.

Cooperatives are essential for sustaining the stability of domestic fresh milk production. According to Law No. 25 of 1992, Article 1, a cooperative is defined as a business entity based on the principle of solidarity that aims to improve the well-being of its members through a balance of economic and social aspects. By uniting smallholder farmers, cooperatives provide a collective strength that helps buffer against market volatility and resource limitations. The XYZ Cooperative is one such cooperative operating in this sector, with business lines covering milk production and general stores (*waserda*), in addition to providing livestock services, financing, and a clinic to support the well-being of its members.

Since HR is involved in both policy and operational activity implementation, it is a critical factor in cooperatives. Effective workforce management ensures that daily tasks align closely with the overarching strategic goals of the institution. According to Sinaga (2021), human resources must be properly empowered so they can deliver optimal performance, one way being through increased employee job satisfaction.

Job satisfaction reflects employees' conscious assessments of their tasks and working environments, leading to enhanced flexibility and loyalty (Siwi & Nawawi, 2023). Employees are more likely to show dedication over the long run when they believe their contributions are appreciated and supported by their employer. Conversely, reduced satisfaction is directly linked to elevated levels of absenteeism and turnover (Akhmal et al., 2018). Employees leaving their positions due to high turnover rates is a problem for businesses as it reduces their ability to reach their objectives.

According to Aisy et al. (2023), “job satisfaction is related to the level of employee turnover and absenteeism”. Turnover describes the frequency of employee replacement within a company over a specific period. Monitoring these behavioral metrics allows management to proactively address underlying workplace grievances before they result in resignations. According to Jaya and Widiastini (2021), a normal turnover rate ranges from 5% to 10% per year, while a rate above 10% is considered high.

Based on pre-survey data from the XYZ Cooperative, it was found that the labor turnover rate during the 2024–2025 period was relatively high. According to the XYZ Cooperative’s human resources department, most employees who left chose other jobs they considered better. The data is presented as follows:

Table 1. Employee Turnover Rate in the Artificial Insemination and Animal Health Department of XYZ Cooperative in 2025

No	Year	The Initial amount of the period	Employees Who Left	Employees Who Come in	Total End of Period
1	2024	38	3	2	37
2	2025	37	5	4	36

Source: XYZ Cooperative Archives, Reprocessed, 2026

Based on Table 1, the number of employees leaving the Artificial Insemination and Animal Health Department increased from 3 people with a turnover rate of 8% in 2024 (normal criteria) to 5 people with a turnover rate of 13.70% in 2025 (high criteria). This situation has the potential to harm the organization because it can hinder the achievement of organizational goals.

According to Karomah (2020), turnover results in higher hiring and severance costs, lower productivity, loss of key performers, reduced remaining staff satisfaction, and damaged relations with ex-employees. Mitigating these disruptive financial and operational losses requires proactive measures focused on internal culture. Therefore, companies must address factors affecting job satisfaction, specifically organizational culture, which Nurrohman and Adiyanti (2025) identify as a primary driving determinant.

Organizational culture acts as a vital mechanism for molding employee behavior, driving goal achievement, strengthening employer-employee relations, and establishing a unique organizational identity. When deeply ingrained values are consistently practiced, they serve as an internal compass that guides daily operational choices. Based on interviews with human resources personnel, the organizational culture has been communicated to all employees, including those in the Artificial Insemination and Animal Health Departments. However, its implementation has not been optimal because most employees work in the field and are therefore not always able to participate in activities that support the implementation of the organizational culture.

Several cultural values such as innovation, openness, dynamism, a sense of family, and camaraderie have not been consistently applied, as evidenced by the lack of regular implementation of Smallest Work Unit (SKT) activities, group

sports, and spiritual guidance sessions. Bridging this gap requires structured interventions that actively involve field personnel in shared institutional programs. This situation indicates that communication, participation, and employee engagement within the organization are not yet optimal. It may cause job dissatisfaction among workers and create an unsupportive work atmosphere.

