

THE EFFECT OF ORGANIZATIONAL CULTURE, WORKLOAD AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE OFFICE OF THE PROVINCIAL GOVERNMENT OF WEST JAVA AND BANTEN OWNED BANK

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Abstract

This study supposed to determine the effect of Organizational Culture, Workload and Work Discipline on Employee Performance through Job Satisfaction as an Intervening Variable at the Labuan Branch Office of Bank Bjb. This study uses a quantitative type approach to research on certain populations or samples. Data collection using research instruments and data analysis is statistical, with the aim of testing predetermined hypotheses. The population and sample in this study were all 279 employees of Bank BJB Labuan Branch. Data analysis using Structure Equation Model (SEM) based on Partial Least Square (PLS). Furthermore, the Partial Least Square (PLS) method was carried out in this study which consisted of 1) The first stage is to test the measurement model (Outer Model), namely testing the construct validity and reliability of each indicator. 2) The second stage is to test the structural model (Inner Model) which aims to determine whether there is a correlation between variables between constructs measured in this study. The results showed that: 1) directly work culture has a significant effect on employee performance, 2) directly work culture has a significant effect on employee job satisfaction, 3) directly workload has a significant effect on employee performance, 4) directly workload does not have a significant effect on employee job satisfaction, 5) directly work discipline has a significant effect on employee performance, 6) directly work discipline has a significant effect on employee job satisfaction, 7) directly job satisfaction has a significant effect on employee performance, 8) that indirectly job satisfaction mediates work culture variables, workload and work discipline on employee performance at Bank BJB Labuan branch.

Keywords: Organizational Culture, Workload, Work Discipline, Employee Performance, Job Satisfaction.

1. INTRODUCTION

Every organization always tries to achieve its goals (Y. Lubis, 2019). One of the organizational resources that has an important role in achieving its goals is human resources (S. B. E. E. N. Y. L. Nasib, 2023). This is because human resources have a role as subjects implementing the activities and operational policies of an organization, company, agency or the like. In addition, in order to improve organizational performance apart from HR factors, a good organizational culture is needed. Organizational culture is a value system that is believed and can be learned, can be applied and developed continuously (F. R. A. L. S. S. Y. L. Nasib, 2023).

Comprehensively, organizational culture is defined as a pattern of shared basic assumptions learned by groups in an organization as a means of solving problems against adjusting external factors and integrating internal factors, and has proven to be valid, and therefore is taught to new members of the organization as the correct way to perceive, think and feel in relation to the problems at hand (S. F. R. A. L. Y. Lubis, 2019).

In addition to organizational culture, organizations must be able to create a condition that can result in employee discipline at work. Employee work discipline is an attitude of willingness and willingness of a person to obey and obey all regulatory norms that apply in the organization or company where they work. According to Mondy and Noe (2005) discipline is self-control and orderly behavior of employees and indicates the existence of a true work team in the organization. Disciplinary action provides a penalty for employees who fail to meet standards and discipline is also a form of training that enforces organizational rules.

Bank BJB is a BUMD bank owned by the Provincial Government of West Java and Banten headquartered in Bandung with a vision to be your first-choice bank. To contribute and participate as a driver and driver of the regional economy. Being the main partner of local government in financial management. Providing the best service to customers. Providing the best and sustainable benefits to stakeholders. Increase financial inclusion to the public through banking digitalization. Bank bjb has taken several steps as an effort to internalize corporate values under the coordination of Human Capital Division.

The internalization process is assisted by the Culture Internalization Team along with Change Leaders, Change Coordinators and Change Agents who have been appointed in each work unit with one of their functions, namely internalizing corporate culture to their respective work units. Programs that have been implemented by the Human Capital Division include: 1. Formulation and Determination of bank bjb Corporate Culture Values; 2.

Establishment of Culture Internalization team in each work unit consisting of Culture Internalization Team, Change Leaders, Change Coordinator, Change Agents and Change Targets and Human Capital Division as the division that coordinates the overall culture internalization process; 3. Socialization of bank BJB Corporate Culture Programs both on site and through print and electronic media; 4. Externalization of bank BJB Corporate Culture Programs. Strengthening bank bjb Corporate Culture; 5.

