

# Analysis of the Influence of Work Culture Transformation and International Standards on Job Satisfaction in the Manufacturing Industry in Bandung

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## ABSTRACT

This study investigates the influence of work culture transformation and the implementation of international standards on job satisfaction in the manufacturing industry in Bandung. Utilizing a quantitative approach with 85 respondents, data were gathered through a structured questionnaire employing a 5-point Likert scale. Statistical analysis was conducted using SPSS version 26. Results reveal that both work culture transformation and international standards significantly and positively affect job satisfaction, with international standards having a slightly stronger influence. The findings underscore the synergistic relationship between cultural alignment and operational excellence in fostering a satisfied workforce. These insights offer practical guidance for manufacturing firms aiming to enhance employee satisfaction while maintaining global competitiveness.

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## 1. INTRODUCTION

The manufacturing sector has a critical role in economic growth, a major source of employment generation, industrial development, and international trade. In Bandung, one of Indonesia's leading manufacturing hubs, businesses are looking more and more towards creating innovative ways to stay competitive and employee satisfaction in an increasingly changing global economy [1], [2]. Fundamentally, it involves shifting the work culture and adhering to international standards, both of which are stated to influence the job satisfaction of employees, an important driver of organizational performance [3], [4].

Work culture transformation involves reshaping organizational values, practices, and behaviors to align with modern workforce expectations [5], [6]. It emphasizes adaptability, collaboration, and innovation, creating an environment conducive to employee engagement and satisfaction [6]. Simultaneously, the adoption of international standards introduces globally recognized benchmarks for quality, safety, and operational efficiency, instilling confidence and clarity among employees about their roles and expectations [7], [8].

In spite of the growing interest in the above areas, there are no research studies on the relationship between work culture change, international standards, and job satisfaction in Bandung's manufacturing

sector. This study attempts to fill this gap by investigating the extent to which the above variables influence job satisfaction.

Bandung's manufacturing sector is one of Indonesia's most important drivers of economic development, with a significant percentage of employment and industrial output. However, with the rapid evolution of global markets and the introduction of advanced technologies, it has created unwonted challenges [9]. Organizations must respond by adopting innovative working environments to align with global standards so that they remain in the competition. Job satisfaction is a significant factor for maintaining employees' productivity, reducing turnover, and achieving organizational success. These issues have become more critical as the industry faces increasing employee expectations and competitive pressures in domestic and foreign markets.

Although work culture and international standards are essential in shaping employee satisfaction, many manufacturing firms in Bandung are not capable of creating workplaces that mirror employees' needs and international standards. Obsolescent cultural practices, insufficient formalized operating structures, and insufficient knowledge of the relationship between these variables and job satisfaction are the reasons for worker dissatisfaction. This type of dissatisfaction is likely to result in reduced motivation, increased turnover, and reduced productivity, which reduces the competitiveness of the industry in the market. There is an essential knowledge gap in how these organizational variables influence job satisfaction within Bandung's manufacturing sector, and as such further research and practical recommendations are required.

The primary objective of this study is to analyze the effect of change in work culture and implementation of international standards on job satisfaction within the manufacturing industry in Bandung. By investigating these relationships, the study anticipates providing empirical evidence and realistic recommendations for enhancing

employee satisfaction within manufacturing firms. Specifically, the study seeks to:

1. Measure the extent to which work culture change has an influence on job satisfaction.
2. Evaluate the effects of global standards on job satisfaction.
3. Identify synergies among work culture and global standards that promote an effective and motivated work force.

## 2. LITERATURE REVIEW

### 2.1 *Employment Satisfaction*

Employment satisfaction is a highly researched area in human resource management and organizational behavior. It refers to the extent to which workers are satisfied and content in their jobs, based on factors such as career growth, appreciation, job security, and working environment [10], [11]. [12] defines employment satisfaction as a measure of positive feelings that result from the assessment of job experiences. Low employee job satisfaction is associated with reduced employee performance, turnover rates, and organizational commitment [13], [14]. In manufacturing, where the work environment can be laborious, understanding and increasing job satisfaction is particularly critical to maintain productivity and employee morale.

### 2.2 *Work Culture Transformation*

Work culture transformation includes organizational value, norm, and practice changes through systematic interventions that are aligned with modern business requirements and employee aspirations. Transformational efforts are usually about establishing collaboration, igniting innovation, and fostering inclusiveness [5], [15]. An adaptable and responsive work culture increases employee motivation, reduces workplace conflict, and promotes a positive workplace that enhances satisfaction and performance. Studies have shown that organizations that invest in cultural transformation have improved employee retention rates and overall productivity [6]. In manufacturing, a new work culture can be

utilized to fight monotony, hierarchical resistances, and change resistances and produce a dynamic and better-satisfied workforce.

