



The Influence of Organizational Change and Company Regulations on Employee Satisfaction

Pengaruh Perubahan Organisasi dan Peraturan Perusahaan terhadap Kepuasan Karyawan

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Abstract

Organizational change and company regulations are important factors affecting employee satisfaction in dynamic work environments. This study aims to analyze the influence of organizational change and company regulations on employee satisfaction in the Stockfitting department of PT Glostar Indonesia 1 Cikembar Sukabumi. The research method employed a quantitative approach with survey design. Primary data were collected through questionnaires distributed to 48 employees selected using simple random sampling technique from a population of 93 employees. The research instrument consisted of 24 statement items measuring organizational change (8 items), company regulations (6 items), and employee satisfaction (10 items) using a Likert scale. Data analysis was conducted using multiple regression analysis with SPSS version 26, preceded by validity, reliability, and normality tests. The results showed that organizational change and company regulations simultaneously have a significant effect on employee satisfaction with an F-calculated value of 36.564 and significance of 0.000. The R Square value of 0.619 indicates that 61.9% of employee satisfaction variability can be explained by these two independent variables. Partially, organizational change significantly affects employee satisfaction (sig. 0.001) and company regulations also have a significant effect (sig. 0.000). The company is recommended to optimize the implementation of responsive organizational changes and apply fair and transparent company regulations to enhance employee satisfaction.

Keywords: Organizational Change, Company Regulations, Employee Satisfaction.

Abstrak

Perubahan organisasi dan peraturan perusahaan merupakan faktor penting yang mempengaruhi kepuasan karyawan dalam lingkungan kerja yang dinamis. Penelitian ini bertujuan untuk menganalisis pengaruh perubahan organisasi dan peraturan perusahaan terhadap kepuasan karyawan di departemen Stockfitting PT Glostar Indonesia 1 Cikembar Sukabumi. Metode penelitian menggunakan pendekatan kuantitatif dengan desain survei. Data primer dikumpulkan melalui kuesioner yang disebarikan kepada 48 karyawan yang dipilih menggunakan teknik simple random sampling dari populasi 93 karyawan. Instrumen penelitian terdiri dari 24 item pernyataan yang mengukur perubahan organisasi (8 item), peraturan perusahaan (6 item), dan kepuasan karyawan (10 item) dengan menggunakan skala Likert.

Analisis data dilakukan menggunakan analisis regresi berganda dengan bantuan program SPSS versi 26, didahului dengan uji validitas, reliabilitas, dan normalitas. Hasil penelitian menunjukkan bahwa perubahan organisasi dan peraturan perusahaan secara simultan berpengaruh signifikan terhadap kepuasan karyawan dengan nilai F hitung sebesar 36,564 dan signifikansi 0,000. Nilai R Square sebesar 0,619 menunjukkan bahwa 61,9% variabilitas kepuasan karyawan dapat dijelaskan oleh kedua variabel independen tersebut. Secara parsial, perubahan organisasi berpengaruh signifikan terhadap kepuasan karyawan (sig. 0,001) dan peraturan perusahaan juga berpengaruh signifikan (sig. 0,000). Perusahaan disarankan untuk mengoptimalkan implementasi perubahan organisasi yang responsif dan menerapkan peraturan perusahaan yang adil dan transparan guna meningkatkan kepuasan karyawan.

Kata Kunci: Perubahan Organisasi, Peraturan Perusahaan, Kepuasan Karyawan

INTRODUCTION

In the modern era, the commercial world, particularly the manufacturing industry, has become increasingly competitive as a result of contemporary developments. Organizations and sectors are established with specific objectives such as survival, growth, and profitability (Sayidah, 2012). The management of an organization must be able to maximize its available resources, especially human resources, which are considered crucial assets. Based on recent developments, staff members are now viewed as valuable assets for businesses and organizations, not merely as resources. Consequently, Human Capital (HC) has emerged following Human Resources (HR). Rather than being perceived as liabilities, human resources are recognized as primary assets that are valuable and can be expanded, even multiplied. Building human resources is regarded as a necessary investment for businesses or organizations to advance (Pasolong, 2019). Employees, or human resources, are the primary planners, thinkers, and drivers behind achieving organizational goals. Companies need to implement effective and efficient human resource management if they desire reliable and high-caliber workers. The purpose of this HR management is to enhance worker productivity so that outputs align with business needs. The mentality underlying productivity is the concept that life should always strive to be better than yesterday and tomorrow (Pasolong, 2019). The task of processing or transforming inputs into outputs in the form of goods or services that can generate revenue for businesses is associated with production functions (Assauri, 2018).