Training and up-skilling for Change Leaders, Change Coordinators & Change Agents; 6. Corporate Culture Survey to determine and evaluate the level of knowledge, understanding, perceived importance, and belief of employees towards organizational transformation process and corporate culture; 7. Corporate Culture Measurement to determine the level of health of corporate culture in each work unit.

The thing that happens at bank bjb labuan branch is that apart from being related to the importance of organizational culture in the company, the company must also try to improve the organizational culture, namely by giving function to organizational culture as a binding regulation to leaders and employees, because in order to achieve the vision and mission of organizational culture in the company, and to achieve a good organizational culture. In

implementing the organizational culture carried out by the leadership and all employees at the bank, it is necessary to have good cooperation so that the organizational culture is successfully run by the company, it will create professional leaders and employees, have performance with high integrity, quality performance quality that can compete with other companies, and can advance the company to help the community's economy.

This is one of the factors in improving employee performance through organizational culture, and is a target for companies to strive for the success that will be achieved to advance the company and improve employee performance by running the organizational culture.

Bank bjb Labuan Branch shows that although the company has conducted various education and training to improve the quality and performance of employees, one of which is the implementation of work culture in the company in all lines and sections, in its implementation it is indicated that employees still do not apply organizational culture to their work consistently, attention to the organization or company is still not optimal and the level of employee concern is still low, one of which employees have not applied the bank bjb corporate value work culture.

The best quality in terms of quality and service is the focus of the company which continues to be improved and developed for this reason, the company provides a means of communication to encourage expression of heart and open communication regarding employees' opinions, attitudes and concerns about company policies. the quality of products and services that meet customer expectations will affect the success of the company's business.

In maintaining the company's commitment to service quality, the implementation of this program emphasizes honesty, discipline, consistency, efficiency in work, following clear, precise and fast procedures. In addition, with the establishment of high integrity among bank bjb employees, it will be able to encourage much better employee performance, through the 3 No's program, namely No error, No leak, No Fraud Another problem in terms of organizational culture is where there are many employees who have a habit of delaying work and causing work not to be completed on time, where this creates excessive workload at the next time or period due to the amount of work to be done, causing performance to decrease.

The high workload in this company has a negative impact on the performance of bank bjb Labuan branch employees. Efforts to improve employee performance include paying attention to employee workload. Thus, overall, if the workload of an employee is increased, the workload of other employees will also increase. The definition of workload according to Permendagri No.12/2008 is the amount of work that must be carried by an organizational position/unit and is the product of work volume and time norms.

Based on the data found that of the total 279 employees, it shows that employee attendance from January 2021 to December 2021, shows that the percentage of employee attendance from January 2021 to December 2021 as a whole is in poor condition, where of all Bank BJB employees shows an increasing trend, this indicates that there are still many employees who lack discipline. work. High job satisfaction can provide benefits for employees, such as increasing salaries, expanding opportunities for promotion, decreasing the possibility of being

demoted, and making employees more skilled and experienced in their field of work. Conversely, if the employee's low level of job satisfaction indicates that the employee is actually incompetent in his job, as a result it is difficult for the employee to be promoted to a higher level of work, increases the possibility of being demoted, and ultimately can also cause the employee to experience termination.

Job satisfaction is quite an interesting and important issue, because it has proven to be of great benefit to the interests of individuals, industry, and society. For individuals, research into the causes and sources of job satisfaction enables efforts to increase their happiness in life. For industry, research on job satisfaction is carried out in the context of efforts to increase production and reduce costs through improving the attitudes and behavior of its employees. Bank bjb Labuan branch always makes innovations and breakthroughs to maintain and improve the performance of its employees.

This is done starting from the initial recruitment of prospective employees to periodically conducting reviews, controlling and monitoring on the spot to branch offices directly or invited to the head office, related to employee performance in relation to the provision of training and debriefing of the employees concerned. This strategy is carried out solely so that the company's vision and mission can be achieved and can always compete in the global market.

