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## Job Satisfaction Mediates Organizational Culture and Work Discipline On Employee Performance In The Frontliner Section at PT Bank Central Asia Tbk Kcu Cikarang

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**Abstract:** This study aims to examine the influence of organizational culture and work discipline on employee performance through job satisfaction. The approach used in this research is a quantitative. The sample size in this study consists of 42 respondents, all of whom are employees of PT Bank Central Asia Tbk, KCU Cikarang Branch. The research data were obtained from questionnaire responses and analyzed using SEM PLS analysis techniques. The findings of this study conclude that organizational culture does not influence employee performance. However, when mediated by job satisfaction, organizational culture can affect performance. This implies that the existing organizational culture at BCA Bank does not always lead to high employee performance; to ensure that organizational culture improves employee performance, it must enhance employee satisfaction. Work discipline can directly and indirectly influence performance through job satisfaction; employees with high work discipline tend to have high performance, especially if their discipline also enhances their job satisfaction.

**Keyword:** Organizational Culture, Work Discipline, Job Satisfaction, Employee Performance.

### INTRODUCTION

PT Bank Central Asia Tbk in providing human resources which is an important capital for Bank BCA to transform and become the company's main asset in the article (kompas, 2020). Human resources who are the main assets of the company are required to have quality abilities. Quality ability does not come by itself but how human resource management can manage human resources properly (Soares Yuningsih et al., 2023).

In 2023 the Human Development Index in Indonesia was 0.84%, up from 73.77% in 2022 and 74.39% in 2023. This report provides a real picture of the results of the quality of human resources, especially related to education and health. However, this cannot hide the fact that Indonesia is still lagging behind several other countries in the world. The National Population and Family Planning Agency (BKKBN) states that Indonesia's Human

Development Index (human capital index) is ranked 130 out of 199 countries in the world (bps.go.id). human development index (HDI) data although showing an increase but still in the HDI category, namely the medium category in the increase that occurred in 2023 can be seen from the analysis of the Central Statistics Agency.



Figure 1. Human Development Index (HDI) in 2023

Based on the picture above, it can be seen that the quality of human resources in Indonesia still needs to be improved. The quality of human resources will greatly affect employee performance (Artini et al., 2023). Performance is one of the problems in human resource management. Decreased performance is caused by inconsistent employees in achieving results. Employee performance is a concern for leaders and even companies to strategize in improving it. Performance can be seen from the quantity, quality, and time given to someone to successfully complete a task either done individually or in a group of people in an organization. (Sutrisno, 2016) in (Artini et al., 2023). Labor planning is also very important in the company because it identifies human resources who want to follow company rules and have the same goals as the company. (Widodo, 2018) in (Haryadi & Wahyudi, 2020).

The problem of employee performance is also inseparable from employee discipline which is one of the indicators of employee performance itself, this theory is supported by (Afandi, 2018) in (Husni et al., 2023). In research (Husni et al., 2023) and (Elburdah, 2021) explains that work discipline affects employee performance. PT Bank Central Asia Tbk KCU Cikarang Branch has a lack of discipline which can lead to problems in employee performance, especially in employee absenteeism, it can be seen that employee absenteeism during 2023 is as follows:

Tabel 1. List of Employee Tardiness Attendance Period January - December 2023  
Total 59 Employees

No	Periode	Jumlah Karyawan Yang Terlambat
1	Januari	24
2	Februari	40
3	Maret	29
4	April	17
5	Mei	24
6	Juni	19
7	Juli	24
8	Agustus	28
9	September	23
10	Oktober	22
11	November	33
12	Desember	35

