



# The Impact of South Korean Work Culture in Improving Working Performance: A Multiple Regression Method Analysis

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**ABSTRACT:** This study aims to assess the South Korean work culture implemented at WITCON Co., Ltd., its impact on enhancing employee performance, and the extent of its influence. This form of research employs a blend of quantitative and qualitative methodologies, sometimes called mixed methods. WITCON Co., Ltd. is at 35 Seochoangnamsunhwan-ro 215beon-gil, Namdong-gu, Incheon, Republic of Korea. The acquired data is primarily classed as independent and dependent variables. Work culture is an independent variable, meaning it can influence other variables.

On the other hand, employee performance is classified as a dependent variable, meaning other variables impact it. Both variables were measured using instruments in a questionnaire comprising multiple questions, which were subsequently employed to collect participant data. The poll was administered to the whole foreigner workers at WITCON, comprising 30 people with E-7 and E-9 visas. Hence, the approach employed to examine this study's findings involves utilizing multiple regression analysis. Multiple linear regression is a regression model that incorporates multiple independent variables. Multiple linear regression analysis is conducted to ascertain the magnitude and direction of the independent variable's impact on the dependent variable. Furthermore, a Sobel test is conducted to ascertain the statistical significance of the indirect influence of the independent variable on the dependent variable via the mediator variable in a mediation model. The findings indicate that South Korea's work culture prioritizes the enforcement of discipline in order to attain objectives while still being adaptable and accepting.

**KEYWORDS:** Employee Performance, Multiple Regression Analysis, Sobel Test, South Korea Work Culture.

## 1. INTRODUCTION

### Background

South Korea is one of the most developed countries in Asia. One of the important factors that allowed South Korea to develop rapidly in its economic field was the aid and foreign debt from the United States and Japan. South Korea is focusing on the economic sector and rapidly developing the quality of its education and human resources. South Korea's human resources are a gold mine for its nation. Because of their strong sense of nationalism, optimistic personality, and higher education, it is often quite supportive of this process. South Korea began to move into an advanced industrial country with the significant development of various industrial products. This is evidenced by the value of export-import GDP reaching US\$ 1798.53 billion in 2021, while in the previous year, it was only worth US\$ 1637.9 billion in 2020. South Korea peaked its industrial product exports in 2021/2022 with a value of more than USD 150 billion.

The rapid economic development in the Asian Region contributes to the migration trend in the South Korean Region. In 2016, the Bloomberg Innovation Index reported that South Korea was "the world's most innovative economy (Putra, 2017). Thus making South Korea an attractive destination for foreign migrant workers. According to the Central Statistics Agency, until February 2017, Indonesian workers in South Korea reached 131.55 million, and interest in working in South Korea increased to 30-33 thousand people yearly. This is because South Korea is one of the countries that guarantees the rights and protection of migrant workers through its national policy. In addition, Indonesian migrant workers working in South Korea get pension funds of up to 3050 million Rupiah (Putra, 2017).

The South Korean Government grants three distinct categories of visas for foreign laborers. Specifically, the D10 visa, the E-7 visa, and the E-9 visa. Each of the three categories of visas has distinct eligibility criteria. Foreign workers intending to work in South Korea under the E-7 and E-9 visa categories must take note of the company's quota requirements. The South Korean Government implements a policy that mandates a 20% quota or a 1:5 ratio between foreign workers and Korean workers. This measure aims to



safeguard employment prospects and rights for South Korean citizens, preventing the overwhelming influence of foreign workers within corporations

South Korea has human resources who are willing to work, fast work (pali-pali), and have high morale. Due to inflexible cultural disparities within enterprises, foreign workers frequently see a necessity to adapt and endure for extended periods to thrive within South Korean organizations. Furthermore, the degree of discipline also exerts a significant influence on performance. With the presence of solid work discipline, it becomes easier for the organization to achieve its objectives. Hence, foreign workers must acquire proficiency in South Korean enterprises' language, culture, and work practices.

## Company Profile

WITCON Co., Ltd., is a company engaged in IT. The company was founded to analyze Artificial Intelligence (AI)-based video IT infrastructure, consult on AI, and export abroad. In South Korea, the company develops, manufactures, and supplies AI Cameras and Vessel Monitoring Systems (VMS) that are completely different from existing ones.

One of WITCON's products that has been specifically applied to Indonesia's transportation sector is the application of CCTV that is successfully connected to vehicle and motorcycle license plates and is used to accurately analyze traffic volume, speed, lane violations, driving the wrong way, whether motorcycle helmets are worn, number of passengers, and others.

It is a company that does not differentiate the market according to customer needs in the global era, sees the world as a market, and combines the skills of executives and employees, the talented, and Korean companies with their skills and knowledge.

## Business Issue

According to observations conducted at WITCON Co., Ltd. in South Korea, it has been determined that there are a total of 30 foreign employees now employed by the company. The foreign employee possesses E-7 and E-9 visa classifications. The regulations about this particular visa are restricted to the maximum number of non-native employees permitted to be employed by the company. The quota for foreign employees is limited to a ratio of 1:5, which corresponds to approximately 20% of the Korean population. This measure aims to safeguard employment prospects and rights for South Korean citizens, ensuring that foreign employees do not exert excessive influence over domestic enterprises.