Every organization expects its employees to perform well. Information about employee performance is obtained through performance appraisals. From the results of employee performance evaluation, it can be seen whether an employee can work well or not as seen from the assessment category compared between the benchmarks of organizational performance assessment and employee performance. So it can be interpreted that the higher the assessment is an indication that the employee's performance is able to meet the expectations of organizational performance. The above phenomenon is interesting to conduct research related to the role of job satisfaction in mediating employee performance through workload work culture and work discipline.

2. LITERATURE REVIEW

2.1. Organization Culture

According to (Mullins & Raison, 2017) states that "organizational culture is "The collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive context for everything we do and think in an organization". (A collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive relationship for everything we do and think in an organization)". Meanwhile, according to (Robbins, 2012) argues that "Organizational culture is a set of values, principles, traditions, and ways of working that are shared by members of the organization and influence the way they act".

According to (Edison et al., 2016) Organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of company employees and managers. Bank BJB has taken several steps as

an effort to internalize corporate values under the coordination of the Human Capital Division. The internalization process is assisted by the Culture Internalization Team along with Change Leaders, Change Coordinators and Change Agents who have been appointed in each work unit with one of the functions of internalizing corporate culture to their respective work units. Programs that have been implemented by the Human Capital Division include: Formulation and Determination of bank bjb Corporate Culture Values.

Establishment of Culture Internalization team in each work unit consisting of Culture Internalization Team, Change Leaders, Change Coordinators, Change Agents and Change Targets as well as Human Capital Division as the division that coordinates the overall culture internalization process.

Socialization of bank bjb Corporate Culture Programs both on site and through print and electronic media. Externalization of bank bjb Corporate Culture Programs. Strengthening bank bjb Corporate Culture. Training and up-skilling for Change Leaders, Change Coordinators & Change Agents. Corporate Culture Survey to determine and evaluate the level of knowledge, understanding, perceived importance, and belief of employees towards organizational transformation process and corporate culture. Corporate Culture Measurement to determine the level of health of corporate culture in each work unit.

2.2. Workload

Workload is a measurement of work that is seen based on the abilities and capacities possessed by workers in a company (Widiyanto & Yunus, 2021). The workload given if it is not in accordance with the skills will create gaps in work. According to (Vanchapo, 2020) that: "Workload is the body's ability to accept work. From an ergonomic point of view, every burden received by a person must be appropriate and balanced against the physical and psychological abilities of the worker who receives the workload. According to (Maharani & Budianto, 2019) The negative impact of increasing workload is the possibility of employee emotions that are not in accordance with customer expectations.

This excessive workload greatly affects employee productivity and of course affects employee productivity. According to (Soleman, 2011) workload indicators are as follows: 1. External factors, are loads that come from outside the worker's body; 2. Internal factors Internal factors are factors that come from within the body as a result of external workload reactions that have the potential to become stressors, including somatic factors and psychological factors.

2.3. Work Discipline

Work discipline is the ability and attitude in controlling oneself to obey a regulation that has been given by the company in order to achieve goals (Jufrizen & Hadi, 2021). According to (Rofi, 2012) Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization, disciplinary action is used by the organization to sanction violations of work rules or expectations.

According to (Siswadi, 2017) Discipline is the most important operative function of human resource management because the better the employee's discipline, the higher the employee's productivity level. Without good discipline, it is difficult for company organizations to achieve optimal results.

According to (Lijan Poltak Sinambela, 2016) work discipline is "compliance with rules or orders set by the organization." actions that will control the values of obedience, compliance, loyalty, order, and order in the company or organization. According to (Heny Sidanti, 2015) that indicators of work discipline are: 1) Employee compliance with working hours, 2) Service compliance with orders / instructions from the leadership and obeying applicable rules and regulations, 3) Use and maintain materials and office supplies with care, 4) Dress well, politely, and use agency signs, 5) Work by following the rules set by the organization.

2.4. Employee Performance

According to (Lijan Poltak Sinambela, 2016) performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization concerned legally, not against the law and in accordance with morals and ethics. According to (Siswanto Sastrohadiwiryo, 2019) that performance depends on innate abilities (ability), abilities that can be developed (capacity), assistance for the realization of performance (help), material and non-material incentives (incentive), environment (environment), and evaluation (evaluation).