Making employees more productive, effective, and efficient represents the primary goal of improving work productivity. Highly productive workers possess the skills and abilities to complete tasks quickly and at the desired quality level, resulting in increased output (Rivai, 2014). Organizational change, company policies, and HR management functions all impact work productivity improvement. Organizational change is a process of adjusting company structure, strategy, and operations to align with market dynamics and continuously changing business environments (Maharani & Wiyata, 2020). These changes may include organizational restructuring, introduction of new technologies, or adjustment of business strategies that are more innovative and responsive to market needs. Companies that can adapt to these changes will be more competitive and able to survive in the long term. Organizational changes often involve modifications in company culture, employee roles and responsibilities, as well as new and more efficient working methods (Maulana & Munandar, 2019).

Company regulations also constitute an important element in organizational management. These regulations include policies, procedures, and work rules designed to create an orderly and productive work environment. Good regulations help employees understand their responsibilities, establish performance standards, and ensure that all employees work in accordance with company objectives (Mardika, 2022). Additionally, company regulations function to create fairness and consistency in employee treatment, which can enhance job satisfaction and motivation. Organizational changes and company regulations need to be implemented in companies to achieve company goals (Handoko, 2016). Employees must understand and follow the changes that occur so that companies can successfully achieve their objectives (Hasibuan & Hasibuan, 2016). Organizational changes and company regulations significantly influence the workforce, which is expected to increase employee productivity according to



planned targets. According to Wahyuningsih (2019), organizational change drives productivity and serves as an important tool for achieving it.

Companies cannot achieve their goals without skilled employees who are able to adapt to changes. Although companies possess sophisticated equipment, managing employees remains a difficult and complex task because they have different thoughts, feelings, statuses, concerns, and diverse backgrounds (Wahyuningsih, 2019). Therefore, management must implement various strategies to increase productivity through organizational changes and company regulations, resulting in high output. PT Glostar Indonesia (GSI) is a manufacturing company that produces sports and casual shoes for various brands such as New Balance. This company is part of the Pou Chen Group, a large company headquartered in Taiwan. PT Glostar Indonesia actively participates in reducing unemployment in accordance with government programs and strives to provide satisfactory customer service while capitalizing on market opportunities by prioritizing product quality amid competition.

The Stockfitting Department at PT Glostar Indonesia is one of the departments that plays an important role in the shoe production process. This department is responsible for manufacturing shoe outsoles. The company must pay attention to organizational changes and company regulations that impact employee happiness to enhance employee satisfaction in this area. This research aims to determine the influence of organizational change and company regulations on employee satisfaction in the Stockfitting department of PT Glostar Indonesia. This study employs quantitative research methods with data collection through questionnaires and statistical analysis. The results of this research are expected to contribute to the company in improving employee satisfaction and enhancing the performance of the Stockfitting department.

In this research, the independent variables used are organizational change and company regulations, while the dependent variable is employee satisfaction. These variables were selected because they have significant relationships with employee satisfaction. Organizational change and company regulations can influence employee satisfaction by increasing awareness of organizational goals, enhancing employee involvement, and improving work quality. Employee satisfaction, in turn, can affect the performance of the Stockfitting department by improving product quality, increasing efficiency, and enhancing awareness of organizational goals. Therefore, this research is expected to contribute to the company in improving employee satisfaction and enhancing the performance of the Stockfitting department.

METHODS

This research employed a quantitative approach based on positivist ideology to systematically examine the relationships between organizational change, company regulations, and employee satisfaction. According to (Sugiyono, 2016), quantitative methods enable researchers to conduct studies on specific populations or samples using research instruments for data collection and statistical analysis to verify hypotheses. A survey method with questionnaires was selected as the primary data collection technique, as this approach facilitates comprehensive data gathering from natural environments while allowing systematic processing and analysis to address the research problem (Mulyadi, 2012).

The study was conducted at PT Glostar Indonesia 1 Cikembar Sukabumi, specifically in the Stockfitting Department located at Jl. Pelabuhan II. KM 14.5 Kp. Samopra Rt. 003 RW. 005, Ds. Bojong, Kec. Cikembar, Kab. Sukabumi, West Java-Indonesia. This location was strategically chosen as the Stockfitting Department plays a crucial role in shoe production processes and represents an ideal setting to examine the impact of organizational changes and company regulations on employee satisfaction.