After conducting interviews with the director, many foreigner workers resigned before the end of their employment contracts. They often resign suddenly because foreigner workers find it difficult to adapt to the work culture applied by South Korean companies. One of the principles that has always been applied in South Korean companies is "pali-pali," or working fast. Korean workers can work quickly and combine jobs simultaneously, while foreigner workers struggle to keep up. foreigner workers have thought that if they cannot finish their work today, work will resume tomorrow, thus causing a lag in work. Foreign workers feel pressured by this culture and choose to apply for resignation before the contract ends.

Furthermore, the director stated that numerous foreigner employees require additional time to comprehend the operations of Korean enterprises adequately and endeavor to acquire the skills necessary to assume significant responsibilities inside the organization. Each person must alter their mindset. Namely, that work is not only about money but also about skills that need to be considered before working in any foreign company. This is very unfortunate because it can hinder the work process. For example, whenever a worker resigns without a one-month notice, the company will be disadvantaged because it does not have a replacement worker. It takes a long time to get new workers and retrain them what they will do.

This condition presents the challenge of work culture disparities that impact multinational human resource management. One contributes to enhancing the productivity of foreigner employees in South Korean firms, enabling them to sustain long-term employment.

## Research Question and Research Objectives

### 1) Research Question

1. How is South Korea's work culture implemented at WITCON Co., Ltd., ?
2. How are the performance of foreign workers related to the implementation of South Korean work culture at WITCON Co., Ltd., ?
3. How big is the role of work culture in improving the performance of foreign workers at WITCON Co., Ltd., ?

### 2) The Research Objectives

1. To find out the South Korean work culture applied at WITCON Co., Ltd.,



2. To explain the performance of foreign workers at WITCON Co., Ltd.,
3. To explain how big the role of South Korea's work culture in improving the performance of foreign workers at WITCON Co., Ltd.,

## 2. LITERATURE REVIEW

### Leadership

Leadership results from one-way influence because the leader may have certain qualities that distinguish him from his followers. Compliance induction theorists view leadership as an indirect imposition or insistence on influence and a means to form groups according to the leader's wishes (Moejiono, 2002).

Leadership is crucial in implementing and influencing South Korea's strong work culture to improve employee performance. A leader with a personality that matches the values of South Korean culture, such as perseverance, integrity, and courage, will be able to set an example for his team members. Effective communication skills in clearly conveying the company's vision and goals will help unite employees in achieving common goals. With ethical leadership, a leader will guide employees to prioritize integrity and ethics in every aspect of their work.

### Corporate Culture

Organizational or corporate culture refers to the set of values, conventions, beliefs, attitudes, and assumptions that influence and guide individuals' behavior and actions inside a company. *Values* are the guiding principles that individuals hold and demonstrate in their actions inside companies. Norms refer to implicit guidelines that dictate an individual's conduct (Armstrong, 2009). All components of corporate culture are interrelated and form an organization's unique identity. A strong and positive company culture can be the driving force that drives employees to achieve common goals and make a significant contribution to the success of the organization.

### Performance

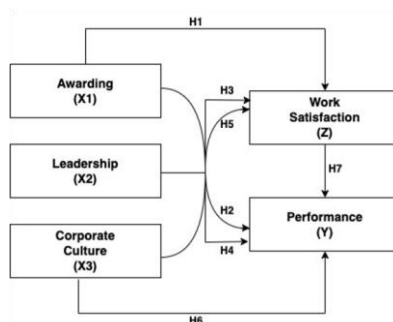
The performance results of a process are evaluated over a specific timeframe according to predefined terms and agreements (Edison, 2016). By adopting a performance-oriented strategy, firms can inspire people to attain elevated levels of accomplishment, enhance employee contentment, and attain enduring prosperity. In a progressively cutthroat corporate milieu, focusing on performance is crucial for attaining a competitive edge and the company's strategic objectives.

### South Korean Work Culture

Cho, D.S. (1195:15-27) states that South Korean business enterprises prioritize the following components of work :

- Adherence to rules and regulations and being consistently punctual.
- Be efficient and punctual in completing tasks.
- Area of Concentration
- Non-irritable
- Respectful towards individuals in higher positions
- Integrity

### Conceptual Framework





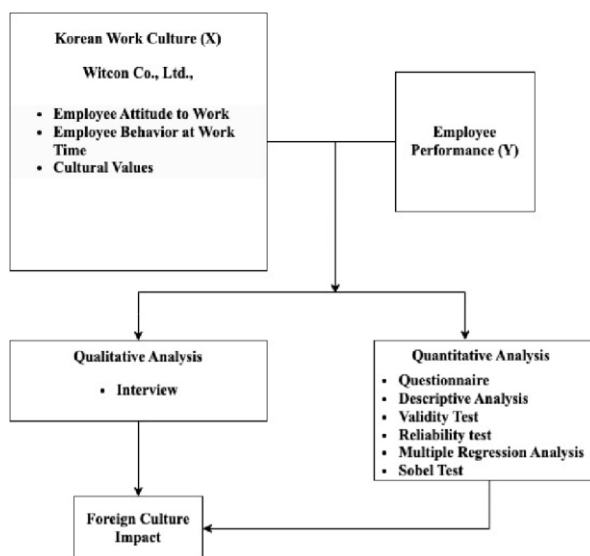
Multiple linear regression is a statistical model that incorporates multiple independent variables. Multiple linear regression analysis is conducted to ascertain the magnitude and direction of the independent variable's impact on the dependent variable. The objective of this work was to conduct a multiple regression analysis to ascertain the impact of Awarding Variables (X1), Leadership Variables (X2), Corporate Culture Variables (X3), and Job Satisfaction Variables (Z) on Performance (Y). Conducting regression analysis research is necessary to meet the requirements of classical assumptions. This research aimed to ascertain the significance of foreign cultures on employee performance and their capacity to collaborate to accomplish organizational objectives.