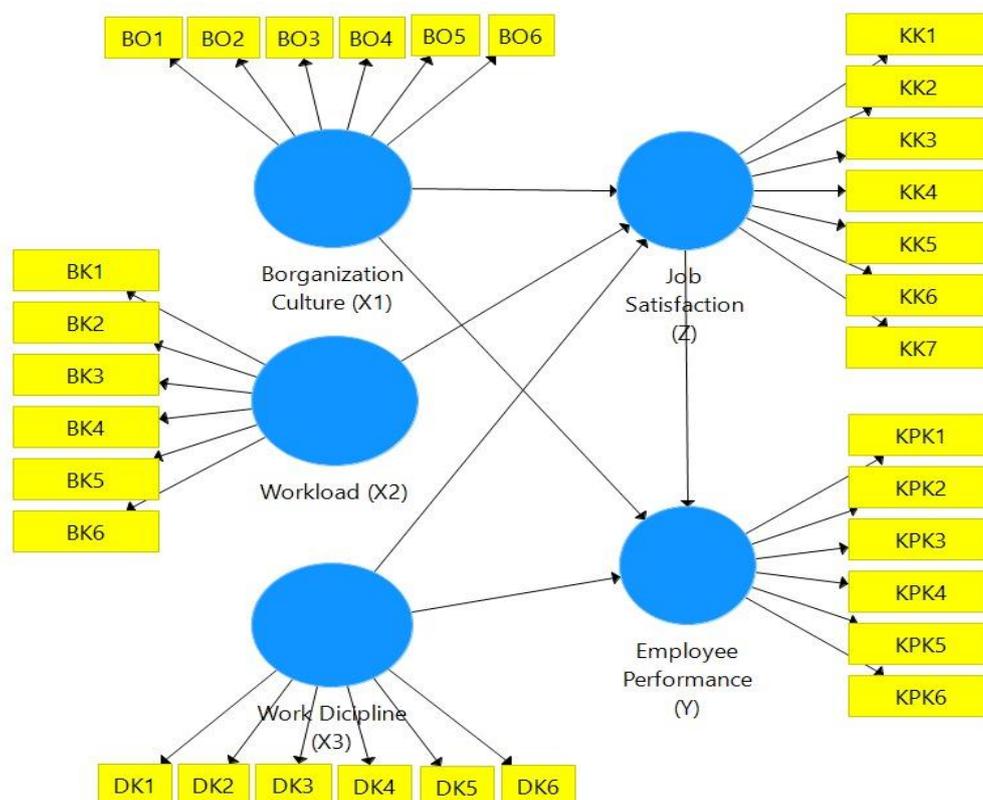
(Sukiyah et al., 2021) There are several indicators in individual employee performance, there are four indicators, namely: 1. Quality. Work quality is measured by employee perceptions of the quality of work produced and the perfection of tasks; 2. Quantity. Is the amount produced expressed in terms such as the number of units, the number of activity cycles completed; 3. Timeliness. It is the level of activity completed at the beginning of the stated time, seen from the angle of coordination with output results and maximizing the time available for other activities; 4. Effectiveness. It is the degree to which the use of organizational resources (manpower, money, technology, raw materials) is maximized with a view to increasing the output of each unit of resource use.

2.5. Job Satisfaction

According to (Hasibuan, 2013) Job satisfaction is an emotional attitude that is pleasant or unpleasant and loves his job where employees view their work. Job satisfaction reflects a person's feelings about his job. This appears in the employee's attitude towards work and everything faced in his work environment. The personnel department or management must constantly monitor job satisfaction, because it affects absenteeism, labor turnover, morale, complaints, and other vital personnel issues. According to (Wibowo, 2016) job satisfaction is the level of a person's feelings of pleasure as a positive assessment of the job and the environment in which he works.

