

Exploring the Relationship Between Organizational Behavior and Job Satisfaction: Analysis Qualitative from PT. Mayora, TBK

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ABSTRACT

The purpose of this study is to evaluate the relationship between organizational behavior and job satisfaction at PT Mayora Indah Tbk. This study uses a qualitative descriptive approach and employs a literature review method, based on several previous journals and research reports. The results of the study indicate that the relationship between organizational behavior and job satisfaction shows that positive organizational behavior increases job satisfaction, which in turn can increase employee productivity and loyalty. These results help the management of PT. Mayora Indah Tbk develop better strategies to create a friendly work environment. It is hoped that this study will serve as a reference for further research on the relationship between organizational behavior and job satisfaction in various industries.

Keywords: Organizational Behavior, Job Satisfaction.

I. Introduction

Organizations are formed by society and emerge within it. The Latin word "Organum" and the Greek word "Organon" are the origins of the word "organization," which can mean "tool," "part," "member," or "body." There are several reasons why organizations are formed. Gibson, Ivancevich, and Donnelly (1992) state that organizations are formed because they can achieve goals that individuals cannot reach. An organization's human resources (HR) are highly dependent on its performance and sustainability. Understanding the internal dynamics of an organization, particularly organizational behavior, and how it impacts employee job satisfaction, is crucial in today's competitive business environment. The study of how individuals, groups, and structures influence organizational behavior is known as managerial behavior. This is done to improve organizational efficiency (Robbins & Judge, 2018). However, job satisfaction is a person's positive attitude toward their work, resulting from evaluating job characteristics (Kreitner & Kinicki, 2014). These two components are interrelated and significantly impact productivity, employee retention, and the achievement of the company's strategic

goals. PT. Mayora Indah TBK is a leading food and beverage company in Indonesia that has been operating for several decades. It is known for its innovative products, which are distributed in domestic and international markets. PT. Mayora Indah TBK faces the challenge of maintaining and improving employee job satisfaction amid the industry's rapidly changing dynamics due to its large operational scale and significant number of employees. Leadership style, corporate culture, internal communication, organizational structure, and reward systems are some organizational behavioral factors that naturally influence how employees perceive their work experience. As a result, employee job satisfaction levels vary. Although PT. Mayora Indah TBK has outstanding business results, but there is still little in-depth research on how organizational behavior relates to employee satisfaction. A better understanding of this relationship will provide theoretical benefits in the organizational behavior literature and practical implications for the management of PT. Mayora Indah TBK is creating better human resource management strategies. For example, determining the components of organizational behavior that most influence job satisfaction can help the company make more targeted policies to improve employee morale and retention.

Based on this background, this study aims to analyze and identify the relationship between organizational behavior and employee job satisfaction at PT. Mayora Indah TBK. Specifically, this study will examine the dominant organizational behavior variables and how they contribute to employee job satisfaction levels. This research is expected to contribute to the development of organizational behavior theory and provide guidelines for human resource management professionals, notably at PT. Mayora Indah TBK, to create a more positive and productive work environment.

II. Literature Review and Hypothesis Development

2.1. Organizational Behavior

Organizational behavior uses theories, methods, and principles from various disciplines to study how people react, what they value, how they learn, and how they behave in group and organizational environments. This study also analyzes how the external environment affects an organization's resources, mission, goals, and strategies. Organizational behavior studies focus on how individuals behave and respond in various organizations. According to Robbins (2005), organizational behavior is a way of thinking that observes how individuals, groups, and organizational structures behave to understand how to make organizations more effective. Thoha (2011) defines organizational behavior as the study of certain aspects of behavior within groups or organizations. According to Hanggraeni (2011), organizational behavior is the study of how individuals and group structures influence organizational behavior to use this knowledge to improve organizational effectiveness To apply information to improve organizational effectiveness, organizational behavior studies examine how individuals, groups, and organizational structures behave (Robbins and Judge, 2011); (Wijaya, 2017)

Individuals and groups are the two primary sources of behavior within an organization. Since these two elements interact and ultimately become indistinguishable from the sources of behavior within the organization, both individual and collective behavior become essential themes in organizational studies (Wahjono, et al, 2020). The Purpose of Understanding Organizational Behavior. Every discipline has its objectives. The same applies to the discipline of "organizational behavior." According to Nirman (1996), the objectives of understanding organizational behavior are as follows:

1. Prediction. The regularity of behavior within an organization allows us to predict the behavior of organizational members in the future.
2. Explanation. Explaining various events within an organization is the second objective of organizational behavior research. Explanation involves efforts to provide answers to multiple questions, such as "why" an event occurred, why employees become lazy, why employee performance is low, why absenteeism rates are high, why productivity is declining, why person A is angry, why person B is sulking, and why person C is less enthusiastic about their work. We strive to answer these questions through organizational behavior research.
3. Control. Control is the third reason for studying organizational behavior. Organizational leaders find it easier to control their workforce and ensure that individual and group behavior is constructive and goal-oriented when individual or group behavior within the organization can be accurately predicted and adequately explained. On the other hand, this makes it possible to avoid or stop harmful behavior that is not beneficial and could even lead to the destruction of the organization.