### 3. RESEARCH METHODOLOGY

This research framework aims to clarify the effects of foreign culture on employee performance and its effect on fostering cooperation to achieve organizational objectives. Furthermore, it aims to evaluate how foreign culture influences employee performance.

This Research utilize qualitative methodologies as the primary approach to clarify the adoption of South Korean work culture in improving employee performance, as performed by WITCON. The aim is to determine the attributes of South Korean work culture and examine the process of assimilation South Korean work culture. And this research utilize a quantitative methodology to directly engage with the factual information being studied within the organization. A quantitative methodology is used to evaluate the value and relationship of each factor that influences employee performance and the degree to which South Korean work culture helps improve employee performance.

#### Research Design



#### Data Collection Method

This study utilized primary and secondary data sources:

- Primary Data

Primary data is the raw data obtained directly from the source, as opposed to relying on secondary sources or pre-existing data. The primary data sources are this inquiry's fundamental and necessary data sources. The data is obtained through interviews performed to collect and clarify issues. Supplementary data were gathered from firsthand observations at WITCON, South Korea. The Director and Manager of WITCON provided the primary information.

- Secondary Data

Secondary data pertains to material that another party collected for a specific objective yet might be employed for our research. Secondary data sources refer to data or information gathered indirectly from the subject of study. Secondary data might furnish the requisite information pertinent to the topic under consideration. Furthermore, researchers get



supplementary data from sources such as books, papers, scientific journals, prior research, and other corroborating facts that pertain to the research issues.

In this study, researchers employed many methodologies to gather data, including:

- Observation

The observation occurred at WITCON Co., Ltd., at 35 Seochangnamsunhwan-ro 215beon-gil, Namdong-gu, Incheon, Republic of Korea. This observation encompassed all foreigner staff employed at WITCON, as well as the board of directors who are of Korean nationality. The second stage of the selection process is where a candidate is asked questions to assess their suitability for a position.

- Interview

An interview is a method of gathering facts or information through direct interaction with the topic. The objective is to acquire more comprehensive data and more detailed information.

- Questionnaire

A *questionnaire* is a research approach in which researchers compose a series of questions and ask respondents to provide direct responses, thereby obtaining precise data. A survey was administered to the whole foreigner workforce at WITCON, with 30 participants who were all employees.

### Data Analysis Method

The collected data is primary and can be classified as independent and dependent variables. The work culture is categorized as an independent variable (influencing variable), whereas employee performance is categorized as a dependent variable (affected variable). Both variables are observed using a measuring instrument in a questionnaire consisting of several questions, which are then used to collect information from respondents.

The process of assessing the association between work culture and employee performance involves various stages, including utilizing the multiple regression analysis approach and the Sobel test.

## 4. RESULT AND DISCUSSION

### Analysis

Firstly, this study performs traditional assumption tests to validate the suitability of data analysis for examining different connections and other pertinent elements. Based on the normality test conducted using the traditional graph approach of the P-P Plot depicted above, it can be noticed that the data points are closely distributed along the diagonal line, indicating a normal distribution. Therefore, it may be confirmed that the data meets the normality assumption.

The purpose of the linearity test is to determine whether there is a linear relationship between each independent variable and the dependent variable. Scatter plots are utilized to conduct linearity tests. The data is presented in order to fulfill linearity. If the scatter plot displays a linear pattern among the data points and the R-squared value is about 1, it may be deduced that there is a linear relationship between the two variables. A linear regression model can be used to make precise predictions in such cases. The following tests evaluate the degree of linearity between each independent and dependent variable. This illustrates that the practice of granting awards based on performance shows a direct relationship and can also be linked to factors such as leadership and performance and the connection between corporate culture and performance. This is further exemplified by the positive association between job satisfaction and job performance, exhibiting a consistent linear trend.

The multicollinearity test reveals that all variables exhibit no signs of multicollinearity, suggesting no correlation between the independent variables in the regression analysis. Thus, the analysis focuses exclusively on the independent variable's impact on the dependent variable.

The Heteroscedasticity Test is performed to determine whether there is a difference in the variability among the residuals of various observations in the regression model. The regression model displays homoscedasticity, characterized by a uniform distribution of data points along the Y-axis without any observable pattern. Where can one find data free from heteroscedasticity, resulting in increased confidence levels due to the standard deviation being neither statistically significant nor overly narrow.