Workers with high job satisfaction experience positive feelings when. (Gofur, 2018) Job satisfaction according to the opinions of experts has various different points of view. Basically, job satisfaction is an individual thing. This is because each individual has different and varied indicators of job satisfaction. The more aspects that suit an employee in his job, the greater the level of job satisfaction felt. (Wibowo, 2016) states that there are several indicators of job satisfaction, namely: 1) salary, 2) the work itself, 3) coworkers, 4) superiors, 5) promotions and 6) the work environment, namely the physical and psychological environment. Job satisfaction reflects a person's attitude towards their work. This is seen in the positive attitude of employees towards work and everything faced in their work environment. The personnel department or management must constantly monitor job satisfaction, as this can affect absenteeism, turnover, morale, complaints and other vital personnel issues.

Conceptual Research



3. METHODOLOGY

This research uses a quantitative type approach to research on certain populations or samples (Amelia, 2019). Data collection using research instruments and data analysis is statistical, with the aim of testing predetermined hypotheses. The population and sample in this study were all 279 employees of Bank BJB Labuan Branch. Data analysis using Structure Equation Model (SEM) based on Partial Least Square (PLS). According to (Sholihin & Ratmono, 2013) SEM-

PLS can work efficiently for small samples and complex models. In addition, the assumption of data distribution in SEM-PLS is relatively looser than CB-SEM. SEM-PLS is a nonparametric approach; it can work well even for data that is not normally distributed in the extreme. Furthermore, the Partial Least Square (PLS) method was carried out in this study which consisted of 1) The first stage is to test the measurement model (Outer Model), namely testing the construct validity and reliability of each indicator. 2) The second stage is to test the structural model (Inner Model) which aims to determine whether there is a correlation between variables between constructs measured in this study.

4. RESULT AND DISCUSSION

Result research

Characteristics of respondents

The percentage level of research respondents based on gender can be explained from 279 respondents, which can be seen in the following table:

Table 1: respondents based on gender

Gender	Total	Percentage
Male	133	48%
Female	146	52%
Total	279	100%

The table above shows that the gender of the respondents of Bank BJB Labuan branch employees is mostly female as many as 146 employees or 52% and 133 people or 48% male. So, it can be concluded that in this study the female respondents were more than male respondents. To find out the percentage level based on the age of 279 respondents, it can be seen in the table below

Table 2: respondents based on age

Age	Total	Percentage
<30 years	66	24%
30-39 Years	87	31%
40-50 Years	77	28%
> 50 Years	49	17%
Total	279	100%

From the table data above, it can be seen that based on age, respondents at BJB bank Labuan branch in this study were respondents aged < 30 years as many as 66 people (24%), respondents aged 30-39 years as many as 87 people (31%), respondents aged 40-50 years as many as 77 people (28%) and respondents aged > 50 years as many as 49 people (17%). So, it can be concluded that in this study, respondents at BJB bank Labuan branch were dominated by ages ranging from 30 to 39 years.

Outer Model Analysis – Convergent validity test

Table 3: Convergent Validity Test Results

	Organizaiton culture	Workload	Work dicipline	Employee performance	Job Satisfaction
BO1	0,765				
BO2	0,880				
BO3	0,870				
BO4	0,874				
BO5	0,855				
BO6	0,856				
BK1		0,943			
BK2		0,919			
BK3		0,949			
BK4		0,968			
BK5		0,953			
BK6		0,742			
DK1			0,965		
DK2			0,957		
DK3			0,928		
DK4			0,953		
DK5			0,953		
DK6			0,933		
KK1				0,801	
KK2				0,823	
KK3				0,883	
KK4				0,869	
KK5				0,858	
KK6				0,871	
KK7				0,861	
KPK1					0,873
KPK2					0,860
KPK3					0,835
KPK4					0,778
KPK5					0,792
KPK6					0,881

Source: data processed SEM PLS 2023

Based on the data from the test results in Table 3 above, in this study there are 5 (five) variables which is consist of Organization Culture with 6 indicators, Workload with 6 indicators, Work Discipline with 6 indicators, Employee Performance with 7 indicators, and Job Satisfaction with 6 indicators. Based on the test results on each indicator in this research variable, it is known that all the indicators used to measure the variables Organization Culture, Workload, Work Discipline, Employee Performance and Job Satisfaction have a value of more than 0.7 so it can be concluded that they are reliable for measuring research variables. So, it can be used in further analysis.