## METHOD

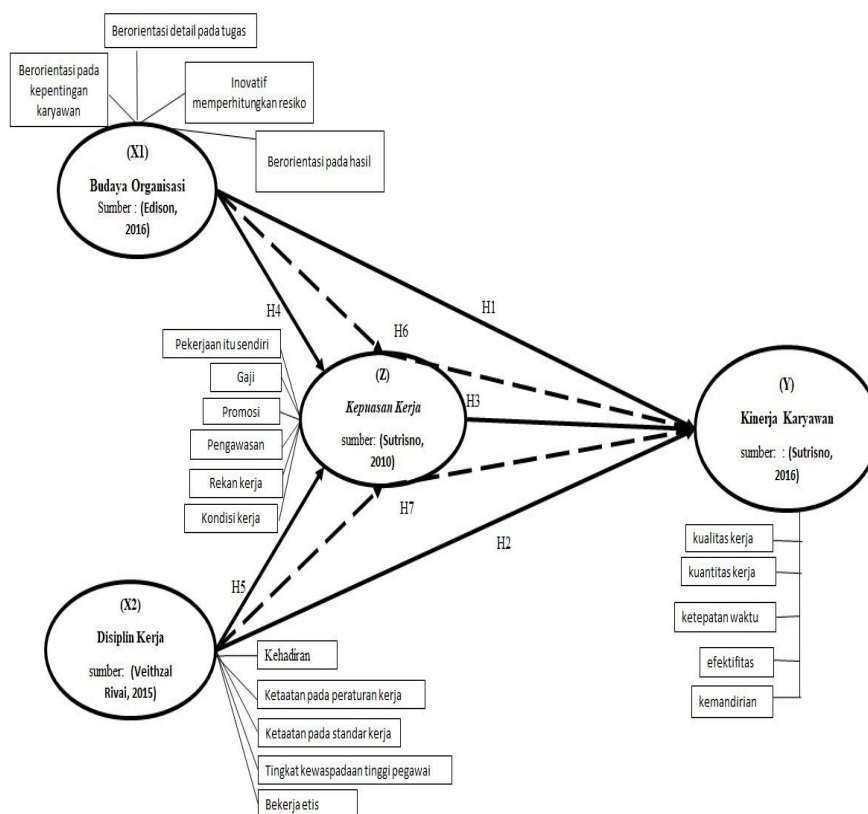


Figure 2. Research Design

Table 2. Research design framework

Direct Effect	Resources
Organizational Culture → Employee Performance	(Haryadi & Wahyudi, 2020), (Artini et al., 2023), (Herawati et al., 2022), (Paais & Pattiruhu, 2020) (Lapatta & Temaluru, 2023)
Work Discipline → Employee Performance	(Tannady et al., 2022), (Husni et al., 2023), (Elburdah, 2021), (REZEKI & Hidayat, 2021)
Job Satisfaction → Employee Performance	(Fauziek & Yanuar, 2021), (Sausan et al., 2021), (Lengkong et al., 2019)
Organizational Culture → Job Satisfaction	(Plutzer, 2021), (Tupen & Septyarini, 2022)
Work Discipline → Job Satisfaction	(Azhar et al., 2020), (Haq et al., 2022), (Lucky Meilasari et al., 2020), (Yuliantini & Santoso, 2020)
Organizational Culture → Employee Performance → job satisfaction	(Satriyo Wibowo & Sumartik, 2022), (Dethan et al., 2023)
Work Discipline → Employee Performance → job satisfaction	(Adipradana, 2021), (Susanti & Aesah, 2022)

Determination of population, sample and sampling method used in this study is Population is the totality of each element to be studied that has the same characteristics, it can be an individual from a group, event, or something to be studied. (Handayani, 2020)..

Sampling is done by non-probability sampling method. With saturated sampling technique which means sampling technique if all members of the population are used as samples. According to Arikunto (2012: 104) if the population is less than 100 people, then the sample is taken as a whole, but if the population is greater than 100 people, then 10-15% or 20-25% of the population can be taken. This method suggests a feasible sample size in

research is between 30 and 500, the most important thing in determining the sample is the representativeness of the sample used.

## RESULTS AND DISCUSSION

In this study, the effect test between variables will be analyzed using the PLS SEM analysis technique. The stages in the PLS SEM analysis consist of the outer model testing stage and the inner model testing stage (Hair et al; 2019). At the outer model testing stage, all indicators on each construct are tested for validity and each construct is tested for reliability, while inner model testing is used to test the relationship between variables.