The aim is to do hypothesis testing on the influence of Awarding Variables (X1), Leadership Variables (X2), and Corporate Culture Variables (X3) on Job Satisfaction Variables (Z) and Performance (Y). Utilizing multiple regression analysis with the provided equation formula :



$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 Z + e$$

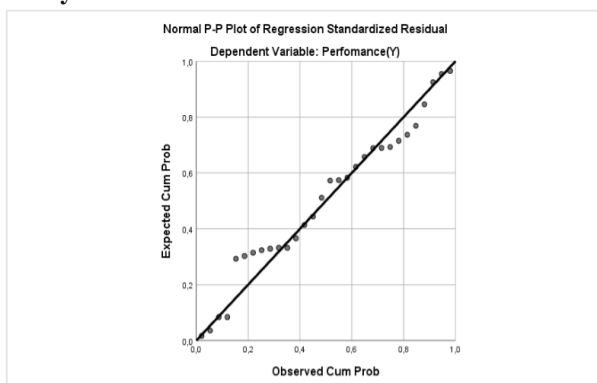
**Note:**

- Y = Performance
- X1 = Awarding
- X2 = Leadership
- X3 = Corporate Culture
- Z = Job Satisfaction
- a = Constant
- b<sub>1</sub>b<sub>2</sub>b<sub>3</sub>b<sub>4</sub> = Variable Coefficient

**A. Multiple Regression Analysis (Model 1)**

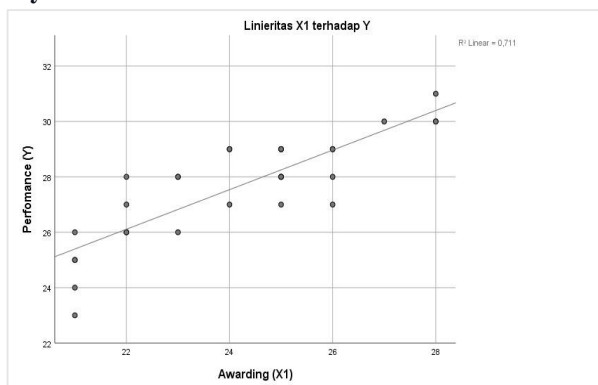
**Classical Assumption Test**

○ **Normality Test**



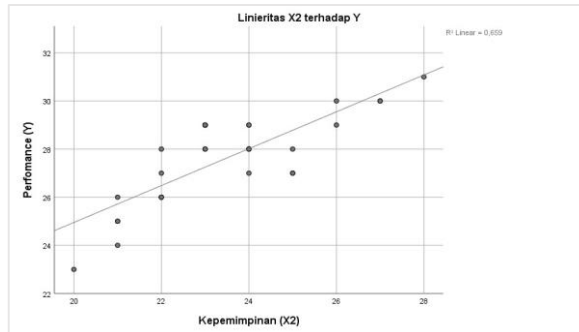
The normality test conducted using the normal graph approach of the P-P Plot indicates that the data points are distributed close to the diagonal line, suggesting that they follow a normal distribution. Thus, the data satisfies the assumption of normality.

○ **Linearity Test**

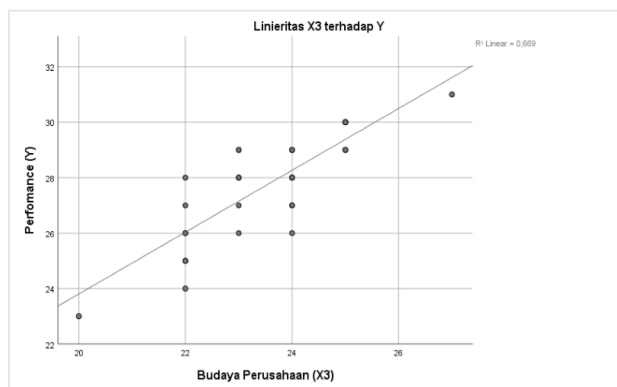


Linearity between X1 and Y is established when the data distribution closely aligns with a straight line pattern, and the coefficient of determination (R<sup>2</sup>) is 0.711. Therefore, X1 may be described as linearly related to Y, and the assumption of linearity is satisfied.

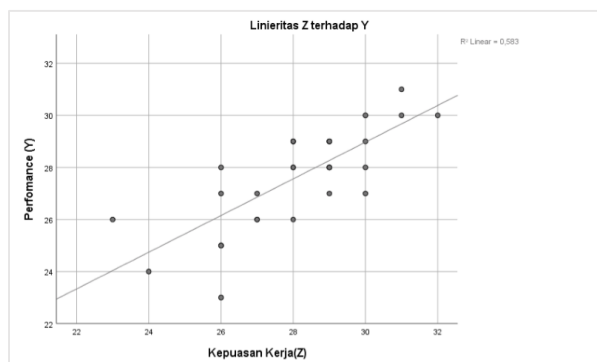




Linearity between X2 and Y is observed, as the data distribution closely aligns with a straightline pattern. The coefficient of determination (R2) is calculated to be 0.659, indicating a moderate level of linearity. Therefore, X2 may be written as a linear function of Y, and the assumption of linearity is satisfied.



Linearity between X3 and Y exhibits linearity, as indicated by the data distribution following a straight-line pattern. The coefficient of determination (R2) is 0.669, confirming that X3 can be expressed linearly concerning Y. Therefore, the assumption of linearity is satisfied.