The research population comprised all 93 employees in the Stockfitting Department of PT Glostar Indonesia 1 Cikembar. Following (Badriyah et al., 2022), the population represents all objects examined that serve as the basis for research conclusions. To ensure representative sampling, simple random sampling procedures were implemented based on Sugiyono's (in Astari, 2017) recommendation that this method provides equal probability for each population member to be selected, resulting in more representative outcomes. The sample size was determined using the Slovin formula with a 10% error tolerance:



$$n = N/(N \cdot e^2 + 1)$$

Where n represents sample size, N represents population size, and e represents the desired critical value. This calculation yielded $n = 93/(93 \times 0.01 + 1) = 48.1$, which was rounded to 48 employees. The sampling was conducted systematically over one week, selecting several respondents daily in alignment with the department's working hours.

The research framework incorporates three key variables with specific operational definitions. Organizational Change (X_1) is conceptualized as planned management efforts to modify structure, behavior, and procedures for achieving organizational success (Noor, 2012), measured through four dimensions: structural modifications, technological adaptations, physical arrangement improvements, and employee development initiatives. Company Regulations (X_2) encompass workplace policies, procedures, and written provisions established by organizations, particularly relevant for companies employing ten or more people as mandated by ministerial approval (Winardi, 2000). This variable is assessed through three indicators: time compliance, policy adherence, and workplace norm respect. Employee Satisfaction (Y) represents emotional reactions to work aspects and the gap between employee expectations and actual compensation received (Afandi, 2018), evaluated through five dimensions: work nature, compensation, promotion opportunities, supervision quality, and coworker relationships.

Data collection utilized a structured 24-item questionnaire distributed via Google Forms to ensure efficient and systematic data gathering. The instrument comprised three sections: eight statements measuring organizational change indicators (covering structural implementation, technology utilization, physical arrangements, and employee treatment), six statements assessing company regulation compliance (including punctuality, SOP adherence, and behavior standards), and ten statements evaluating employee satisfaction levels across all specified dimensions. Each item employed a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), providing quantitative measurement capabilities while capturing nuanced respondent attitudes (Sugiyono, 2016). Secondary data from company documents and reports supplemented primary data collection to enhance analytical depth and context.

The analytical framework incorporated multiple statistical procedures using SPSS Version 26 to ensure data quality and hypothesis testing rigor. Validity testing followed Ghazali (2018) criteria, requiring correlation coefficients ≥ 0.300 between individual items and total scores to confirm that questionnaire statements accurately measure intended constructs. Reliability assessment employed Cronbach's Alpha coefficient, with values > 0.600 indicating acceptable internal consistency (Sugiyono, 2013). Normality testing utilized the Kolmogorov-Smirnov test to verify data distribution assumptions, with significance values > 0.05 confirming normal distribution requirements for parametric analysis.

Multiple regression analysis served as the primary analytical technique to examine relationships between independent variables (organizational change and company regulations) and the dependent variable (employee satisfaction). This approach enables determination of both individual variable influences and combined effects, providing comprehensive insights into factors affecting employee satisfaction within the organizational context. The regression model specification follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where Y represents employee satisfaction, a is the constant, b_1 and b_2 are regression coefficients, X_1 and X_2 are the independent variables, and e represents the error term. This methodological framework ensures systematic investigation of the research hypotheses while maintaining statistical validity and reliability standards.



RESULTS AND DISCUSSION

Results

This study analyzed data from 48 employees in the Stockfitting Department of PT Glostar Indonesia 1 Cikembar Sukabumi to examine the influence of organizational change and company regulations on employee satisfaction. The results are presented in three main sections: respondent demographic characteristics, instrument quality assessment including validity and reliability testing, and statistical analysis comprising normality testing and multiple regression results. The findings provide empirical evidence using parametric statistical methods to address the research objectives regarding the individual and combined effects of organizational change and company regulations on employee satisfaction.

Respondent Demographics

The demographic analysis of 48 respondents from PT Glostar Indonesia 1 Cikembar's Stockfitting Department revealed distinct patterns across four key characteristics. Gender distribution showed a significant female majority, with 41 respondents (85.4%) compared to only 7 male respondents (14.6%), as presented in Table 1. This gender composition reflects the typical workforce structure in manufacturing industries, particularly in departments requiring precision and attention to detail.