A company's organizational culture is directly proportional to its quality and strength, given that findings from Destianta and Abdurahman (2025) and Sadikin et al. (2025) demonstrate how workplace culture positively influences employee satisfaction. Cultivating a resilient internal environment therefore remains a strategic imperative for long-term organizational success.

Based on interviews with the HR department of the XYZ Cooperative, employee work discipline is not yet optimal, as indicated by high rates of tardiness, leaving work early, and taking time off during working hours for personal matters. The work discipline of employees in the Artificial Insemination and Animal Health Departments of the X e Cooperative can be seen in the attendance data for January–September 2025 presented in Table 2.

Table 2. Attendance Data for Employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative for 2025

No	Month	Left Early	Arrived Late	Leave During Work Hours
1	January	5	7	6
2	February	7	13	8
3	March	6	8	7
4	April	4	5	5
5	May	6	8	6
6	June	8	9	7
7	July	9	11	9
8	August	7	5	7
9	September	5	6	6
10	October	4	4	5
11	November	6	8	7
Amount		78	84	73

Source: XYZ Cooperative Archives, Reprocessed, 2026

Table 2 shows that employee work discipline remains relatively low, as indicated by tardiness, leaving early, and taking breaks during working hours lasting 15 minutes to 1 hour. This indicates that certain employees are still not following the required 7:30 a.m. to 2:30 p.m. schedule, which may negatively impact work productivity.

This aligns with the findings of Meiliyana and Lestari (2024), who state that high rates of tardiness and frequent absences during working hours indicate low levels of employee discipline. Consequently, establishing rigorous regulatory compliance serves as a fundamental pillar for curtailing counterproductive workplace behaviors. These conditions suggest that some employees do not yet have adequate job satisfaction, given that high job satisfaction typically leads to more orderly behavior, having a good work ethic and following all policies and procedures.

According to Sulhaid et al. (2025), discipline in the workplace boosts morale and productivity. When clear operational boundaries are respected, teams experience smoother coordination and reduced interpersonal conflict. Maintaining order in the workplace is crucial for ensuring that employees are happy in their jobs. By fostering a structured environment where responsibilities are clearly defined, institutions can effectively mitigate sources of daily operational stress. Since stronger work discipline fosters higher job satisfaction, companies are required to continuously endeavor to improve employee satisfaction.

Grounded in the issues discussed above, this objective study to assess employee perceptions of organizational culture, work discipline, and job satisfaction, and to investigate how organizational culture and work discipline individually and collectively affect job satisfaction of XYZ Cooperative's Artificial Insemination and Animal Health Department.

THEORETICAL REVIEW

Organizational Culture

Organizational culture is shaped by the values, beliefs, and conventions embraced by everyone within the organization. In addition to facilitating internal integration, organizational culture also helps the organization and its members cope with external challenges. Additionally, organizational culture acts as a collective framework of meaning that sets one enterprise apart from another (Robbins & Judge, 2018; Marwansyah, 2016). Finally, the common values and standards that make up an organization's culture serve as a unique brand identity for the business. In the view of Robbins and Judge (2018), "the strengths and weaknesses of an organization's culture are mirrored across seven key dimensions, namely innovation and risk-taking, results orientation, stability, aggressiveness, people orientation, and team orientation". In addition to being reflected through these dimensions, organizational culture also provides benefits for both the organization and its members. Wibowo (2016) states that organizational culture serves to: 1) motivate employee behavior to enhance coordination, control, conflict resolution, and organizational performance; 2) serve as a differentiating factor among organizations through a strong culture that forms the foundation of the organization's systems and activities; and 3) foster a sense of belonging through the organization's unique identity. As a result, company culture serves as more than just a set of rules; it also contributes to making the workplace pleasant, which in turn boosts morale and productivity.