Linearity between Z and Y is achieved, with the data distribution tending to conform to a straight-line pattern. The coefficient of determination (R2) is calculated to be 0.583. Furthermore, it can be formulated as a linear relationship between Z and Y, and the linearity condition is satisfied.

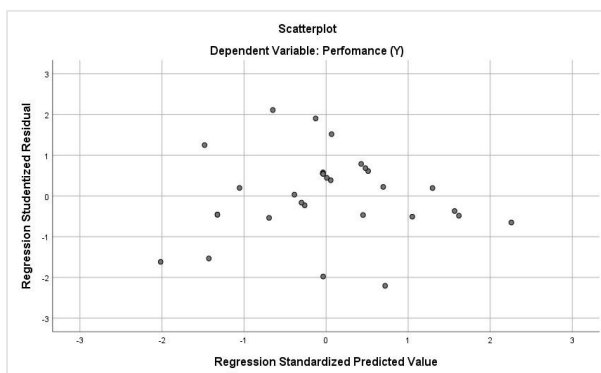
o Multicollinearity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.821	3.000		.607	.549		
	Awarding (X1)	.419	.171	.495	2.453	.021	.181	5.515
	Kepemimpinan (X2)	-.050	.206	-.053	-.241	.812	.155	6.469
	Budaya Perusahaan (X3)	.613	.184	.450	3.342	.003	.407	2.457
	Kepuasan Kerja(Z)	.089	.157	.096	.565	.577	.256	3.906

a. Dependent Variable: Performance (Y)

VIF values for each variable varied between 2.457 - 6.469, whereas the tolerance values ranged from 0.155 - 0.407. Each variable has a VIF value < 10 and a tolerance > 0.1, indicating that the data is accessible from multicollinearity symptoms and meets the multicollinearity assumption.

o Heteroscedasticity Test



Based on the result of the heteroscedasticity test that the data points exhibit an uneven pattern and are dispersed around the Y-axis at zero. The data can be accessed by observing symptoms of heteroscedasticity and the condition of heteroscedasticity is satisfied.

**Multiple Regression Model**

Hypothesis testing is used to examine the impact of Awarding Variables (X1), Leadership Variables (X2), Corporate Culture Variables (X3), and Job Satisfaction Variables (Z) on Performance (Y). Applying multiple regression analysis using the following mathematical formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4Z + e$$

**Note :**

- Y = Performance
- X1 = Awarding
- X2 = Leadership
- X3 = Corporate Culture
- Z = Job Satisfaction
- A = Constant
- b<sub>1</sub>b<sub>2</sub>b<sub>3</sub>b<sub>4</sub> = Variable Coefficient





According to the SPSS output provided, a multiple regression model can be constructed as follows :

$$Y = 1,821 + 0,419X_1 - 0,050X_2 + 0,613X_3 + 0,089Z + e$$

**Coefficient of Determination (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,903 <sup>a</sup>	,816	,786	,871

a. Predictors: (Constant), Kepuasan Kerja(Z), Budaya Perusahaan (X3), Awarding (X1), Kepemimpinan (X2)  
 b. Dependent Variable: Performance (Y)

The Coefficient of Determination (R<sup>2</sup>) has a value of 0.855. The Awarding Variable (X1), Leadership Variable (X2), Corporate Culture Variable (X3), and Job Satisfaction Variable (Z) collectively account for 81.6% of the variance in the Performance Variable (Y). Simultaneously, the remaining 18.4% was accounted for by additional factors that were not incorporated into the model.

**Statistical Test F**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83,983	4	20,996	27,649	,000 <sup>b</sup>
	Residual	18,984	25	,759		
	Total	102,967	29			

a. Dependent Variable: Performance (Y)  
 b. Predictors: (Constant), Kepuasan Kerja(Z), Budaya Perusahaan (X3), Awarding (X1), Kepemimpinan (X2)

The F statistical test yields a significant p-value of 0.000. Therefore, with a significance value of 0.000, which is < 0.05, we may conclude that the variables X1 (Awarding), X2 (Leadership), X3 (Corporate Culture), and Z (Job Satisfaction) all have a significant impact on the variable Y (Performance).

**Statistical Test T**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,821	3,000		,607	,549		
	Awarding (X1)	,419	,171	,495	2,453	,021	,181	5,515
	Kepemimpinan (X2)	-,050	,206	-,053	-,241	,812	,155	6,469
	Budaya Perusahaan (X3)	,613	,164	,450	3,342	,003	,407	2,457
	Kepuasan Kerja(Z)	,089	,157	,096	,565	,577	,256	3,906

a. Dependent Variable: Performance (Y)

The SPSS output describes the T outcomes from the statistical test analysis :

- The significance level of 0.021 for the Awarding Variable (X1) being < 0.05 indicates that the Awarding Variable (X1) has a statistically significant impact on the Performance Variable (Y).
- The Leadership Variable (X2) obtained a significance value of 0.812, > 0.05. This indicates that the Leadership Variable (X2) does not statistically affect the Performance Variable (Y).



- The Corporate Culture Variable (X3) obtained a significance value of 0.003, < 0.05. This indicates that the Corporate Culture Variable (X3) substantially impacts the Performance Variable (Y).
- The calculated significance value (0.577) for the Job Satisfaction Variable (Z) is > 0.05, indicating that the Job Satisfaction Variable (Z) does not have a significant impact on the Performance Variable (Y).