Table 1. Respondent Characteristics by Gender

Gender	Frequency	Percent (%)
Male	7	14.6
Female	41	85.4
Total	48	100

Source: Primary Data Processing, 2024.

Age distribution demonstrated a predominantly young workforce, with 36 respondents (75.0%) aged between 21-25 years, followed by 5 respondents (10.4%) in the 26-30 age bracket. The remaining respondents were distributed across older age groups: 3 respondents (6.3%) aged 31-35 years, 1 respondent (2.1%) aged 36-40 years, and 3 respondents (6.3%) aged 41-45 years, as shown in Table 2.

Table 2. Respondent Characteristics by Age

Age Range	Frequency	Percent (%)
21-25 years	36	75
26-30 years	5	10.4
31-35 years	3	6.3
36-40 years	1	2.1
41-45 years	3	6.3
Total	48	100

Source: Primary Data Processing, 2024.

Job position analysis indicated that production operators constituted the vast majority with 41 respondents (85.4%), reflecting the operational nature of the Stockfitting Department. The remaining positions included 4 respondents (8.3%) in other roles, 2 leaders (4.2%), and 1 group leader (2.1%). Work tenure distribution showed that most respondents had been employed for 2 years (21 respondents, 43.8%) or 3 years (19 respondents, 39.6%), indicating a relatively stable workforce with moderate experience levels.

Instrument Quality Assessment

Validity testing results demonstrated that all questionnaire items met the required standards. For the organizational change variable, correlation coefficients ranged from 0.377 to 0.686, with all values exceeding the minimum threshold of 0.291 (r -table for $df = 46$, $\alpha = 0.05$). The company regulations variable showed even stronger validity coefficients, ranging from 0.814 to 0.868. Employee satisfaction



items demonstrated satisfactory validity with coefficients between 0.385 and 0.773, as detailed in Table 3.

Table 3. Validity Test Results Summary

Variable	Items	r-calculated Range	r-table	Status
Organizational Change (X1)	8	0.377 – 0.686	0.291	Valid
Company Regulations (X2)	6	0.814 – 0.868	0.291	Valid
Employee Satisfaction (Y)	10	0.385 – 0.773	0.291	Valid

Source: SPSS Output, 2024.

Reliability analysis yielded a Cronbach's Alpha coefficient of 0.891 for the complete 24-item instrument, substantially exceeding the minimum acceptable threshold of 0.600 (Sugiyono, 2013). This result indicates excellent internal consistency across all variables, confirming the instrument's reliability for measuring the intended constructs.

Statistical Analysis Results

Normality testing using the Kolmogorov-Smirnov test confirmed that the data met distributional assumptions required for parametric analysis. The histogram displayed a bell-shaped distribution pattern, while the P-P plot showed data points closely following the diagonal line, indicating normal distribution characteristics essential for regression analysis validity.

Table 4. Regression Analysis – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.787 ^a	0.619	0.602	3.200

a. Predictors: (Constant), Company Regulations, Organizational Change Source: SPSS Output, 2024

The regression model summary in Table 4 reveals strong relationships between the independent and dependent variables. The correlation coefficient ($R = 0.787$) indicates a substantial positive relationship between the combined independent variables and employee satisfaction. The coefficient of determination ($R^2 = 0.619$) demonstrates that organizational change and company regulations jointly explain 61.9% of the variance in employee satisfaction, representing a robust predictive model.

Table 5. ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	748.851	2	374.425	36.564	0.000 ^b
	Residual	460.816	45	10.240		
	Total	1209.667	47			

a. Dependent Variable: Employee Satisfaction b. Predictors: (Constant), Company Regulations, Organizational Change Source: SPSS Output, 2024

The ANOVA results in Table 5 confirm the overall model significance with an F-statistic of 36.564 and significance level of 0.000 ($p < 0.05$), indicating that the regression model significantly predicts employee satisfaction. This finding supports the hypothesis that organizational change and company regulations collectively influence employee satisfaction in the Stockfitting Department.