Work Discipline

To support a company in meeting its goals, all employees must develop work discipline, which Sinambela (2020) defines as an employee's willingness and awareness to follow organizational rules and values. Work discipline, according to Sutrisno (2017), is the practice of acting in a manner consistent with established workplace policies and procedures, whether those policies and procedures are explicitly stated or not. From this perspective, work discipline is defined as a mindset, thorough understanding of, and commitment to, the

organization's policies, procedures, and applicable laws. Based on Afandi's (2021) explanation, work discipline consists of two main dimensions: punctuality and work responsibility. Punctuality is reflected in employees' discipline in arriving on time, utilizing work hours productively, and adhering to applicable work hour regulations. Meanwhile, the dimension of work responsibility encompasses compliance with all company regulations as well as the ability to meet work targets in accordance with established standards. Based on this explanation, the optimal implementation of work discipline is expected to create order in the workplace, enhance the effectiveness of task execution, and contribute to increased employee job satisfaction.

Job Satisfaction

The emotional disposition of a person toward their work is known as job satisfaction. According to Hasibuan (2020), this positive state is marked by comfort and enthusiasm for the work, as demonstrated by strong work discipline, morale, and performance. In line with this view, Sinambela (2020) emphasizes that job satisfaction essentially describes how a person evaluates and feels about their work, where this evaluation is shaped by a number of aspects some rooted in the employee themselves and others stemming from the conditions surrounding their workplace. Job satisfaction, according to experts, is an emotional reaction to one's work that is influenced by both internal and external circumstances. As Mangkunegara (2017) points out, it is linked to turnover, absenteeism, workload, and company size, with increased satisfaction directly reducing turnover and absence rates. On the other hand, task-ability discrepancies and inadequate organizational communication, coordination, and involvement serve to reduce overall job satisfaction.

The Relationship Between Organizational Culture Variables and Job Satisfaction

Syaquy & Apriadi (2025), Pratama et al. (2025), Abdurrahman & Mulyana (2021), Andika & Zaenal Abidin (2025), and Sabrina & Linda (2024) have demonstrated that "organizational culture has a positive effect on job satisfaction". When a company builds a robust organizational culture embraced by its workforce, it strengthens employees' sense of belonging and comfort, ultimately driving job satisfaction. Based on the underlying theories and previous empirical studies, organizational culture is expected to have a positive affect on employees' job satisfaction. Thus, the hypothesis of this study is that
H1: "Organizational culture has a positive effect on the job satisfaction of employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative."

The Relationship Between Work Discipline and Job Satisfaction

Subsequent studies by Meiliyana & Lestari (2024), Sadikin et al. (2024), Imamah et al. (2024), Putri et al. (2025), Wulandari & Santoso (2025) demonstrate that "work discipline has a positive effect on job satisfaction". High compliance with company policies and work standards creates an orderly, supportive environment, ultimately boosting employee job satisfaction. Based on the

underlying theories and previous empirical studies, work discipline is expected to have an influence on employees' job satisfaction. Thus, the hypothesis of this study is that

H2: "Work discipline has a positive effect on the job satisfaction of employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative."

The Relationship Between Organizational Culture and Work Discipline on Job Satisfaction

Consistent with these findings, Pratama et al. (2024), Fauzan (2023), Syauqy & Apriadi (2025), and Ermila et al. (2025) explain that "job satisfaction is influenced by organizational culture and work discipline". Employees tend to exhibit highest level of job satisfaction in organizations characterized by a strong organizational culture and the consistent implementation of work discipline. Based on the underlying theories and previous empirical studies, organizational culture and work discipline are expected to have an affect on employees' job satisfaction. Thus, the hypothesis of this study is that

H3: "Organizational culture and work discipline have a positive effect on job satisfaction among employees in the Artificial Insemination and Animal Health Department at the XYZ Cooperative."