Simply put, the study of organizational behavior encompasses four main elements. These four main elements are:

1. Psychological aspects. Mental components. Human behavior itself is a consequence of psychological research.
2. Other aspects are recognized as highly relevant in studying human behavior in organizations. For example, one reason someone joins an organization is financial consideration. We also need to focus on economics. Another example is psychology, which is essential because an individual's mindset will influence their performance.
3. Organizational behavior science acknowledges that individuals are influenced by organizational structure and the people who lead it. Therefore, organizational structure becomes a very important factor when discussing organizational behavior.
4. Although the uniqueness of each individual is acknowledged, organizational behavior places greater emphasis on managers' demands for the achievement of the organization's overall goals. Thus, efforts are always made to ensure that the efforts of each individual align with the organization's objectives (Walter, 1977). (Muhammad, 2016)

Since it addresses many issues managers face daily, organizational behavior is highly relevant in management. Organizational behavior and management tasks include motivation, teamwork, leadership, decision-making, and job satisfaction. Successful management not only requires the ability to delegate tasks and manage resources but also the ability to evaluate behavior and enhance productivity (Rahadi, 2021).

2.2. Job Satisfaction

The main asset of every organization or business is its workforce, which is a social entity. They develop into controllers, planners, and implementers who consistently play an active role in achieving organizational goals. Their goals, ideas, emotions, and desires can influence how they view their work. This mindset will affect their work performance, commitment, and enthusiasm for assigned tasks. Both positive and negative attitudes may arise. While negative attitudes should be eliminated immediately, positive ones should be promoted. Given the importance of employees' roles in a business or organization, it is equally important to consider the factors influencing employee job satisfaction. Job

satisfaction should be as high as possible to enhance employee morale, dedication, and discipline. Positive emotional attitudes and enjoyment of work are characteristics of job satisfaction. Work ethic, discipline, and productivity in the workplace all reflect this mindset. This satisfaction is felt at work, outside of work, and in combination with both. (Wiliandari, 2015)

According to Locke (1969), job satisfaction is a feeling of happiness or pleasure arising from an individual's work or work experience evaluation. According to Locke, job satisfaction also results from how well workers believe their work meets what they consider essential. According to Robbins and Judge (2015), job satisfaction is a positive attitude toward one's job that arises from evaluating its attributes. Positive feelings are associated with high levels of job satisfaction, while negative emotions are related to low levels (Pitasari & Perdhana, 2018). According to Hasibuan (2011), job satisfaction is having a positive emotional attitude and enjoying one's work. Morale in the workplace reflects this mindset. Employees who are satisfied with their work will also help the company's human resources perform better. According to Herzberg in Ardana et al., various factors influence employee satisfaction (2013), including physical and non-physical environments, salary, promotions, and job attributes, all impacting job satisfaction. According to Hasibuan (2011), compensation is cash or goods employees receive directly or indirectly as a reward for their services to the company. However, the environment in which workers operate can influence how comfortable they are in performing the tasks assigned by the organization. (Atmaja, 2022). High job satisfaction means employees are more likely to be loyal to the company, contribute more, and ultimately be willing to work harder and produce more. On the other hand, employees dissatisfied with their jobs are more likely to leave the company and exhibit a lack of discipline and productivity (Robbins, 2012); (Pitasari & Perdhana, 2018).