### Validity Test

The assessment of validity in research is quantified by the utilization of the Product Moment formula : the item is declared valid if  $r_{count} > r_{table}$  or the value of Sig. <  $\alpha$  (0.05). Vice versa, the item is declared invalid  $r_{count} < r_{table}$  or the value of Sig. >  $\alpha$  (0.05).  $R_{count}$  and Sig. Values are obtained from the SPSS software output, while  $r_{table}$  is obtained from table  $r$ . The criteria establish the amount of the  $r_{table}$  value by considering a significance level of 5% and degrees of freedom (df) equal to N-2. The study found that the significance threshold was 5%, equivalent to 0.05. The degrees of freedom (df) were calculated as N-2, where N equals 30, resulting in a value of 28. The derived  $r_{table}$  value was 0.361.

### Reliability Test

In testing reliability, an internal constituency test is used using the Cronbach Alpha formula. A way to measure reliability with Cronbach's alpha with the following criteria:

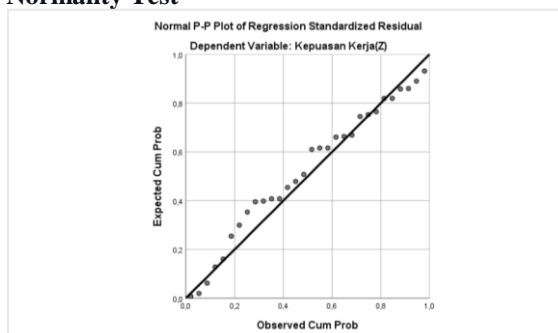
- Less than 0.6 is not reliability
- 0.6 – 0.7 acceptable
- 0.7 – 0.8 Good
- More than 0.8 reliable

All research questionnaires were declared to meet the reliability criteria. All research questionnaires had an Alpha Cronbach value of > 0.6, so they were declared to meet the reliability criteria.

## B. Multiple Regression Analysis (Model 2)

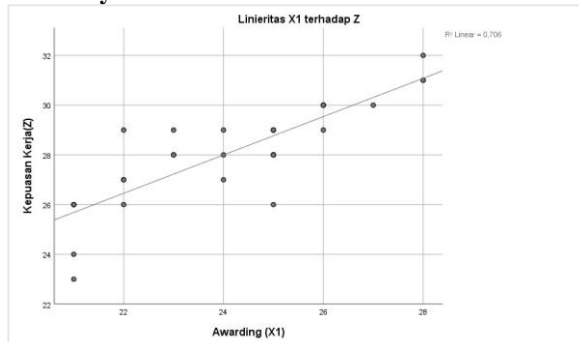
### Classical Assumption Test

#### ○ Normality Test

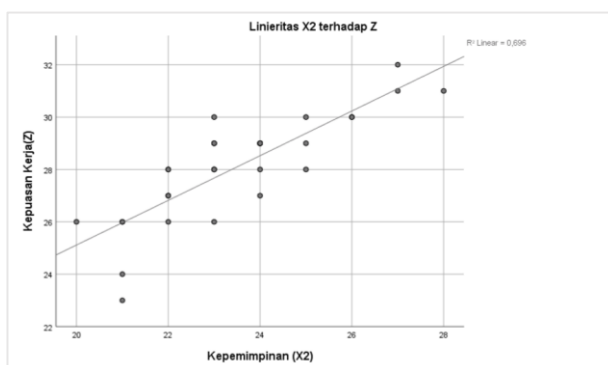


According to the normality test conducted utilizing the normal graph approach of the P-P Plot, it is observed that the data points in the distribution closely align with and are close to the diagonal line representing normal distribution. Thus, the data satisfies the assumption of normalcy.

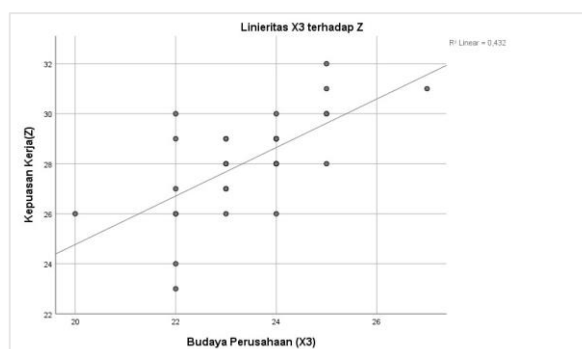
○ **Linearity Test**



The relationship between X1 and Z exhibits linearity, as indicated by the distribution of data that shows a tendency to follow a straight-line pattern. The coefficient of determination (R<sup>2</sup>) for this relationship is 0.711. Therefore, X1 is directly proportional to Z, and the linearity condition is satisfied.



The relationship between X2 and Z exhibits linearity since the data distribution tends to align with a straight-line pattern. The coefficient of determination (R<sup>2</sup>) for this relationship is 0.659. Therefore, X2 is directly proportional to Z, and the linearity condition is satisfied.



The relationship between X3 and Z exhibits linearity since the data distribution tends to align with a straight-line pattern. The coefficient of determination (R<sup>2</sup>) for this relationship is 0.669. Therefore, it may be mathematically represented as a linear relationship between X and Z, and the linearity condition is satisfied.