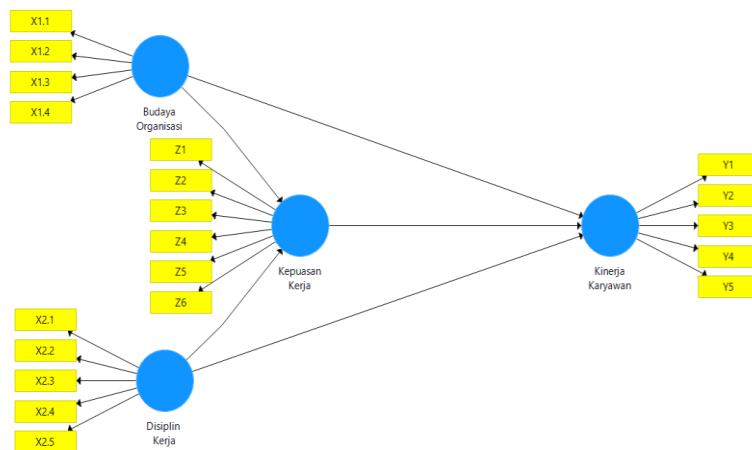


Figure 3. Research Model (hidden indicator)

### Outer Model Testing

The measurement model testing stage includes testing Convergent Validity, Discriminant Validity and Composite Reliability. PLS analysis results can be used to test the research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity and composite reliability. To bring up the outer model test results, the PLS model must be estimated using the algorithm technique. The following are the results of the PLS SEM model estimation after being estimated using the algorithm 1 technique:

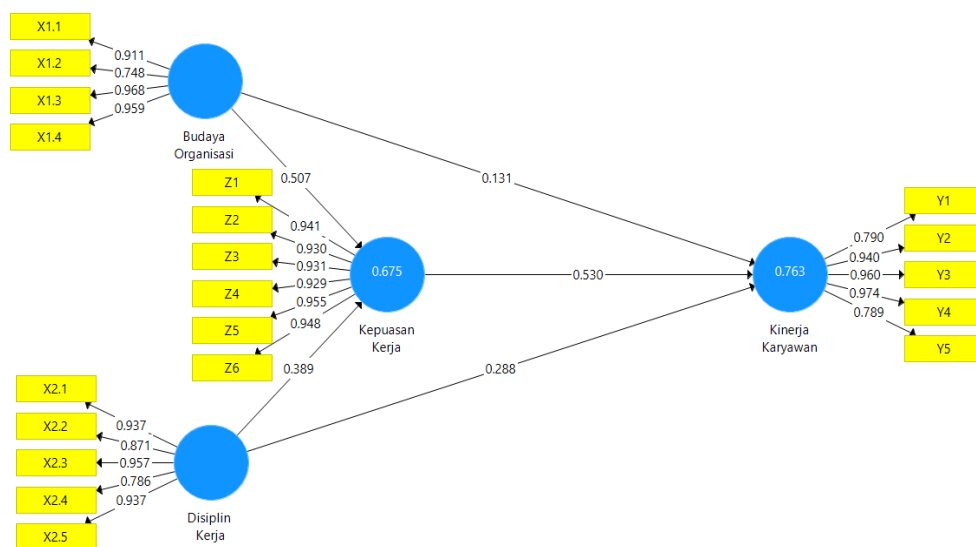


Figure 4. SEM Model Specification PLS Algorithm

## Inner Model Testing

The inner model testing stage begins with the goodness of fit model testing stage, this test is a test conducted to ensure that the PLS model to be estimated to test the relationship between research variables is fit with the data being analyzed so that the sample used can explain the actual population conditions.

### Test Goodness of fit model

The goodness of fit of the PLS model can be seen from the R Square, Q Square and SRMR values of the model. The R Square model will show the strength of the model in predicting the dependent variable, while iQ Square will show the level of predictive relevance of the model and the SRMR model shows the level of goodness of fit of the model, whether in the perfect fit or bad fit category.