2.2.1. Theory of Job Satisfaction

There are several theories of satisfaction, which include:

1. Discrepancy Theory. This theory was first proposed by Porter (1961). Porter used the difference between what should be and what is observed—the difference between the amount of something that should exist and the amount that currently exists—to measure an individual's level of job satisfaction. Later, Locke (1969) stated that the difference between what someone thinks or believes has been achieved through work and what should be (expectations, needs, or values) determines how satisfied they are with their work. Since the minimum desired level has been achieved, people will feel happy if there is no discrepancy between what they want and how they perceive reality. Even if there is a discrepancy—but a positive one—satisfaction will increase if what is obtained turns out to be greater than what is desired. On the other hand, the greater the discrepancy between the perceived reality and the minimum standard, to the point of becoming a negative discrepancy, the more dissatisfied a person will be with their work.
2. According to this view, a person's satisfaction or dissatisfaction is based on their belief that a situation is fair. Comparing oneself to others in the same class, office, or environment helps one feel fair or unfair about a problem. According to Wexley & Yukl (2003). There are three elements of justice theory, namely:

- a. Input is: "anything of value that the team member perceives that he contributes to his job." Thus, input includes everything of value that the team member believes to be their contribution to their position. For example, in this case, training, skills, abilities, expected effort, working hours, personal equipment, etc.
- b. Outcomes. Outcomes are anything of value that the employee perceives he obtains from the job. Thus, outcomes are everything of value that the employee perceives as the "results" of his work, including compensation, benefits, status symbols, recognition, opportunities for success, or freedom of speech.
- c. Comparison Person. The person compared by the employee in the input-output ratio is referred to as the comparison person. The comparison person may work at the same company, another company, or someone from a previous position.

This hypothesis states that every employee will evaluate their input-output ratio compared to the input-output ratio of comparable individuals. They will be satisfied if they feel the comparison is fair. An unbalanced but favorable comparison (excessive compensation in fairness) may or may not satisfy the person (e.g., morality). However, dissatisfaction will occur if the comparison is unfair and unbalanced (insufficient compensation in fairness).

3. Herzberg's Two-Factor Theory. This theory focuses on the issue of whether job satisfaction and dissatisfaction stem from the same conditions or result from different sets of factors. This theory states that job satisfaction and dissatisfaction originate from opposing sources. Factors that contribute to positive attitudes (job satisfaction) are called motivators. Meanwhile, factors that prevent adverse reactions (job dissatisfaction) are called hygiene factors. This theory also states that job satisfaction comes from fulfilling higher-level needs. On the other hand, job dissatisfaction is associated with the failure to satisfy lower-level needs such as social and physiological needs.

According to Robbins, job satisfaction is often associated with achievement, recognition, job quality, responsibility, and advancement—all related to Herzberg's two-factor theory. Since these elements are associated with significant effort and successful outcomes, Herzberg refers to them as motivators. He argues that an individual transitions from dissatisfaction to satisfaction due to motivators. On the other hand, elements within the work environment or context are the primary causes of job dissatisfaction. These include working conditions, compensation, technical supervision, supervisor-subordinate interactions, and company policies and administration. These elements are referred to as "hygiene factors" by Herzberg. According to Herzberg's interpretation, if someone is not surprised by hygiene factors, they will not feel dissatisfied at work. According to Robbins, the key to understanding Herzberg's motivator-hygiene theory is to acknowledge that, in his view, satisfaction is not the opposite of dissatisfaction. Herzberg concluded that "the opposite of job satisfaction is not job dissatisfaction, but lack of job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but lack of job satisfaction." (Wiliandari, 2015).

2.2.2. Factors Influencing Job Satisfaction

Many factors influence employee satisfaction in a company. According to Herzberg in Ardana et al. (2013), the factors affecting job satisfaction are: compensation, promotion, physical environment, non-physical environment, and job characteristics.

1. Compensation: According to Hasibuan (2011), compensation is any income employees receive as a reward for the services they provide to the company, whether in the form of cash or goods. It has been established that compensation includes all forms of rewards employees receive from the company as a reward for their labor, contributions, and services. Nitisemito (2002) defines the work environment as everything that surrounds people and has the potential to influence how well they perform their assigned tasks. We can conclude that their work environment influences employees' behavior and perspectives when performing their tasks.
2. Job Characteristics: According to Linz and Rahman (2012), job quality affects employees' psychological well-being and is an intrinsic part of their work. Therefore, job characteristics are a description of the job for workers that can influence how workers perceive the job. This will affect Employee well-being in relation to the type of work that employees can perform.
3. Job Satisfaction: According to Hasibuan (2011), job satisfaction is a pleasant emotional attitude and love for one's work. This attitude is reflected in work enthusiasm. Job satisfaction is felt at work, outside of work, and a combination of both. Compensation factors drive job satisfaction, such as salary, wages/pay. The work environment includes physical and non-physical work environment factors, work groups, and supervision. Meanwhile, job characteristics include job type, conditions, intrinsic and social aspects, job prospects, and promotion opportunities. For these reasons, the researcher selected work environment factors and job characteristics as variables influencing employee job satisfaction.
4. Employee Performance: According to Wibowo (2007), employee performance is defined as performing work and the results of such efforts. Performance relates to how and what is done. How employees use their abilities, skills, and motivation to perform job duties builds and influences performance. Good performance arises from the balance these various components create, and vice versa. (Atmaja, 2022)