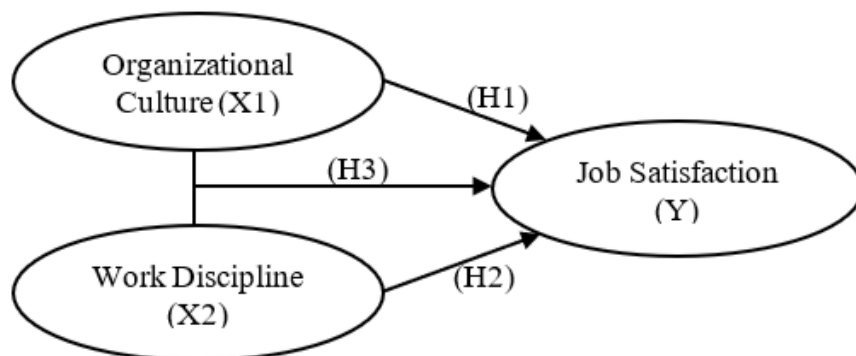


Figure 1. Research Model

METHODOLOGY

A quantitative methodology based on descriptive and associative analysis was used in this investigation. Each variable in the study was operationalized into a number of indicators used as the basis for developing the research instruments and measuring the variables. The indicators used for each variable are presented as follows:

Table 3. Operationalization of Variables

Organizational Culture (X1)		
Sub Variable	Indicator	
1. Innovation and Risk-Taking	- The extent to which employees contribute by proposing new ideas. - The level of employees' willingness to take risks that may arise when implementing new ideas.	
2. Attention to Detail	- Employees' thoroughness in analyzing problems.	

	- Employees' ability to notice and minimize minor errors in their work
3. Results-oriented	- Employees' ability to deliver the best results. - Employees' ability to achieve set targets.
4. People-oriented	- Employees' willingness to respect their colleagues. - Willingness to be open to opinions and feedback from other employees
5. Team-oriented	- Employees' ability to collaborate and assist one another in their work. - Employees' willingness to accept decisions made collectively.
6. Aggressiveness	- The level of an employee's enthusiasm to make an optimal contribution. - The level of initiative employees demonstrate in completing tasks quickly
7. Stability	- Employees' consistency in following established procedures - Employees' ability to adapt to various work conditions
Work Discipline (X2)	
Sub Variable	Indicator
1. Punctuality	- Employees' adherence to arriving at work on time. - Commitment to avoiding absenteeism. - Effectiveness in utilizing work time.
2. Responsibility	- Employees are responsible for achieving the targets set by the company. - Employees are responsible for preparing and completing reports in accordance with applicable procedures..
Job Satisfaction (Y)	
Sub Variable	Indicator
1. Employee Turnover	- Employees' compliance with punctuality. - Commitment to avoiding absenteeism. - Effectiveness in utilizing work time
2. Absenteeism Rate	- Employees' responsibility to meet established targets. - Employees' responsibility to complete reports in accordance with established procedures n
3. Workload	- Alignment between compensation received and employee workload. - The alignment between job duties and the employee's capabilities. - The alignment between working conditions and employees' comfort at work.
4. Organizational Size	- The smoothness of communication among coworkers and with supervisors. - Smooth coordination among employees with different areas of expertise. - Opportunities for employees to participate in company activities.

Research data were collected using two techniques: interviews and the administration of questionnaires to the respondents. The study population

consisted of 36 employees from the Artificial Insemination and Animal Health departments. Respondents' answers were measured using a semantic differential scale. For the research instrument to be used for data collection, it had to pass reliability and validity tests to prove it could be used for research.

Descriptive analysis used specific criteria to provide a systematic, detailed, and comprehensive description of the conditions and relationships among the variables under study. The criteria used in the descriptive analyze:

Table 4. Criteria for Respondents' Attitudes Regarding the Variables of Organizational Culture, Work Discipline, and Job Satisfaction

Interval	Organizational Culture	Work Dicipline	Job SAtisfaction
1,00 – 1,80	Very Weak	Very Low	Very Dissatiesfied
1,81 – 2,60	Weak	Low	Dissatiesfied
2,61 – 3,40	Fair	Moderate	Fairly Satiesfied
3,41 – 4,20	Strong	High	Satiesfied
4,21 – 5,00	Very Strong	Very High	Very Satiesfied