Table 6. Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.354	4.133		1.537	0.131
	Organizational Change	0.546	0.157	0.372	3.470	0.001
	Company Regulations	0.824	0.167	0.528	4.928	0.000

a. Dependent Variable: Employee Satisfaction Source: SPSS Output, 2024

Individual variable analysis in Table 6 reveals that both independent variables significantly influence employee satisfaction. Organizational change demonstrates a positive significant effect ($\beta = 0.546$, $t = 3.470$, $p = 0.001$), while company regulations show an even stronger influence ($\beta = 0.824$, $t = 4.928$, $p = 0.000$). The standardized coefficients indicate that company regulations ($\beta = 0.528$) have a greater relative impact on employee satisfaction compared to organizational change ($\beta = 0.372$).

Discussion

The empirical findings of this study provide substantial evidence supporting the significant influence of both organizational change and company regulations on employee satisfaction within the Stockfitting Department of PT Glostar Indonesia 1 Cikembar. These results align with established theoretical frameworks and contemporary research in organizational behavior, while offering specific insights relevant to manufacturing environments.

Organizational Change Impact

The significant positive relationship between organizational change and employee satisfaction ($p = 0.001$) supports Robbins' (2006) framework, which categorizes organizational change into structural, technological, physical arrangement, and personnel dimensions. The standardized coefficient of 0.372 indicates that well-managed organizational change contributes meaningfully to employee satisfaction. This finding resonates with Fathoni (2013) conceptualization of organizational transformation as a process of moving organizations from current states to desired states to enhance performance. In the context of PT Glostar Indonesia, the manufacturing environment requires continuous adaptation to market demands and technological advancements, making organizational change a critical factor in maintaining employee engagement and satisfaction.

The demographic profile showing a predominantly young workforce (75% aged 21-25 years) may partially explain the positive reception of organizational changes. Younger employees typically demonstrate greater adaptability and openness to new processes, technologies, and structural modifications (Hoga Saragih et al., 2024). However, the challenge lies in ensuring that organizational changes are implemented systematically and with adequate communication to maintain this positive relationship. The finding suggests that the company's approach to structural modifications, technology integration, physical workspace improvements, and employee development initiatives has been generally well-received by the workforce.

Company Regulations Influence

The stronger influence of company regulations on employee satisfaction ($\beta = 0.528$, $p = 0.000$) compared to organizational change represents a particularly noteworthy finding. This result underscores the fundamental importance of clear, fair, and consistently applied workplace policies in creating a satisfying work environment. According to Asyhadie et al. (2019), company regulations serve as the foundation for orderly and productive workplace environments, and the current findings validate this theoretical position empirically.

The superior impact of company regulations may reflect several underlying factors specific to manufacturing environments. First, the predominant female workforce (85.4%) in the Stockfitting Department may particularly value clear guidelines, consistent policies, and fair treatment protocols that



company regulations provide. Second, the operational nature of production work requires precise adherence to procedures and standards, making well-defined regulations essential for both productivity and job satisfaction. Third, the concentration of production operators (85.4% of respondents) in the sample suggests that frontline employees especially benefit from comprehensive regulatory frameworks that clarify expectations, rights, and responsibilities.

Combined Effect and Implications

The joint explanation of 61.9% variance in employee satisfaction by organizational change and company regulations represents a substantial predictive capacity, indicating that these factors constitute primary determinants of workplace satisfaction in this context. The remaining 38.1% of unexplained variance suggests opportunities for future research to explore additional factors such as compensation systems, leadership styles, work-life balance, and career development opportunities (Sutrisno, 2019).

The demographic characteristics of the workforce provide additional context for interpreting these relationships. The concentration of employees with 2-3 years of tenure (83.4% combined) indicates a workforce with sufficient experience to appreciate the benefits of well-managed organizational changes and comprehensive regulatory frameworks, yet not so tenured as to be resistant to modifications. This tenure profile represents an optimal condition for implementing organizational improvements while maintaining employee satisfaction.

Theoretical Contributions

These findings contribute to organizational behavior literature by demonstrating the relative importance of structural versus regulatory factors in employee satisfaction within manufacturing contexts. While previous research has often examined these factors independently, the current study's simultaneous analysis reveals that regulatory clarity may be more fundamental to employee satisfaction than organizational adaptability in production environments. This insight has important implications for management priorities and resource allocation in similar organizational settings.

The results also support Robbins & Judge (2009) assertion that employees must understand and follow organizational changes for companies to achieve their objectives successfully. The positive relationship between organizational change and satisfaction suggests that PT Glostar Indonesia has been relatively successful in communicating and implementing changes in ways that employees perceive as beneficial rather than disruptive.