2.2.3. How to Measure Satisfaction

There are several methods for measuring job satisfaction in statistical analysis and data collection. Information obtained from job satisfaction is typically gathered through individual interviews, surveys, or group meetings. In all cases, job satisfaction is measured using self-report questionnaires completed by employees. Job satisfaction measurement can be conducted through several approaches: job satisfaction viewed as a global concept, job satisfaction viewed as a surface concept, and as a function of fulfilled needs.

1. Measuring job satisfaction as a global concept. This idea is one-dimensional; it is a psychological summary of every aspect of a job a person likes or dislikes. It has several advantages, such as being easy for respondents to understand and not requiring development costs. This measurement is quick and easy to conduct. A survey with a single question gives respondents ample opportunity to interpret the question in their way. Respondents will respond based on salary, job type, company culture, etc.

2. Job satisfaction measurement is considered a superficial concept. This concept uses the idea of aspects or components, which states that employees' satisfaction with various workplace elements can fluctuate independently and needs to be evaluated separately. Workload, job security, competence, working conditions, job status, and prestige are some of the aspects that can be studied. Compatibility with coworkers, management techniques, supervisor-subordinate interactions, company evaluation policies, job autonomy and responsibility, opportunities to apply knowledge and skills, and opportunities for professional development.
3. Porter designed a method to evaluate job satisfaction that does not assume that everyone feels the same way about some aspects in the work environment: measuring job satisfaction as fulfilling needs. The needs theory approach to job satisfaction forms the basis for Porter's questionnaire. The questionnaire contains fifteen questions about demands for autonomy, social interaction, recognition, security, and self-actualization. Each respondent answers three questions about their situation based on their needs and opinions: (1) How much do I have now? (2) How much should I have? (3) How important is this to me? The difference between "How much is there currently?" and "How much should there be?" is used to measure job satisfaction based on responses to these questions regarding fulfilling job needs; the smaller the difference, the higher the level of satisfaction. Each of the five needs categories is assigned a unique score. The relative importance of each respondent's need is measured by asking, "How important is this to me?"

Meanwhile, according to Robbin 10, there are two approaches used to measure job satisfaction:

1. Single Global Rating (Single Global Rating Method): This approach involves asking employees to answer questions about factors that influence job satisfaction. To respond, employees or respondents select a number between 1 and 5, with options ranging from "Very Satisfied" to "Very Dissatisfied." This approach identifies the main components of the job and asks employees for their opinions on each element. Commonly mentioned factors include the nature of the work, salary, supervisor attitude, promotion prospects, and relationships with coworkers. The overall job satisfaction score is calculated by summing the ratings of these categories on a standard scale.
2. This highlights essential aspects of the job and asks employees for their opinions on each component. Job type, supervision, compensation, prospects for promotion, and relationships with coworkers are some elements considered. Other opinions, Greenberg and Baron suggest three ways to measure job satisfaction:
 - a. Rating Scale and Questionnaire. With this approach, respondents answer a survey using a rating scale to express their feelings about their work.
 - b. Critical Incidents Individuals discuss work experiences they consider highly satisfying or disappointing. Their responses are analyzed to identify underlying themes. For example, many employees discuss cases where they received unfair treatment from their superiors or vice versa.

Interviews. Face-to-face interviews with workers can directly assess and further explore their attitudes using a structured questionnaire (Wiliandari, 2015).

III. Research Method

A systematic literature review with a descriptive qualitative design was conducted to analyze the dynamics of organizational culture, work motivation, and employee performance at PT Mayora Indah Tbk. This approach was chosen to explore and analyze the relationship between organizational culture, work motivation, and employee performance based on the results of previous studies relevant to the topic of study at PT Mayora Indah Tbk. Data for this study were collected from numerous relevant publications. These include official publications from PT Mayora Indah Tbk, such as annual reports and internal publications; international and national scientific journals discussing employee performance, work motivation, and corporate culture; and reliable reference books covering previous research theories on the telecommunications industry and case studies of similar companies. This research ensures that its interpretations and findings are unique because each source is thoroughly analyzed, identifying errors in the current literature and offering new perspectives derived from combining various theories and published empirical data. The data sources come from literature such as national and international scientific journals, reference books, research reports, company publications, and PT Mayora Tbk's official documents. Indonesia is available to the public. This research will focus on scientific articles published in the last 10 years to ensure the relevance and timeliness of the information analyzed.