Afterward, the data were examined with the use of traditional hypothesis tests, such as the K-S test for normality, the Glejser test for heteroscedasticity, and the VIF > 10 and tolerance value > 0.1000 for multicollinearity. After that, we ran some regression analyses using multiple linear models. After these processes were finished, the research hypotheses were assessed using many statistical methods, including a t-test, an F-test, and the coefficient of determination (R^2). The assessment parameters for the coefficient of determination are detailed below:

Table 5. Guidelines for Interpreting the Coefficient of Determination

Intervals (%)	Level of Influence
< 4,99	Very Low Impact
5 - 16,99	Low but Definite Impact
17 - 49,99	Quite Significant Impact
50 - 80,99	High/Strong Impact
> 81	Extremely High Influence

Sumber: Sugiyono (2023:248)

RESULTS

Respondents' Perceptions of Organizational Culture and Work Discipline on Job Satisfaction

However, before proceeding, to ensure the data was ready for use, the study instrument were thoroughly tested for reliability and validity, the results of which are detailed below:

Validity Test

This assessment was carried out to ensure the instrument validly measures the target variables. Construct validity was confirmed by verifying that the computed r-value surpassed the 0.329 r-table limit, as detailed below:

Table 6. Results of the Validity Test for the Variables Organizational Culture, Work Discipline, and Job Satisfaction

X1- Calculated r	X2- Calculated r	Y- Calculated r	Table r
X1.1 = 0.784	X2.1 = 0.811	Y1 = 0.789	0,329
X1.2 = 0.630	X2.2 = 0.829	Y2 = 0.812	
X1.3 = 0.641	X2.3 = 0.854	Y3 = 0.775	
X1.4 = 0.761	X2.4 = 0.799	Y4 = 0.712	
X1.5 = 0.783	X2.5 = 0.865	Y5 = 0.786	
X1.6 = 0.756	-	Y6 = 0.662	
X1.7 = 0.751	-	Y7 = 0.761	
X1.8 = 0.853	-	Y8 = 0.787	
X1.9 = 0.765	-	-	
X1.10 = 0.828	-	-	
X1.11 = 0.839	-	-	
X1.12 = 0.689	-	-	
X1.13 = 0.734	-	-	
X1.14 = 0.818	-	-	

Source: SPSS Version 27 Output

All statement items for organizational culture (X1), work discipline (X2), and job satisfaction (Y) were proven valid, given that their calculated r-values surpassed the 0.329 threshold set by the r-table.

Reliability Test

Subsequent to the validity test, reliability was measured through the internal consistency coefficient, applying a criterion of > 0.60 to determine whether the instrument was reliable.

Table 7. Reliability Test Results

Variable	Cronbach's Alpha	Description
Organizational Culture (X1)	0.942	VALID
Work Discipline (X2)	0.886	
Job Satisfaction (Y)	0.893	

Source: SPSS Version 27 Output

The reliability test outputs demonstrate that Cronbach's alpha coefficients for all variables exceeded 0.60, confirming the questionnaire as reliable. This indicates that the data collection instrument successfully and accurately measured the intended variables.

Respondents' Responses Regarding Organizational Culture of Employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative

Table X outlines the feedback regarding organizational culture (X1), measured through seven sub-variables, which are measured through 7 sub-variables, namely "innovation and risk taking, attention to detail, results-oriented, human-oriented, team-oriented, aggressiveness and stability".

Table 8. Total Average of Respondent Responses to Organizational Culture Variable Indicators of Employees in the Artificial Insemination and Animal Health Departments of XYZ Cooperative

Sub Variable	Total Average	Criteria
Innovation and Risk-Taking	4,11	High
Attention to detail	4,11	Thorough
Results-oriented	4,13	High
People-oriented	4,24	Highly Willing
Team-oriented	4,14	Willing
Aggressiveness	4,13	High
Stability	4,04	Consistency
Total Score $(4,11 + 4,11 + 4,13 + 4,24 + 4,14 + 4,13 + 4,04)/7 = 4,13$		
Organizational Culture = Strong		