#### 1. R Square Model

In Vhin (1998) it is stated that the R Square value  $> 0.67$  indicates a strong PLS model in predicting endogenous, R Square  $0.33 - 0.67$  indicates a PLS model in the moderately strong category (moderate) and R Square  $0.19 - 0.33$  indicates that the PLS model is weak in predicting endogenous. The analysis results in table 4.12 below show that the R square of employee performance of 0.763 and R square of job satisfaction of 0.675 are in the strong category.

**Tabel 3. Nilai R Square**

Variabel	R Square	Criteria
Employee Performance	0,763	moderate
Job Satisfaction	0,675	strong

#### 2. Q Square Model

Q Square shows the predictive relevance of the model, where the Q Square value of  $0.02 - 0.15$  indicates that the model has a small predictive relevance, Q Square of  $0.15 - 0.35$  indicates that the model has moderate predictive relevance and Q square  $> 0.35$  indicates a large predictive relevance model (Chin, 1998). The analysis results in Table 4.11 show that Q Square employee performance and job satisfaction are in the big predictive relevance category.

**Tabel 4. Q Square Model**

Variabel Latent	Q Square	Kriteria
Kinerja Karyawan	0,594	Big predictive relevance
Kepuasan Kerja	0,585	Big predictive relevance

#### 3. SRMR Model

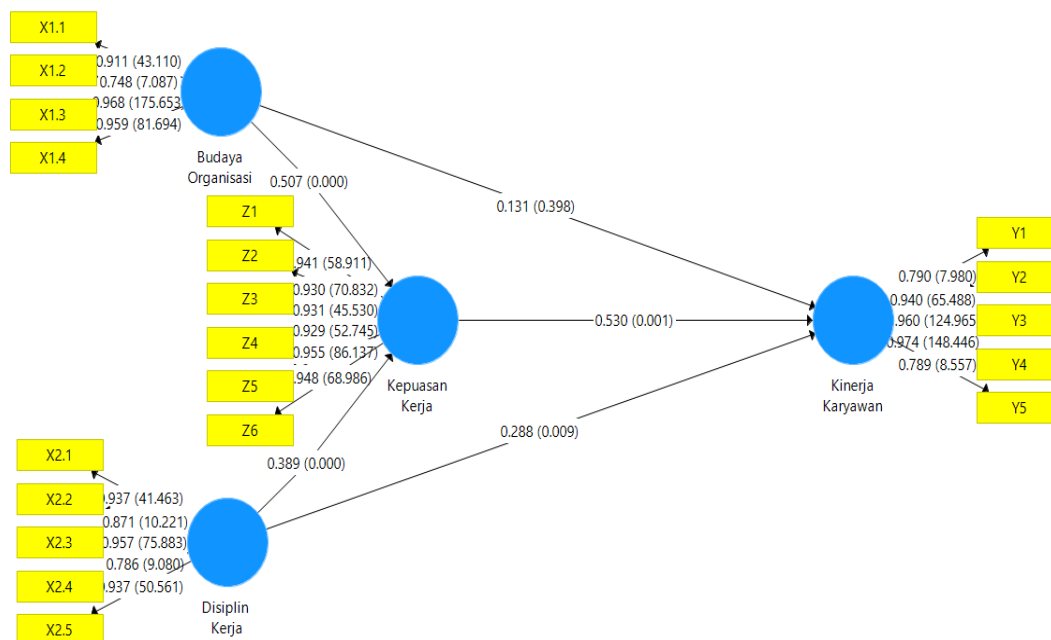
Apart from being assessed from the R square and Q Square values, the goodness of fit model is also seen from the SRMR value of the estimated model, the model is declared perfect fit if the SRMR estimated model  $< 0.08$  and the model is declared fit if the SRMR value of the estimated model is between  $0.08 - 0.10$ . The analysis results in the following table show that the SRMR estimated model value of 0.073 is in the fit category.

