THE INFLUENCE OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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Abstract: This research aims to determine the influence of organizational culture and job satisfaction on employee performance at Bank Negara Indonesia (BNI) Tangerang Branch Office. This research uses quantitative research. The population in this study were all employees at PT Bank Negara Indonesia (BNI), and saturated sampling was used to obtain a sample of 87 respondents. The data collection method used in this research is primary data. The primary data taken was data from answers from 87 respondents. This research shows that organizational culture has no effect on employee performance, and job satisfaction has an effect on employee performance. Simultaneously, organizational culture and job satisfaction influence employee performance. Organizational culture and job satisfaction are integrated into measuring employee work performance. If one of these things is problematic, then employees of PT Bank Negara Indonesia (Persero) Tbk, Tangerang Branch Office will not be able to maximize their performance at work, and this will, of course, affect the company in achieving its stated goals.

Keywords: Organizational Culture, Job Satisfaction and Employee Performance.

INTRODUCTION

Banks are financial institutions that collect funds from the public in the form of savings and channel them back to the community through loans. In the banking business, what is valued by a customer is the service they receive because, with good service, a customer will feel satisfied and loyal as a banking customer.

Of course, good service does not just happen, but rather with a long process and the help of competent human resources to produce good employees. By having good and competent employees serving customers, a bank has more value in customers' eyes. Apart from that, customers become loyal to a bank, which is very good for the company's image because if customers are loyal to a bank, they will recommend their closest relatives to use that banking service product.

Whether or not a company's goals are achieved can be reflected in its human resources. Therefore, human resources must be managed well to help a corporate organization achieve a predetermined goal. Apart from being well managed, human resources are also valuable; a company can achieve its goals with competent human resources. Therefore, the welfare of human resources must be considered and treated as well as possible. That way, they will work optimally and continue to improve their performance because what they need and expect has been fulfilled. So, there is no reason whatsoever not to maximize the work he does.

According to Mangkunegara (2015), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to his responsibilities. Meanwhile, Rivai and Basri (2016) state that performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to standard work results, targets, goals or predetermined criteria that have been mutually agreed upon.

This employee performance is not obtained from the results of recruitment selection carried out by the company but rather grows from within each employee, which arises because of the motivation that grows due to a feeling of comfort at work and having a good work environment so that it has a positive impact on the resulting performance. A company expects employees to work well and diligently to achieve optimal results. Employees who have high and good dedication can support the achievement of goals and objectives set by the company by company standards. Employee performance is an employee's result or work achievement, as seen from the quality of work an employee possesses based on standards determined by the company. Good employee performance can help the company achieve its goals.

Bank Negara Indonesia, or what we know as Bank BNI, is a state-owned banking company whose branches have spread throughout Indonesia and have a good image in the eyes of the public. The relevant branch leader manages each BNI Bank branch office, which other officers assist. To see whether an employee's work is good or bad, the branch manager of Bank BNI Tangerang carries out a performance assessment using the Key Performance Indicator per the company's rules. However, in practice, the performance assessment of Bank BNI Tangerang employees still needs to be higher, so it is necessary to increase the KPI carried out by each employee.

In practice, at BNI Bank itself. Every employee must have high integrity to improve performance and prevent fraud, which will impact BNI Bank itself. To prevent this fraud, BNI Bank recruits prospective employees who comply with company regulations through various selection stages, including initial selection, psychological tests, interviews, and filing and signing work contracts, containing rules and penalties if employees violate the rules. The law, employees will be followed up, and other ways to minimize the occurrence of fraud at BNI Bank often provide surveys related to fraud, BNI routinely conducts lessons once every 1-2 weeks and often works on special questions about fraud, which can later be detrimental to the company. Therefore, with integrity, BNI Bank employees can minimize mistakes and continue improving their performance.

Another factor that can influence employee performance is the organizational culture that exists in the company. Organizational culture relates to each component's values, norms, attitudes, and ethics. These elements aim to monitor employee behaviour, their perspective on a problem and how to solve it, collaboration with a team, and interaction with the environment where an employee works.