Average Variance Extracted (AVE)

The results of data processing show that:

Table 4: Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Organization culture (X1)	0.724
Workload (X2)	0.839
Work dicipline (X3)	0.899
Employee performance (Y)	0.729
Job Satisfaction (Z)	0.873

Source: data processed SEM PLS 2023

Based on the data from the validity test results in Table 4 above, in this study there are 5 (five) variables which is consist of Organization Culture, Workload, Work Discipline, Employee Performance, and Job Satisfaction. Based on the test results on each indicator in this research variable, it is known that the AVE value of the variables Organization Culture, Workload, Work Discipline, Employee Performance and Job Satisfaction sequentially are 0.724; 0.839; 0.899; 0.729; 0.873. The recommended AVE value is above 0.5 (Mahfud and Ratmono, 2013). It is known that all AVE values are > 0.5, which means that they have met the validilty requirements based on AVE.

Construct Reliability Test

The results of data processing show that:

Table 5: construct Reliability

Variabel	Composite Reliability
Organization culture (X1)	0.940
Workload (X2)	0.969
Work dicipline (X3)	0.982
Employee performance (Y)	0.964
Job Satisfaction (Z)	0.917

Source: data processed SEM PLS 2023

Based on the data from the validity test results in Table 5 above, in this study there are 5 (five) variables which is consist of Organization Culture, Workload, Work Discipline, Employee Performance, and Job Satisfaction. Based on the test results on each indicator in this research variable, it is known that the composite reability value of the variables Organization Culture, Workload, Work Discipline, Employee Performance and Job Satisfaction sequentially are 0.940; 0.969; 0.982; 0.964; 0.917. It shows that the average value is more than 0.5. Then the composite reliabililty value is more than 0.7, so it can be concluded that the indicators in this study are able to measure well. This research is able to measure wellll.

Based on the table above, it shows that the average value is more than 0.5. Then the composite reliability value value is more than 0.7 so it can be concluded that the indicators in this study are able to measure well. This research is able to measure well.

Measurement Model Analysis (Inner Model) Coefficient of Determination (R²)

Table 6: R-Square

	R Square	R Square Adjusted
Employee performance (Y)	0,724	0,718
Job Satisfaction (Z)	0,615	0,604

Based on the data from the table above, it is known that the R Square Adjusted value for the employee performance variable is 0.718 or 71.8% while the remaining 28.2% is influenced by other variables that are not variables of this study. Then the job satisfaction performance variable R Square Adjusted value of 0.604 or 60.4% while the remaining 39.6% is influenced by other variables that are not variables of this study.

Tabel 6. F-Square

	Organizaiton culture	Workload	Work dicipline	Employee performance	Job Satisfaction
Organization culture (X1)				0,277	0,565
Workload (X2)				0,026	0,844
Work dicipline (X3)				0,218	0,763
Employee performance (Y)					
Job Satisfaction (Z)					0,533

Source: data processed SEM PLS 2023

The conclusion of the F-Square test in the table above is as follows:

- 1) The organization culture variable on employee performance has a value of $F_2 = 565$. Then there is a large effect of exogenous variables on endogenous variables.
- 2) The Organization culture variable on job satisfaction has a value of $F_2 = 0.277$ So there is a moderate effect of exogenous variables on endogenous variables.
- 3) The workload variable on employee performance has a value of $F_2 = 0.844$. Then there is a large effect of exogenous variables on endogenous variables.
- 4) The workload variable on job satisfaction has a value of $F_2 = 0.026$. Then there is a small effect of exogenous variables on endogenous variables.
- 5) The work discipline variable on employee performance has a value of $F_2 = 0.763$. Then there is a large effect of exogenous variables on endogenous variables.
- 6) The work discipline variable on job satisfaction has a value of $F_2 = 0.218$. Then there is a moderate effect of exogenous variables on endogenous variables.
- 7) The job satisfaction variable on employee performance has a value of $F_2 = 0.533$. Then there is a large effect of exogenous variables on endogenous variables.