IV. Results and Discussion

4.1. Organizational Behavior of PT Mayora Indah Tbk

Organizational behavior at PT Mayora encompasses the interactions among organizational members that influence performance and productivity. Factors such as leadership, organizational structure, and human resource management significantly shape this behavior. Organizational behavior refers to the study of how individuals, groups, and structures influence behavior within an organization, to apply this knowledge to enhance organizational effectiveness [Robbins & Judge, 2018]. At PT Mayora Indah Tbk, organizational behavior is crucial in shaping the work environment and influencing internal dynamics. As one of Indonesia's largest food and beverage companies, Mayora Indah has a culture focused on achieving production targets, operational efficiency, and high product quality (Verianty, 2022). Analysis of the literature review indicates that several key aspects characterize organizational behavior at PT Mayora Indah Tbk, Factors Influencing Organizational Behavior:

4.1.1. Leadership

The leadership style at PT Mayora Indah Tbk tends to be directive, where managers give clear instructions and supervise the execution of tasks (Gamal, 2022). This is consistent with the manufacturing environment, which requires compliance with standard procedures and quality. However, there are indications that the company is beginning to adopt elements of transformational leadership, where leaders not only direct but also inspire and empower employees to innovate, especially in the face of market challenges (Bass & Riggio, 2006). Discussions from several sources suggest that supportive leadership, while still results-oriented, is crucial for maintaining employee morale and commitment in a fast-paced environment.

4.1.2. Organizational Structure

PT Mayora Indah Tbk has a relatively hierarchical organizational structure, typical of large manufacturing companies (Amelia, 2022). In this structure, communication and decision-making flow from top to bottom. While a hierarchical structure can ensure control and efficiency in mass production, it can also affect how quickly information spreads and how lower-level employees feel heard. Literature suggests that overly rigid structures can reduce innovation and job satisfaction if employees feel undervalued. Has autonomy [Robbins & Judge, 2018]. However, for companies such as Mayora that focus on production volume and standardization, this hierarchy may be necessary to maintain efficiency.

4.1.3. Corporate Culture

The culture at PT Mayora Indah Tbk is highly results-oriented and focused on achieving production targets (Woro, 2022). This is reflected in the emphasis on productivity, time efficiency, and quota fulfillment. Employees are expected to work with discipline and focus to achieve set goals. While such a culture drives performance, it must be balanced with attention to employee well-being to prevent burnout (Schaufeli & Bakker, 2004). Other literature also emphasizes that a strong results-oriented culture must be supported by fair reward and recognition systems to maintain employee motivation (Herzberg, 1968).

4.1.4. Internal Communication

The effectiveness of internal communication is an essential factor in organizational behavior. At PT Mayora Indah Tbk, communication often focuses on operational directives and performance-related feedback (Rahadi, 2021). A potential challenge in large manufacturing companies is ensuring effective two-way communication, where ideas and input from frontline employees can be heard by top management. Enhancing horizontal (interdepartmental) and vertical (bottom-up) communication channels will strengthen collaboration and employee ownership (Shannon & Weaver, 1949—more supportive leadership and more open communication. The Impact of Organizational Behavior on Performance:

1. Productivity
 - a. Positive behavior among employees can increase overall productivity.
 - b. Employees who feel valued tend to work harder and more efficiently.
2. Job Satisfaction
 - a. A supportive and collaborative work environment increases job satisfaction.
 - b. Employees empowered to innovate can make significant contributions to company growth. (Amelia, 2022).
3. Innovation
 - a. Behaviors that support innovation and creativity can lead to new products and services.
 - b. Employees empowered to innovate can make significant contributions to company growth. (Amelia, 2022).