According to Sutrisno (2018), organizational culture is a set of values or norms that have been in effect for a relatively long time, shared by members of the organization (employees) as norms of behaviour in resolving organizational (company) problems. Meanwhile, according to Ndraha in Busrso (2018), culture can be interpreted as a culture that is held in incentive, widely embraced, and increasingly clearly socialized and inherited and also influences the environment and human behaviour. If employees can well receive the organizational culture of a company, it will have a positive impact on employee performance, which will ultimately influence employee performance. The issue of company organizational culture is essential because it is closely related to life within the company.

The organizational culture in Bank BNI Tangerang cannot be said to be good because BINA BNI employees who have completed their 3-year contracts cannot immediately become permanent employees. Still, the employment relationship between BINA BNI employees and the company is immediately terminated. This caused the employees to be slightly disadvantaged because they had been loyal to the company by working for 3 years in the hope of being appointed as permanent employees. Still, in reality, their employment relationship was terminated by BNI.

Organizational culture phenomena from the author's observations include using digital transactions that have facilitated customers in making deposits. However, technical problems often occur, such as discrepancies in recording funds that have entered the account. Furthermore, officers need to understand how to handle customer complaints regarding transactions, and employee performance is still a challenge that needs to be overcome, so improvements are needed in providing continuous information to each customer regarding banking services via mobile devices. Another phenomenon is that employees are expected to carry out their duties by Standard Operating Procedures (SOP) or regulations that have been set to achieve the desired results, as well as increasing aggressiveness in carrying out cross-selling at the end of the service, which needs to be improved so that customers are interested in switching to digital transactions and take part in programs offered by the company.

Another factor that influences employee performance is job satisfaction. According to Saufa (2017), job satisfaction is an important thing that individuals have at work. Each worker has different characteristics, so the level of job satisfaction is different, and the level of job satisfaction can have different impacts. Meanwhile, according to Hasibuan (2017), job satisfaction is a pleasant or positive emotional state that results from work performance or experience.

Observation results show that Bank BNI Tangerang has strict rules, so employee discipline increases. However, quite a few are forced to do this simply because of company regulations rather than because of their conscience. The employee's work morale is good. However, there is still seniority in the work environment, which can result in a slightly less comfortable work environment. Furthermore, the branch leader has been fair to all employees without exception; applying for leave is a little difficult for one reason or another. Inadequate work facilities: this is due to problems with photocopiers, printers and many other facilities that employees cannot use, and the lack of motivation given to employees by superiors, resulting in employees needing more motivation to carry out work.

Job satisfaction does not just arise within employees but through a process they experience. This process is also related to company leaders because employees want to avoid large rewards from the company.

Employees will feel happy by being treated fairly, recognized for their existence, and appreciated for every job they do, which can trigger satisfaction with their work. Increasing employee job satisfaction can influence the performance produced by an employee. Apart from that, a supportive work environment can also influence employee job satisfaction. The better the company's work environment, the more employees feel safe and comfortable carrying out their work. It can provide personal satisfaction to an employee, and the emergence of employee satisfaction can make an employee focus on completing his work to perform well.

Job satisfaction at Bank BNI KC Tangerang cannot be said to be good; there is still seniority in carrying out their work, which has an unfavourable effect on an employee's psychology. If this continues to occur in the work environment of Bank BNI KC Tangerang, it can affect the decline in employee performance.

Besides that, leadership still needs to show more appreciation for subordinates' work. If this is allowed to continue, this can also affect the performance produced by an employee. So it is very necessary to improve this structure so that the performance produced by an employee can increase. Increasing the performance of an employee can help the company achieve its goals.

RESEARCH METHODS

The type of research used by the author is quantitative research with the aim of testing predetermined hypotheses. The associative method is a method for analyzing the relationship between two or more variables. In general, this research uses a causal associative approach with cause and effect, namely, knowing the influence of job satisfaction and organizational culture on the performance of Bank Negara Indonesia Tangerang Branch Office employees. The population in this study were employees of PT Bank Negara Indonesia (Persero) Tbk, Tangerang City Branch Office, totalling 87 employees. The sample used in this research is a saturated or census sample, a sampling technique carried out by taking the entire population. Because the population is 87 employees, the entire population is used as a sample. In this research, the data analysis method is multiple linear regression and uses tools like the SPSS version 23 computer software program.