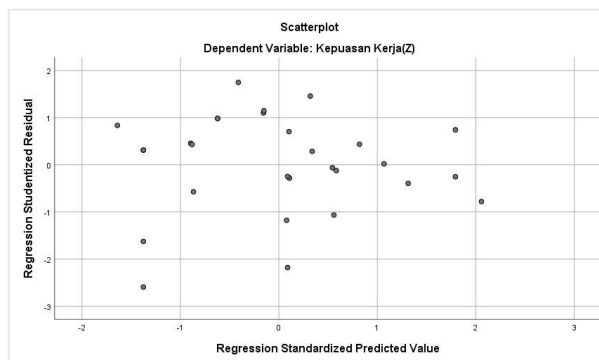
○ **Multicollinearity Test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7,376	3,462		2,130	,043		
	Awarding (X1)	,431	,196	,470	2,196	,037	,215	4,652
	Kepemimpinan (X2)	,414	,245	,405	1,690	,103	,172	5,829
	Budaya Perusahaan (X3)	,026	,230	,017	,111	,912	,407	2,456

a. Dependent Variable: Kepuasan Kerja(Z)

The VIF (Variance Inflation Factor) values for each variable ranged from 2.456 - 5.829, while the tolerance values ranged from 0.172 - 0.407. Each variable has a VIF value < 10 and a tolerance > 0.1, indicating that the data is accessible from multicollinearity symptoms and meets the multicollinearity assumption.

○ **Heteroscedasticity Test**



The heteroscedasticity test reveals that the data points exhibit an uneven pattern and are dispersed around the Y-axis at 0. The data can be accessed by examining symptoms of heteroscedasticity, and it is confirmed that the assumption of heteroscedasticity holds.

**Multiple Regression Model**

They are conducting a multiple regression analysis to test the hypothesis regarding the impact of Awarding Variables (X1), Leadership Variables (X2), and Corporate Culture Variables (X3) on Job Satisfaction Variables (Z) utilizing the specified equation formula :

$$Z = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Note :

- Z = Job Satisfaction
- X1 = Awarding
- X2 = Leadership
- X3 = Corporate Culture
- a = Constant
- b1b2b3 = Variable Coefficient

The following are the results of the regression model analysis.

Based on the SPSS output above, a multiple regression model can be formed as follows :



$$Z = 7,376 + 0,431X_1 + 0,414X_2 + 0,026X_3 + e$$

**Coefficient of Determination (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,863 <sup>a</sup>	,744	,714	1,090

a. Predictors: (Constant), Budaya Perusahaan (X3), Awarding (X1), Kepemimpinan (X2)  
 b. Dependent Variable: Kepuasan Kerja(Z)

The Coefficient of Determination (R<sup>2</sup>) has a value of 0.744. Therefore, the variables X1 (Awarding Variable), X2 (Leadership Variable), and X3 (Corporate Culture Variable) collectively account for 74.4% of the variation in the Job Satisfaction Variable (Z). Simultaneously, the remaining 25.6% was accounted for by additional factors that were not incorporated into the model.

**Statistical Test F**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69,801	3	29,934	25,188	,000 <sup>b</sup>
	Residual	30,899	26	1,188		
	Total	120,700	29			

a. Dependent Variable: Kepuasan Kerja(Z)  
 b. Predictors: (Constant), Budaya Perusahaan (X3), Awarding (X1), Kepemimpinan (X2)

The F statistical test yields a significant p-value of 0.000. The significance value (Sig.) of 0.000, which is < 0.05, indicates that the variables Awarding (X1), Leadership (X2), and Corporate Culture (X3) collectively have a significant impact on the variable Job Satisfaction (Z).

**Statistical Test T**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7,376	3,462		2,130	,043		
	Awarding (X1)	,431	,196	,470	2,196	,037	,215	4,652
	Kepemimpinan (X2)	,414	,245	,405	1,690	,103	,172	5,829
	Budaya Perusahaan (X3)	,026	,230	,017	,111	,912	,407	2,456

a. Dependent Variable: Kepuasan Kerja(Z)

The SPSS output describes the T outcomes from the statistical test analysis :

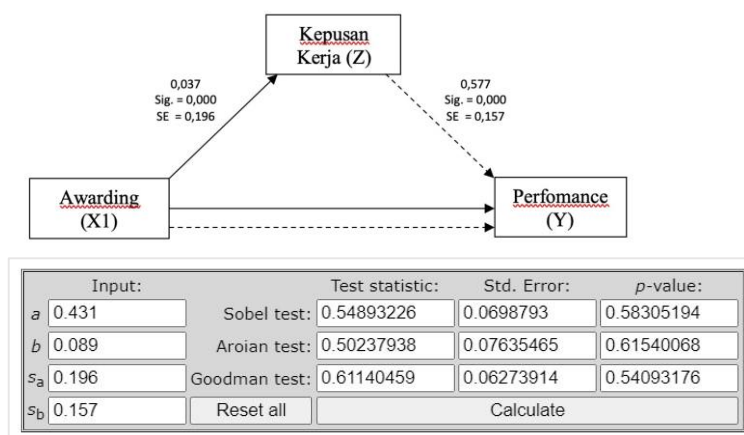
- The significance value (0.037) of the Awarding Variable (X1) being < 0.05 indicates that the Awarding Variable (X1) has a substantial impact on the Job Satisfaction Variable (Z).
- The calculated significance value (0.103) for the Leadership Variable (X2) is > the threshold of 0.05. This indicates that the Leadership Variable (X2) does not significantly impact the Job Satisfaction Variable (Z).
- The Corporate Culture Variable (X3) obtained a significance value of 0.912, > 0.05. This indicates that the Corporate Culture Variable (X3) does not significantly impact the Job Satisfaction Variable (Z).