Source: Questionnaire, Reanalyzed, 2026

The average score on each subvariable of organizational culture in employees in the Artificial Insemination and Health Department in the XYZ Cooperative as a whole showed an average of 4.13 and was included in the strong criteria of the maximum criterion was very strong. Where the stability subvariable had lesser average score, which was 4.04, while the human-oriented subvariable had the largest average score, which was 4.24. Although they had different average scores, the results showed that innovation and risk-taking, results-orientedness, and aggressiveness were included in the high criteria, attention to detail was included in the thorough criteria, human-oriented was included in the criteria of being very willing, team-oriented was included in the criteria of being willing, and stability was include in the consistent criteria. This means that the organizational culture of the employees in the Artificial Insemination and Health Department at the XYZ Cooperative is strong, however, in order for the organisational culture to be used more effectively, there is still a need to enhance the stability component.

Respondents' Responses Regarding Work Discipline of Employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative

The following are the results of immediate supervisors' perceptions regarding the work discipline variable, which consists of two sub-variables: punctuality and responsibility.

Table 9. Total Average of Respondents' Responses to Work Discipline Variable Indicators of Employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative

Sub Variable	Total Average	Criteria
Punctuality	4,11	Compliance
Responsibility	4,16	High
Total Average Score $(4,11 + 4,16)/2 = 4,14$		
Work Discipline = High		

Source: Questionnaire, Reanalyzed, 2026

Referring to Table 9, a mean for every sub-variable of employee work discipline in the Artificial Insemination and Animal Health Department of XYZ Cooperative was 4.14, which falls within the high criteria base on the established assessment criteria. The time compliance sub-variable recorded the lesser mean score, at 4.11, whereas the responsibility sub-variable achieved the highest mean score, at 4.16. Although the mean scores varied across the sub-variables, the findings indicate that time compliance was categorized as high, while responsibility was also classified within the high criteria. Thus outputs suggest that the work discipline of employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative is generally high. Nevertheless, time compliance requires further improvement to ensure that employee work discipline is implemented more optimally and consistently in supporting the achievement of organizational objectives.

Respondents' Responses Regarding Job Satisfaction of Employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative

The following section outlines the respondents' feedback on job satisfaction, measured through dimensions including employee turnover, absenteeism, workload, and organizational size. Table 10 details the aggregate mean scores for each job satisfaction indicator.

Table 10. Total Average of Respondents' Responses to Job Satisfaction Variable Indicators of Employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative

Sub-variable	Total Average	Criteria
Employee Turnover	4,11	Low
Absenteeism Rate	4,17	Very Low
Employment Rate	4,13	Very Appropriate
Organization Size	4,11	Very Good
Total Score $(4,11 + 4,17 + 4,13 + 4,11)/4 = 4,13$		
Job Satisfaction = Satisfied		

Source: Questionnaire, Reanalyzed, 2026

Referring to Table 10 as a whole, the average score for each sub-variable of job satisfaction among employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative was 4.13. This score falls within the satisfied criteria, with the highest possible criteria being very satisfied. The absenteeism sub-variable recorded the highest mean score, at 4.17, whereas the employee turnover and organizational size sub-variables recorded the lowest mean score, each at 4.11. Thus outputs indicate that the job satisfaction of employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative is generally categorized as satisfied. Nevertheless, employee turnover and organizational size require further attention to support improvements in employee job satisfaction.

The Influence of Organizational Culture and Work Discipline on Job Satisfaction of Employees in the Artificial Insemination and Animal Health Departments of XYZ Cooperative

The data successfully passed all classical assumption tests, making it ready for analysis. The normality test confirmed normal distributions for organizational culture (X1) and work discipline (X2) with a p-value of 0.180. Multicollinearity was ruled out based on a tolerance score of 0.930 and a VIF of 1.075. Furthermore, the heteroscedasticity test verified constant variance, as the significance values for organizational culture (X1) and work discipline (X2) against job satisfaction (Y), were 0.315 and 0.257, respectively.