### **2.3 International Standards and Their Impacts**

International standards such as ISO certifications establish world-unified levels of quality management, safety, and efficiency in operation. Implementation not only improves organizational procedures but also increases employee confidence in the working environment (ISO, 2020). Implementation of international standards ensures role clarity, process consistency, and career development opportunities, all contributing to job satisfaction [8]. In manufacturing, where quality and accuracy are paramount, adherence to such standards minimizes errors, decreases risks, and increases employees' sense of pride and security.

### **2.4 Theoretical Framework**

This study points to Herzberg's Two-Factor Theory under which the drivers of job satisfaction are labeled hygiene factors and motivators (Herzberg, 1959). Organizational policy and conditions at work are examples of hygiene factors. Hygiene factors will prevent dissatisfaction, but there is no connection between them and growing satisfaction. Motivators such as receiving appreciation and challenges for growth are associated with direct contribution to job satisfaction. Altering work culture and employing global best practices may be considered to be complementary dimensions in this framework. While the former addresses motivators by creating conditions enabling professional and personal growth, the latter maintains hygiene factors by determining definite working standards and conditions of safety.

### **2.5 Research Gaps**

Though a lot has been studied in the area of job satisfaction, few have investigated the interaction of work culture transformation and global standards in manufacturing, particularly in Bandung. Most studies examine these variables in separation without regard for synergy between them. There is also limited quantitative proof of the

influence of these variables on job satisfaction in the unique industrial and cultural context of Indonesia. This study aims to address this knowledge gap by providing empirical evidence to these relationships.

### **2.6 Hypothesis Development**

Based on the literature review, the following hypotheses were developed:

*H1: Work culture change makes a significant contribution to job satisfaction.*

*H2: International standard implementation makes a significant contribution to job satisfaction.*

*H3: Work culture change and international standard implementation combined make a contribution to job satisfaction.*

## **3. METHODS**

### **3.1 Research Design**

This study employs a quantitative research method to examine the effect of the change in work culture and the application of world standards on employees' job satisfaction in the manufacturing industry in Bandung. Quantitative designs make it possible for numerical data collection and analysis, enabling the setting up of relationship and making conclusions based on it. A cross-sectional survey method was employed that gathered data for one point to represent the given state of such variables.

### **3.2 Population and Sample**

The population studied comprises employees from Bandung's manufacturing companies. Through purposive sampling, respondents amounting to 85 were selected based on how they related to the research purpose, for instance, doing work in a manufacturing role and direct exposure to variation in working culture or best international practice changes. The number is sufficient to undergo statistical analysis and provides an informative view of workers in the specific industry.

### **3.3 Data Collection Instrument**

A questionnaire was also developed as the primary data collection instrument that had three sections: demographic, work culture transformation, international standards, and job satisfaction. The demographic section elicited age, gender,

level of education, and job role from respondents, while the work culture transformation section measured views on organizational value change, collaboration, and innovation using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The international standards component assessed the application of known benchmarks, i.e., ISO standards, and their perceived impact on job satisfaction, and the job satisfaction component assessed overall satisfaction with job tasks, work environment, and opportunities for professional development using the same Likert scale. Pretesting of the questionnaire was done with a small group of respondents to bring clarity, relevance, and reliability of items.

### **3.4 Data Analysis Tools**

Data analysis was done using SPSS version 26, using different statistical procedures to derive significant findings. Descriptive statistics were used to summarize demographic information and responses to survey items, and reliability analysis, via Cronbach's Alpha, quantified the internal consistency of the scales. Correlation analysis identified relationships between work culture change, international standards, and job satisfaction. Finally, multiple regression was conducted to determine to what extent the independent variables—work culture change and international standards—influenced the dependent variable, job satisfaction.

## **4. RESULTS AND DISCUSSION**

### **4.1 Descriptive Statistics**

This section presents the demographic and descriptive information of the 85 respondents who were part of the study, describing the sample population and their responses to the variables in question. Demographically, there were 51 male respondents (60%) and 34 female respondents (40%). Age-wise, 21 respondents (25%) were under 25 years, 58 respondents (68%) were between 25-40 years, and 6 respondents (7%) were above 40 years. When education level was posed to the sample, 30 respondents (35%) were high school pass holders, 47 respondents (55%) were bachelor's degree

holders, and 8 respondents (10%) were postgraduate degree holders. Staff positions were categorized as entry-level staff (25 respondents, 29%), middle-level staff (45 respondents, 53%), and top-level staff (15 respondents, 18%). Descriptive study variables were ascertained through a 5-point Likert scale. For work culture transformation, the mean score was 4.12 with a standard deviation of 0.68, indicating overall agreement on positive cultural transformations such as improved collaboration and innovation. For international norms, the mean was 4.25 with a standard deviation of 0.73, showing high perceptions that they were effective at producing an organized and productive work environment. Job satisfaction also had a mean of 4.08 with a standard deviation of 0.75, which showed that the respondents were satisfied with what they did and found it to be supportive.