4.2. Job Satisfaction at PT Mayora Indah Tbk

The research location is where a study is conducted to facilitate data collection that researchers can use as a reference. The research object is PT. Mayora Indah Tbk Tomohon Branch. This research took three months. The methodology used was associative quantitative research based on accepted theories and procedures. Sugiyono (2015) defines associative research methods as a scientific approach to collecting data for specific purposes and uses. The 40 respondents who were the research sample were considered representative of all PT Mayora Indah Tbk employees, Tomohon Branch. The data categories in this study include primary and secondary data, which were collected through questionnaires and observation techniques. The questionnaire serves as the foundation of this research methodology. Since this study is quantitative, the information collected from participants through the questionnaire is coded using a Likert scale ranging from 1 to 5, and the results are then tabulated using statistical analysis with SmartPLS software. The PLS software application performs the following actions: AVE test, Cronbach's alpha, convergent validity, discriminant validity, and composite reliability. When employees feel supported at work, they are said to be satisfied with their jobs. An employee's emotional state is related to their attitude toward their work. When employee services are commensurate with company compensation, a balance is achieved. This means that interactions and evaluations of the work environment and surroundings influence employee job satisfaction (Sutrisno, 2022). Employees with high job satisfaction demonstrate positive views toward their work. However, it is essential to note that job satisfaction refers to how employees feel about their work, whether positive or negative. (Cahyanuzul et al., 2025). A decline in employee job satisfaction is certainly a consideration that must be addressed and improved by considering Herzberg's maintenance theory, or X and Y, which states that everyone in a fulfilling job satisfaction is constantly faced with satisfying and unsatisfying results. This is crucial for fostering enjoyment of engaging work, dynamic work challenges, achievement of work performance, high compensation, and promotion eligibility to achieve job satisfaction (Arslan & Staub, 2013; Wangdi & Tobgay, 2022). In the context of PT Mayora Indah Tbk, employee job satisfaction is significantly influenced by how organizational behavior is implemented (Hajiali et al., 2022). Literature reviews reveal that job satisfaction at PT Mayora Indah Tbk is closely related to several factors:

1. Compensation and Benefits

As a large company, PT Mayora Indah Tbk is expected to provide competitive compensation. Analysis shows that salaries and benefits (such as health, transportation, and meal allowances) are essential factors that influence employee job satisfaction [Thabroni, 2022]. Fair and transparent compensation is a primary hygiene factor according to Herzberg (1968), and if inadequate, it can lead to significant dissatisfaction. However, compensation alone is insufficient to create high job satisfaction; other factors also play an essential role [Locke, 1976].

2. Career Development Opportunities and Training

Opportunities for growth and skill development significantly influence job satisfaction. PT Mayora Indah Tbk employees who see clear career paths and receive training opportunities tend to show higher satisfaction levels [Amelia, 2022]. This aligns with Maslow's Hierarchy of Needs theory (1970) and Alderfer's ERG theory (1972), which emphasize the importance of the need for growth and

self-actualization. Companies that invest in employee development tend to have more loyal and motivated employees [Noe, 2017].

3. Interpersonal Relationships and Supervisor-Employee Relationships

A supportive work environment and harmonious relationships between colleagues and supervisors contribute to job satisfaction. Although the manufacturing environment can be fast-paced and task-focused, the quality of interpersonal interactions remains crucial. Literature indicates that social support at work can reduce stress and enhance employee engagement [Bakker & Demerouti, 2007].

4. Physical Working Conditions and Environment

Physical conditions in manufacturing plants, including safety, cleanliness, and comfort, influence job satisfaction. As a large manufacturing company, PT Mayora Indah Tbk must meet strict occupational safety and health standards. A safe and comfortable work environment is a basic need that, if met, can prevent dissatisfaction and allow employees to focus on their work [Herzberg, 1968]

V. Conclusion

This article discusses organizational behavior and job satisfaction at PT Mayora Indah Tbk, a manufacturing company that has grown rapidly since its establishment in 1977. Organizational behavior at PT Mayora encompasses the interactions and dynamics among organizational members, influenced by various factors, including leadership, organizational structure, corporate culture, and human resource management. Effective leadership is crucial in creating a positive work environment, while a clear organizational structure facilitates the division of tasks and responsibilities. An inclusive and innovative corporate culture fosters creativity, and good human resource management ensures employees have the necessary skills while enhancing their satisfaction and loyalty. The impact of positive organizational behavior is evident in increased productivity, job satisfaction, and innovation. Employees who feel valued tend to work harder and more efficiently and have higher retention rates. Additionally, behavior supporting innovation can lead to new products and services contributing to company growth. Job satisfaction at PT Mayora Indah Tbk is also a key focus, influenced by various factors, including individual, situational, and job characteristics. This study employs a descriptive qualitative approach and a case study method to explore the relationship between organizational culture, work motivation, and employee performance. Organizational behavior and job satisfaction at PT Mayora Indah Tbk are interrelated and contribute to company performance. Understanding and managing both aspects are crucial for achieving organizational goals and enhancing employee effectiveness and productivity

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