The Partial Effects of Organizational Culture and Work Discipline on Job Satisfaction of Employees in the Artificial Insemination and Animal Health Departments of XYZ Cooperative

In order to ascertain the separate effects of organizational culture and work discipline of employees in the Artificial Insemination and Health Department on the XYZ Cooperative partially, multiple linear regression was executed via SPSS 27, with the coefficient and t-test results displayed in Table 11 below:

Table 11. Results of Multiple Linear Regression Analysis

		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta		
1	(Constant)	.284	2.002		.142	.888
	Organizational Culture	.418	.060	.707	6.927	.000
	Work Discipline	.499	.183	.278	2.726	.010

a. Dependent Variable: Job Satisfaction

The multiple linear regression analysis's findings are shown in Table 11, which also includes the regression coefficients for each independent variable on work satisfaction. Furthermore, the significant values may be used to evaluate the partial hypotheses (t-test) using the table as a foundation. What follows is a presentation of the multiple linear regression results:

a. The Affect of Organizational Culture on Employee Job Satisfaction

The regression coefficient for the organizational culture variable was positive at 0.418, with a sig. value of 0.000 (< 0.05). Thus outputs indicate that organizational culture has a significant affect on the job satisfaction of employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative. The positive regression coefficient indicates a positive correlations among organizational culture and job satisfaction, suggesting that a stronger organizational culture is associated with highest level of employee job satisfaction. Conversely, a weaker organizational culture tends to be associated with lower levels of job satisfaction among employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative. Effect of Work Discipline (X2):

Yielding a positive partial regression coefficient of 0.499 and a sig, $0.010 < 0.05$, the findings confirm a direct, positive relationship, indicating that stronger work discipline leads to higher employee satisfaction.

b. The Affect of Work Discipline on Employee Job Satisfaction

The regression coefficient for the work discipline variable was positive at 0.499, with a sig. value of 0.010 (< 0.05). Thus outputs indicate that work discipline has a significant affect on the job satisfaction of employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative. The positive regression coefficient indicates a positive correlations among work discipline and job satisfaction, implying a correlation between increased job satisfaction and strict adherence to work procedures. On the other side, XYZ Cooperative's Artificial Insemination and Animal Health Department workers report lower levels of job satisfaction when it comes to work discipline.

The Simultaneous Effects of Organizational Culture and Work Discipline on Job Satisfaction of Employees in the Artificial Insemination and Animal Health Departments of XYZ Cooperative

The study also determines how well the model accounts for the dependent variable; the table below displays the relevant findings.

Table 13. Criteria for the Coefficient of Determination (R^2)

Model Summary				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0.825 ^a	0.680	0.661	1.20291

a. Predictors: (Constant), Disiplin Kerja, Budaya Organisasi)

Source: SPSS Version 27 Output

Based on the R-squared/ R^2 namely 0.680 or 68% the variables organizational culture (X1) and work discipline (X2) simultaneously contribute to or influence job satisfaction (Y) by 68%, which is classified as an effect. Based on Table 4, this effect meets the criteria for a "high/strong effect." The remaining 32% is impact by other factors not include in the variables under study.

Simultaneous Test (F-Test)

The table below details the data analysis conducted to evaluate the simultaneous impact of organizational culture and work discipline on job satisfaction.

Table 14. F-Test

Variable	Calculated F	Table F	Sig.
Organizational Culture and Work Discipline on Job Satisfaction	35,135	3,28	0,000

Source: SPSS Version 27 Output

The test calculation yields a value of $35.135 > 3.28$. Additionally, the resulting significance score is $0.000 \leq 0.05$. Thus outputs confirm that “the alternative hypothesis (H_a) is accepted and the null hypothesis (H_0) is rejected; therefore, organizational culture and work discipline simultaneously influence the job satisfaction of employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative.”