RESEARCH RESULTS AND DISCUSSION
Respondent Characteristics

Based on the research results, of the 87 respondents who filled out the questionnaire, the majority were women, reaching 52 people (59.8%). In comparison, there were 35 male respondents (40.2%), and based on age, respondents aged 18- 25 had the largest number, reaching 43 people (49.4%). Meanwhile, respondents aged 26-35 years, 36-45 years, and 46-60 years had lower numbers, with 20 people (23%) and 17 people (19.5%), respectively. And 7 people (8%). Analysis was also carried out based on the education level of the respondents; it was found that the majority of respondents had higher education, with 77 people (88.5%) having a bachelor's degree education background. The number of respondents with high school and master's education was lower, 6 people (6.9%) and 4 people (4.6%), respectively. From this data, most respondents have a higher educational background, especially a bachelor's degree, and most are aged 18-25.

Descriptive Statistical

Table 1. Descriptive Statistical Test Results

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational culture	87	30	50	42.79	4,909
Job satisfaction	87	28	50	42.71	4,650
Employee Performance	87	32	50	43.29	4,375
Valid N (listwise)	87				

Source: SPSS 23 Output Results, 2023

Based on the table presented, with 87 respondents, the organizational culture variable shows a significant range of values, with a minimum value of 30 and a maximum of 50. The average value of 42.79 indicates a positive trend in organizational culture, although there are significant variations. Quite large among respondents, reflected in the standard deviation of 4.909. The job satisfaction variable also shows large variations, with a minimum value of 28 and a maximum of 50. The average job satisfaction is 42.71, indicating a relatively high level of satisfaction, but with a standard deviation of 4.650, indicating significant

variation among respondents. The employee performance variable shows a similar pattern, with values ranging from 32 to 50. The average employee performance of 43.29 indicates a generally good level of performance, although the standard deviation of 4.375 indicates considerable variation among respondents.

Validity test

Table 2. Results of Organizational Culture Validity Test

Statement	rtable	rcount	Information
Statement 1	0.2108	0.657	Valid
Statement 2	0.2108	0.721	Valid
Statement 3	0.2108	0.559	Valid
Statement 4	0.2108	0.765	Valid
Statement 5	0.2108	0.720	Valid
Statement 6	0.2108	0.661	Valid
Statement 7	0.2108	0.570	Valid
Statement 8	0.2108	0.493	Valid
Statement 9	0.2108	0.480	Valid
Statement 10	0.2108	0.649	Valid

Table 3. Job Satisfaction Validity Test Results

Statement	rtable	rcount	Information
Statement 1	0.2108	0.641	Valid
Statement 2	0.2108	0.731	Valid
Statement 3	0.2108	0.693	Valid
Statement 4	0.2108	0.509	Valid
Statement 5	0.2108	0.595	Valid
Statement 6	0.2108	0.689	Valid
Statement 7	0.2108	0.772	Valid
Statement 8	0.2108	0.744	Valid
Statement 9	0.2108	0.774	Valid
Statement 10	0.2108	0.814	Valid

Source: SPSS 23 Output Results, 2023

Table 4. Employee Performance Validity Test Results

Statement	rtable	rcount	Information
Statement 1	0.2108	0.759	Valid
Statement 2	0.2108	0.738	Valid
Statement 3	0.2108	0.775	Valid
Statement 4	0.2108	0.819	Valid
Statement 5	0.2108	0.769	Valid
Statement 6	0.2108	0.763	Valid
Statement 7	0.2108	0.719	Valid
Statement 8	0.2108	0.410	Valid
Statement 9	0.2108	0.400	Valid
Statement 10	0.2108	0.383	Valid

Source: SPSS 23 Output Results, 2023

Based on the validity test results with a confidence level of 0.05, all question items are valid, because the test value is above 0.2108.

Reliability Test

Table 5. Reliability Test Results

No	Variable	Cronbach's Alpha	N of Items	Information
1	Organizational culture	0.826	10	Reliable
2	Job satisfaction	0.879	10	Reliable
3	Employee Performance	0.852	10	Reliable

Source: SPSS 23 Output Results, 2023

Based on the table above, it can be seen that the Cronbach's Alpha value for all variables is greater than 0.60, so all variables are reliable.

Classic Assumption Test Results

Normality test

Table 6. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		87
Normal Parameters, b	Mean	.0000000
	Std. Deviation	2.38307498
Most Extreme Differences	Absolute	,077
	Positive	,060
	Negative	-.077
Statistical Tests		,077
Asymp. Sig. (2-tailed)		,200c,d

Test distribution is Normal.
Calculated from data.
Lilliefors Significance Correction.
This is a lower bound of the true significance.
Source: SPSS 23 Output Results, 2023
Based on the results of the normality test it is greater than 0.05 so the data is normally distributed.