**Sobel Test**

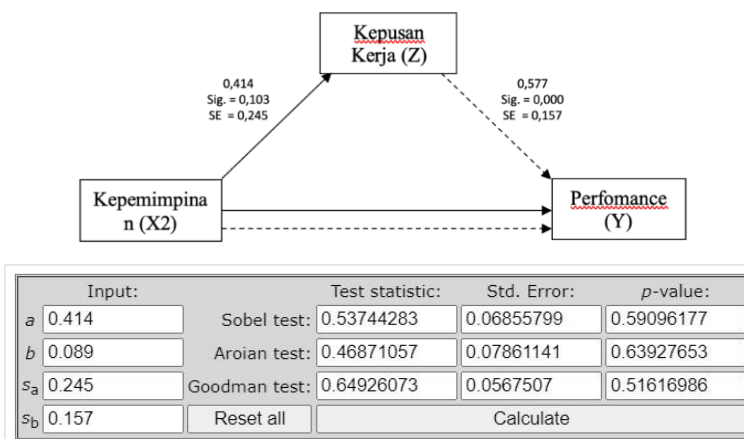
The Sobel test is utilized to ascertain the statistical significance of the indirect impact of the independent variable on the dependent variable via the mediator variable in a mediation model. To be more precise, the Sobel test is used to determine if the mediator variable significantly impacts the link between the independent variable and the dependent variable. A mediator variable is considered statistically significant when its P value is < 0.05, indicating that it mediates the relationship between the independent and dependent variables.

- **Significance of Job Satisfaction (Z) on the effect of Awarding (X1) on Performance (Y)**



Obtained P value (0.583) > 0.05 means that Job Satisfaction (Z) is not significant as a mediator on the effect of Awarding (X1) on Performance (Y)

- **Significance of Job Satisfaction (Z) on the influence of Leadership (X2) on Performance (Y)**

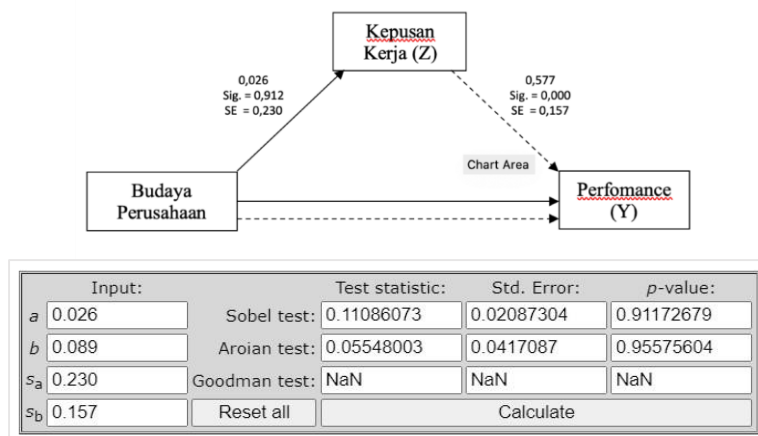


Obtained P value (0.590) > 0.05 means that Job Satisfaction (Z) is not significant as a mediator on the influence of Leadership (X2) on Performance (Y).





- Significance of Job Satisfaction (Z) on the influence of Corporate Culture (X3) on Performance (Y)



Obtained P value (0.911) > 0.05 means that Job Satisfaction (Z) is not significant as a mediator on the influence of Corporate Culture (X3) on Performance (Y).

## 5. CONCLUSION AND RECOMMENDATION

### V.1 Conclusion

The research and analysis conducted by researchers on the role of South Korean work culture at WITCON Co., Ltd., Republic of Korea, led to the following conclusion:

- The data underwent multiple linear regression analysis calculations twice to ensure that it met the classical assumption test as well as validity and reliability requirements. Additionally, conducting the test again can further support the research concept.
- The foreigner workers at WITCON now demonstrate a commendable performance and successfully adhere to the work culture of South Korea.
- The influence of South Korean work culture on employee performance at WITCON has a beneficial impact on foreign employees by changing their perspective, similar to the foreign population as a whole, who are willing to accept opportunities when their work is not aligned with company norms.

### V.2 Recommendation

The researcher offered many recommendations to WITCON Co., Ltd., Republic of Korea, based on the overall findings of the investigation. For Businesses

- Before accepting international employees deployed to South Korea, it is better for the organization to provide particular, understanding, and appropriate training. This is done to enhance staff performance to its maximum potential and provide a smooth transition without any adverse effects from cultural differences.
- In addition to providing language training, in-depth cultural training is needed.

For Foreign Workers

Acquire proficiency in the language and familiarize yourself with the culture of the host nation in order to communicate and adapt effectively. This is done to facilitate seamless integration into a new workplace and prevent any potential liability for the organization resulting from personal negligence.

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