**Tabel 5. SRMR**

Component	SRMR	Estimated Model
Saturated Model	0,073	perfect fit
Esimated Model	0,073	

## Direct Influence Testing

In PLS analysis, after the model is proven to be fit, testing the influence between variables can be carried out. The influence testing includes direct influence testing, indirect influence testing and total influence testing. The following are the results of the PLS SEM model estimation with the bootstrapping method:



**Figure 5. Bootstrapping model estimation results**

Direct effect or often referred to as direct effect is the effect of exogenous variables directly on endogenous variables without going through other variables (intervening). In the PLS SEM analysis, the significance and direction of the direct effect is seen from the p value, t statistic and path coefficient on each path connecting endogenous and exogenous. If the p value obtained in the relationship between variables is  $<0.05$  and  $T \text{ statistics} > 1.96$  (t value two tail,  $\alpha 5\%$ ) and  $T \text{ statistics} > 1.65$  in the one tail test, it is concluded that the exogenous variable has a significant effect on endogenous with the direction of influence in accordance with the sign attached to the path coefficient. Furthermore, if the p value is obtained  $> 0.05$  and  $T \text{ statistics} < 1.96$  (t value two tail,  $\alpha 5\%$ ) in the two tail test and  $T \text{ statistics} < 1.65$  in the one tail test, it is concluded that the exogenous variable has no significant effect on the endogenous (Hair et al, 2019).

## Hypothesis Testing

Hypothesis testing in this study is based on the results of SEM PLS analysis. The following is a summary of the results of hypothesis testing in research:

**Table 6. Hypothesis Testing Results**

No	Hypothesis	Koefisien	Description
1	It is suspected that organizational culture variables affect employee performance	Koef = 0,131 t = 0,846; p value = 0,398	not accepted
2	It is suspected that the work discipline variable affects employee performance	Koef = 0,288 t = 2,611 ; p value = 0,009	accepted
3	It is suspected that job satisfaction variables affect employee performance	Koef = 0,530 t = 3,332 ; p value = 0,001	accepted



No	Hypothesis	Koefisien	Description
4	It is suspected that organizational culture variables affect job satisfaction	Koef = 0,507 t = 4,558 ; p value = 0,000	accepted
5	It is suspected that work discipline variables affect job satisfaction	Koef = 0,389 t = 3,953 p value = 0,000	accepted
6	It is suspected that job satisfaction mediates the influence between organizational culture on employee performance.	Koef = 0,269 t = 2,649; p value = 0,008	accepted
7	It is suspected that work discipline has a significant effect on employee performance mediated by job satisfaction.	Koef = 0,206 t = 2,688; p value = 0,007	accepted

## CONCLUSION

Based on the description and discussion of the research results through data processing and research and analysis that has been carried out on job satisfaction mediating organizational culture and work discipline on the performance of frontliner employees at PT Bank Central Asia Tbk KCU Cikarang branch, the results of the research that have been carried out can be drawn conclusions, implications and suggestions as follows:

1. Organizational culture has no effect on employee performance. A good organizational culture does not always shape high employee performance. In order for organizational culture to form high performance, the existing organizational culture must be able to provide high job satisfaction for employees..
2. Work discipline affects employee performance, the higher the work discipline, the higher the employee performance and vice versa, the lower the work discipline, the lower the employee performance..
3. Job satisfaction affects employee performance, the higher the job satisfaction, the higher the employee performance and vice versa, the lower the job satisfaction, the lower the employee performance..
4. Organizational culture affects job satisfaction, the higher the organizational culture, the higher the job satisfaction and vice versa, the lower the organizational culture, the lower the job satisfaction..
5. Work discipline affects job satisfaction, the higher the work discipline, the higher the job satisfaction and vice versa, the lower the work discipline, the lower the job satisfaction.
6. Organizational culture has an indirect effect on employee performance through job satisfaction.
7. Work discipline has an indirect effect on employee performance through job satisfaction.

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