### **4.2 Reliability Analysis**

The Cronbach's Alpha scores for all the constructs were higher than the satisfactory value of 0.70, and hence they were found to have high internal consistency. The reliability scores were exactly 0.836 for work culture transformation, 0.869 for international standards, and 0.882 for job satisfaction, which indicated that the measurement scales utilized in the research were strong and trustworthy.

### **4.3 Correlation Analysis**

Correlation analysis showed that there were strong positive correlations between all variables. Transformation of work culture was positively correlated with job satisfaction ( $r = 0.68$ ,  $p < 0.01$ ), and international standards were also strongly positively correlated with job satisfaction ( $r = 0.72$ ,  $p < 0.01$ ). There was also a positive correlation between transformation of work culture and international standards ( $r = 0.65$ ,  $p < 0.01$ ), showing interdependence between the constructs being researched.

### **4.4 Regression Analysis**

Multiple regression analysis was employed to estimate the impact of work culture change and international standards on job satisfaction. The model summary

indicated an  $R^2$  of 0.67, indicating that 67% of the variance in job satisfaction was explained by the independent variables. Regression coefficients indicated that work culture change ( $\beta=0.42, p<0.01$ ) and international standards ( $\beta=0.51, p<0.01$ ) both have significant and positive impacts on job satisfaction, with international standards having a slightly stronger influence.

#### 4.5 Discussion

The findings validate the hypothesis that work culture change is a significant contributor to job satisfaction. Work culture change through collaboration, flexibility, and innovation gives an employee-oriented culture in accordance with employee expectations, reducing work dissatisfaction. This is in agreement with previous research [16]–[18], which emphasizes the significance of a changing culture in driving employee motivation. In the manufacturing sector, where repetitive tasks usually prevail, a redeveloped culture provides a welcome touch of meaning and purpose.

Global standards, such as ISO certifications, impact job satisfaction enormously positively. International standards provide staff with specific operation standards that lead to heightened confidence in processes and safety protocol by the company. [19] observe parallel results pointing to how satisfaction develops through conforming to standards to give staff members a feeling of security as well as a source of pride. For manufacturing businesses in Bandung, employing global standards assures competitiveness while assuaging staff need for definition and order.

The strong correlation between international standards and work culture change suggests a synergistic effect. Organizations that adapt their culture to international standards have a double benefit: increased employee motivation and satisfaction due to cultural alignment, and operational efficiency and safety due to standardized practices. This synergy suggests the importance of integrating cultural and operational strategies for holistic organizational development.

#### 4.5.1 Practical Implications

The study provides applied suggestions to Bandung manufacturing companies:

- 1) Organizations need to assign top priority to training sessions, team-building activities, and participative decision-making to enhance cultural change.
- 2) Following globally accepted standards enhances organizational prestige and employee job satisfaction.
- 3) Integrating work culture transformation with international standards leads to a harmonious working environment that most effectively supports job satisfaction and productivity.

#### 4.5.2 Limitations and Future Research

Even though the study provides valuable results, its generalizability is restricted due to the sample size and self-report nature. Longitudinal data may be explored by future studies to identify the long-term effects of these variables and generalize the study to other areas or industries for increased generalizability.

### 5. CONCLUSION

The study emphasizes the prime significance of work culture transformation and adherence to international standards in promoting job satisfaction in the manufacturing industry in Bandung. The findings indicate that both variables positively influence job satisfaction, with international standards having a greater influence. The combination of a dynamic work culture and formal operational structures implies that organizations that use these practices will have higher chances of maintaining an engaged and productive workforce. In practice, the study suggests that production companies ought to pursue cultural transformation initiatives for innovation, flexibility, and collaboration, implement international standards to promote transparency of operation and raise workers' confidence, and integrate the two

approaches for total improvement in job satisfaction and organizational performance. Subsequent studies may broaden the scope by employing longitudinal data or investigating other regions of the world and industries to increase generalizability. This study

contributes to the existing literature on the influence of organizational approaches on workers' well-being, with valuable implications for manufacturing and other managers.

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