Practical Implications

For PT Glostar Indonesia and similar manufacturing organizations, these findings suggest several strategic priorities. First, continued investment in comprehensive, fair, and transparent company regulations appears to yield the highest returns in terms of employee satisfaction. This includes ensuring that policies are clearly communicated, consistently applied, and regularly updated to reflect changing operational needs and employee concerns.

Second, while organizational change initiatives should continue, they require careful management to maintain their positive contribution to employee satisfaction. This includes involving employees in change processes, providing adequate training and support, and ensuring that changes are implemented with attention to their impact on daily work experiences.

Finally, the strong predictive capacity of the combined model suggests that organizations can achieve significant improvements in employee satisfaction by systematically addressing both regulatory clarity and change management processes. However, the substantial unexplained variance indicates that additional factors warrant investigation and attention in comprehensive satisfaction enhancement strategies.



CONCLUSION

Conclusion

This study successfully addresses the research objectives by confirming significant relationships between organizational change, company regulations, and employee satisfaction within the Stockfitting Department of PT Glostar Indonesia 1 Cikembar Sukabumi. The empirical evidence validates all three research hypotheses, demonstrating that both independent variables exert meaningful influence on employee satisfaction outcomes.

The first research objective, examining whether organizational change influences employee satisfaction, is confirmed through statistical evidence showing a significant positive relationship ($p = 0.001$, $\beta = 0.372$). This finding establishes that systematic modifications to organizational structure, technology implementation, physical arrangements, and employee development initiatives contribute substantially to workplace satisfaction levels among production personnel.

The second research objective, investigating the influence of company regulations on employee satisfaction, yields even stronger empirical support ($p = 0.000$, $\beta = 0.528$). The superior magnitude of this relationship indicates that clear, fair, and consistently applied workplace policies constitute the primary determinant of employee satisfaction within this manufacturing environment. The standardized coefficient reveals that company regulations exert 42% greater relative influence compared to organizational change initiatives.

The third research objective, assessing the combined influence of both factors, demonstrates that organizational change and company regulations jointly account for 61.9% of employee satisfaction variance ($R^2 = 0.619$, $F = 36.564$, $p < 0.001$). This substantial explanatory capacity confirms that these variables represent critical management priorities for enhancing workplace satisfaction in similar organizational contexts.

The study establishes that manufacturing environments, particularly those characterized by predominantly female workforces engaged in precision-oriented tasks, respond favorably to comprehensive regulatory frameworks that provide clarity regarding expectations, rights, and responsibilities. Simultaneously, well-managed organizational adaptations that involve employee participation and adequate support systems contribute meaningfully to satisfaction outcomes.

The demographic analysis reveals that young production workers with moderate tenure (2-3 years) demonstrate particular receptivity to both regulatory clarity and organizational improvements, suggesting optimal conditions for implementing satisfaction enhancement strategies. The concentration of production operators in the sample validates the findings' relevance for frontline manufacturing personnel who constitute the majority of such organizational contexts.

Recommendation

Based on the empirical findings, PT Glostar Indonesia and similar manufacturing organizations should prioritize comprehensive regulatory framework enhancement as the primary strategy for improving employee satisfaction, given its superior statistical influence on satisfaction outcomes. Management must focus on strengthening policy frameworks through transparent communication channels, regular feedback mechanisms, and consistent application across organizational levels, while conducting systematic policy reviews that address evolving workforce needs and maintain fairness. Simultaneously, strategic change management requires careful planning to preserve beneficial outcomes through formal communication protocols that involve employee participation, comprehensive training during transitions, and continuous monitoring of satisfaction impacts throughout change processes, particularly leveraging the adaptability of the predominantly young workforce while ensuring adequate support systems.

The organization should adopt integrated management approaches that coordinate regulatory clarity with change management processes, developing unified strategies that align policy modifications with operational changes through cross-functional teams responsible for ensuring consistency between regulatory requirements and practical implementation. Additionally, performance monitoring systems must be established to address the 38.1% of unexplained satisfaction variance through regular satisfaction surveys and systematic analysis of additional factors including compensation adequacy,



leadership effectiveness, and career development opportunities, with these monitoring systems informing continuous improvement processes for both regulatory and change management practices to optimize employee satisfaction outcomes in manufacturing environments.

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