Multicollinearity Test

Table 7. Multicollinearity Test Results
Coefficientsa

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational Culture	,405	2,131
	Job satisfaction	,452	2,211

a. Dependent Variable: Employee Performance
Source: SPSS 23 Output Results, 2023
The table above shows the Tolerance value > 0.1, while the VIF value < 10 so that a conclusion can be drawn, that in this study there were no symptoms of multicollinearity.

Autocorrelation Test

Table 8. Autocorrelation Test Results with Durbin-Watson

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.144a	.021	.018	4,261	1,786
a. Predictors: (Constant), Organizational Culture, Job Description					
b. Dependent Variable: Employee Performance					

Source: SPSS 2023 Output Results

Based on the test results in the table above, this regression model has no autocorrelation disturbances, this is proven by the Durbin-Watson value of 1,786 which is in the interval 1,550 - 2,460.

Heteroscedasticity Test
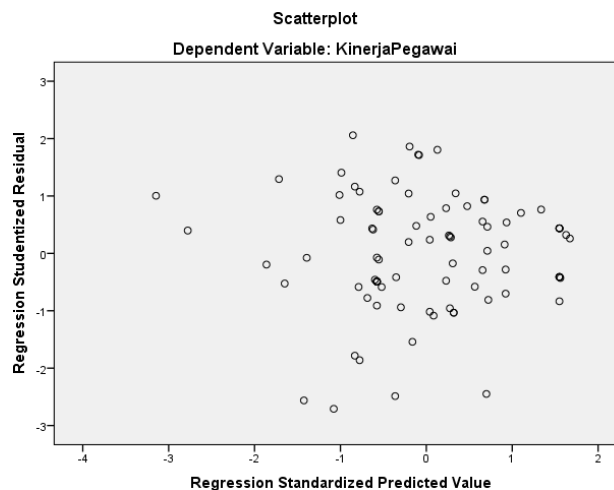
Source: SPSS 23 Output Results, 2023
Figure 1. Heteroscedasticity Test

Based on the image above, it can be seen that the points in the image are spread randomly above and below or at zero on the Y axis and do not show a regular pattern. So it can be concluded that in the regression model there are no symptoms of heteroscedasticity.

Results of Multiple Linear Regression Analysis

Table 9. Multiple Linear Regression Test

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	9,999	2,514		3,977	,000
Organizational Culture	-.041	,079	-.046	-.517	,607
Job satisfaction	,820	,083	,872	9,865	,000

Dependent Variable: Employee Performance
Source: SPSS 23 Output Results, 2023

Based on the results of multiple linear tests, the following equation is obtained:

$$Y = 9.999 - 0.041_1 + 0.820_2 + e$$

The constant coefficient is 9.999 with a positive value. This means that employee performance at PT. Bank Negara Indonesia (Persero) Tbk Tangerang Branch Office will be worth 9,999 if the value of organizational culture and job satisfaction is 0.

The organizational culture regression coefficient value is -0.041; this shows that for every 1% increase in organizational culture, the employee performance value will decrease by 0.041, assuming the other variables are constant. The significance value of organizational culture is 0.637, greater than 0.05, and the count value of organizational culture is -0.517 smaller than the table value of 1.98827 ($\alpha = 0.05/2 = 0.025$ and dk= 87-2= 85), so it can be concluded that culture organization does not have a significant effect on employee performance.

The regression coefficient value for job satisfaction is 0.820; this shows that for every 1% increase in job satisfaction, the employee performance value will increase by 0.820, assuming the other variables are constant. The significance value of job satisfaction is 0.000, which is 0.05 smaller, and the t-count value of job satisfaction is 9.685, which is greater than the t table value of 1.98827 ($\alpha = 0.05/2 = 0.025$ and dk= 87-2= 85), so it can be concluded that job satisfaction has an influence significant impact on employee performance.