DISCUSSION

The results reveal that organizational culture and work discipline significantly boost job satisfaction at the XYZ Cooperative's department, both individually and collectively. When shared values align with daily practices, employees feel a stronger sense of belonging and purpose within the institution. Fostering a steady corporate environment greatly enhances staff morale, engagement, and productivity by building an inclusive atmosphere, ultimately creating a happier, more motivated, and efficient workforce.

Moreover, work discipline positively influences job satisfaction, particularly among personnel who adhere to guidelines, manage time effectively, and maintain accountability. This unwavering adherence to professional standards minimizes operational friction and builds mutual trust among team members. Together, organizational culture and work discipline account for 68% of the variance in job satisfaction. Consequently, reinforcing both factors is essential for cultivating a productive workplace and accelerating the attainment of organizational objectives.

CONCLUSION AND RECOMMENDATIONS

Drawing upon the findings and discussion concerning the impact of organizational culture and work discipline on employee job satisfaction, several key conclusions are derived:

1. Employee perceptions of the organizational culture within the Artificial Insemination and Animal Health Department of XYZ Cooperative are classified as “strong”. This indicates that organizational culture has been well implemented, enabling employees to understand and consistently adhere to the organization's values, norms, and work practices in carrying out their responsibilities.
2. Evaluations of work discipline among employees in XYZ Cooperative's Artificial Insemination and Animal Health Department reached the “high” level. That means they are very responsible, always on time, and follow all company standards and procedures while doing their jobs.
3. Respondents’ responses regarding job satisfaction among employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative fell into the “satisfied” criteria. This is a sign that people are happy in their work, as reflected in their evaluation of various aspects of their work, including working conditions, relationships with coworkers and supervisors, and the implementation of their job responsibilities within the organization.

4. The partial and simultaneous effects of organizational culture and work discipline on job satisfaction among employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative:
 - a. "Organizational culture has a positive effect on the job satisfaction of employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative," This suggests that employee work satisfaction is directly proportional to the strength of the organisational culture.
 - b. "Work discipline has a positive effect on the job satisfaction of employees in the Artificial Insemination and Animal Health Department of XYZ Cooperative," This suggests that workers report greater levels of job satisfaction when they are highly disciplined at work.
 - c. "Organizational culture and work discipline simultaneously effect on employee job satisfaction in the Artificial Insemination and Animal Health Department of XYZ Cooperative," This suggests that workers are happier in their jobs when there is a strong emphasis on discipline and teamwork in the workplace.

Drawing from the research outcomes, the XYZ Cooperative is advised to continuously enhance its organizational culture, with a specific focus on embedding core values like innovation, openness, camaraderie, and inclusivity across all personnel, including field staff. Additionally, the company needs to enhance work discipline by reinforcing adherence to working hours, providing regular training, and implementing a reward system for disciplined employees. These efforts are expected to increase employee job satisfaction, reduce turnover rates, and support sustainable improvements in organizational performance. Additionally, management is expected to leverage these insights as a foundational framework for shaping future human resource policies.

FURTHER RESEARCH

Future studies are encouraged to incorporate additional theoretical and empirical variables known to affect employee job satisfaction, such as compensation, leadership styles, work environments, motivation, and workload, to further expand upon these findings. Exploring these dynamic elements can uncover deeper structural mechanisms that shape overall employee well-being. In addition, further research could be conducted on different research subjects and involve a larger number of respondents, allowing the findings to be compared with those of this study and providing a more comprehensive level of generalization.

ACKNOWLEDGMENTS

The author expresses sincere appreciation to all individuals and institutions whose invaluable contributions facilitated the completion of this research. Particular gratitude is extended to the management and personnel in the Artificial Insemination and Animal Health Department at the XYZ Cooperative for their willingness to participate as respondents. Their openness and cooperation during data collection were vital to capturing accurate empirical

insights. The author is likewise deeply indebted to the academic advisor for continuous guidance, expertise, and constructive feedback. Such mentorship provided a crucial foundation throughout the entire conceptual and analytical process. Finally, acknowledgment is given to all other parties who directly or indirectly contribute to the successful realization of this final project.

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