Table 10. F Test Results
ANOVAa

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1157.418	2	578,709	99,533	,000b
Residual	488,398	84	5,814		
Total	1645.816	86			

Dependent Variable: Employee Performance
Predictors: (Constant), Organizational Culture, Job Satisfaction
Source: SPSS 23 Output Results, 2023

Based on the table above, the significance level used is 5%, and the degrees of freedom (dk = nk-1 = 87-2-1 = 84), we can obtain an F table 3.11. These results show that Fcount > Ftable (99.533 > 3.11) with a significance level of 0.000 < 0.05, which means it is significant. It can be concluded that organizational culture and job satisfaction influence employee performance.

Table 11. Coefficient of Determination Test Results
Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839a	,703	,696	2,411

Predictors: (Constant), Organizational Culture, Job Satisfaction
Dependent Variable: Employee Performance
Source: SPSS 23 Output Results, 2023

From the results of the coefficient of determination test, the Adjusted R Square value is 0.696 or 69.6%, and this shows that employee performance can be explained by 69.6% by the independent variables, namely organizational culture and job satisfaction. Meanwhile, 30.4% is explained by other variables outside this research.

DISCUSSION

Based on the research results, organizational culture does not affect employee performance because employees of PT Bank Negara Indonesia (Persero) Tbk, Tangerang Branch Office, are not always results-oriented but instead carry out every process as detailed and as well as possible, so that they can provide optimal results because the results will follow our process to obtain something that we desire. If the process is carried out correctly, it will provide optimal results, too. Therefore, PT Bank Negara Indonesia (Persero) Tbk, Tangerang Branch Office is only sometimes results-oriented. The influence of organizational culture on employee performance is only sometimes universal and can vary between organizations. Although organizational culture is often considered an important factor influencing employee performance, this research found that organizational culture has little influence at PT Bank Negara Indonesia (Persero) Tbk, Tangerang Branch Office.

Furthermore, the importance of focusing on processes as the main factor in achieving optimal results is a valid and relevant approach in a business context. Organizations can ensure that the final results are the best by paying attention to quality and perfection in every stage of the process. Therefore, policies that are only sometimes oriented towards immediate results can improve the organization's quality, reputation and sustainability. In addition, paying attention to processes can also increase employee engagement and satisfaction. Employees may feel more valued and have greater control over their work by paying more attention to processes, ultimately increasing their motivation and performance.

Based on research results, job satisfaction affects employee performance because employees who are satisfied in the company organization will, of course, have a good impact on their performance. Employee satisfaction is not only a matter of how much salary they receive but other factors that serve as a benchmark for employee satisfaction at PT Bank Negara Indonesia (Persero) Tbk, Tangerang Branch Office. These other factors include Employee morale and the facilities they receive. Employee work morale has a very positive impact on the activities they carry out every day because a work environment with people who have positive energy can provide a feeling of comfort and security so that we enjoy doing the work we do. Also, the work facilities provided by PT Bank Negara Indonesia (Persero) Tbk, Tangerang Branch Office are very adequate. This makes it easier for employees to complete their work. Having adequate facilities makes work faster and more comfortable because adequate work support facilities support it.

Based on research results, organizational culture and job satisfaction jointly influence employee performance because this variable is closely related to customer satisfaction. Even though in partial testing, organizational culture does not affect employee performance, in simultaneous testing, both independent variables affect employee performance. This is shown by the Adjusted R Square value of 0.696 or 69.6%, and this shows that there is a strong relationship between organizational culture and job satisfaction on employee performance.

CONCLUSION

Based on the research results, it was found that organizational culture did not significantly influence employee performance at PT Bank Negara Indonesia (Persero) Tbk, Tangerang Branch Office. The main focus on processes in achieving optimal results is a relevant approach in this business context. Attention to quality and process perfection can ensure that the final results are the best. However, job satisfaction influences employee performance. Employees who feel satisfied in the work environment positively impact their performance. Job satisfaction is determined by salary, work morale, and the facilities provided by the company. Adequate work facilities support employee efficiency and comfort in carrying out their duties.

Furthermore, the research results also found that organizational culture and job satisfaction influence employee performance, especially related to customer satisfaction. Even though organizational culture has no individual influence, these two variables have a strong relationship with employee performance when analysed simultaneously. This shows the importance of considering these two aspects to improve organizational performance. Thus, it can be concluded that although organizational culture is not the main factor influencing employee performance at PT Bank Negara Indonesia (Persero) Tbk, Tangerang Branch Office, it is still important to pay attention to and increase employee job satisfaction and consider aspects of organizational culture to achieve optimal performance.

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