Hypothesis Test / Direct Effect

Table 7: Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Organization culture (X1) -> employee performance (Y)	0,742	0,744	0,096	7,704	0,000	Significant
Organization culture (X1) -> Job Satisfaction (Z)	0,295	0,296	0,077	3,854	0,000	Significant
Workload (X2) -> employee performance (Y)	0,288	0,285	0,100	2,879	0,004	Significant
workload (X2) -> job satisfaction (Z)	0,068	0,669	0,076	1,814	0,053	Insignificant
Work dicipline (X3) -> employee performance (Y)	0,326	0,322	0,118	2,765	0,006	Significant
Work dicipline (X3) -> job satisfaction (Z)	0,217	0,228	0,263	2,873	0,005	Significant
Job satisfaction (Z) -> employee performance (Y)	0,371	0,329	0,338	3,820	0.000	Significant

Hypothesis Test / Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Keterangan
Work organization, workload and work dicipline -> job satisfaction (Z) -> employee performance (Y)	0,462	0,465	0,057	8,092	0,000	Significant

Source: Smart PLS Processing Results (2023)

Based on Table 7 above, the results of the direct and indirect influence hypothesis test can be concluded as follows:

H1: Relationship between organization culture on employee performance

Based on the table above shows that directly work culture has a significant effect on employee performance at Bank BJB Labuan Branch. This result can be seen that the significant value of 0.000 is smaller than 0.05 and the tcount value is greater than the ttable ($7.704 > 1.98$). Furthermore, the original sample value of 0.742 indicates that the direction of the relationship between work culture and employee performance is positive, so it can be concluded that the first hypothesis is accepted.

H2: Relationship between Organization Culture on Job Satisfaction

Based on the table above, it shows that directly work culture has a significant effect on employee job satisfaction at Bank BJB Labuan Branch. This result can be seen that the significant value of 0.000 is smaller than 0.05 and the tcount value is greater than the ttable ($3,854 > 1.98$). Furthermore, the original sample value of 0.295 indicates that the direction of the relationship between work culture and job satisfaction is positive, so it can be concluded that the second hypothesis is accepted.

H3: Relationship between Workload on Employee Performance

Based on the table above, it shows that workload directly has a significant effect on employee performance at Bank BJB Labuan Branch. This result can be seen that the significant value of 0.004 is smaller than 0.05 and the tcount value is greater than the ttable ($2.879 > 1.98$). Furthermore, the original sample value of 0.288 indicates that the direction of the relationship between workload and employee performance is positive, so it can be concluded that the third hypothesis is accepted.

H4: Relationship between Workload on Job Satisfaction

Based on the table above, it shows that directly workload does not have a significant effect on employee job satisfaction at Bank BJB Labuan Branch. This result can be seen that the significant value of 0.053 is greater than 0.05 and the tcount value is smaller than the ttable ($1.814 > 1.98$). Furthermore, the original sample value of 0.068 indicates that the direction of the relationship between workload and job satisfaction is negative, so it can be concluded that the fourth hypothesis is rejected.

H5: Relationship between Work Discipline on Employee Performance

Based on the table above, it shows that work discipline directly has a significant effect on employee performance at Bank BJB Labuan Branch. This result can be seen that the significant value of 0.006 is smaller than 0.05 and the tcount value is greater than the ttable ($2.765 > 1.98$). Furthermore, the original sample value of 0.326 indicates that the direction of the relationship between work discipline and employee performance is positive, so it can be concluded that the fifth hypothesis is accepted.

H6: Relationship between Work Discipline on Job Satisfaction

Based on the table above, it shows that work discipline directly has a significant effect on employee job satisfaction at Bank BJB Labuan branch. This result can be seen that the significant value of 0.005 is smaller than 0.05 and the tcount value is greater than the ttable ($2.873 > 1.98$). Furthermore, the original sample value of 0.217 shows that the direction of the relationship between work discipline and job satisfaction is positive, so it can be concluded that the sixth hypothesis is accepted.

H7: Relationship between Job Satisfaction on Employee Performance

Based on the table above, it shows that job satisfaction directly has a significant effect on employee performance at Bank BJB Labuan branch. This result can be seen that the significant value of 0.000 is smaller than 0.05 and the tcount value is greater than the ttable ($3.820 > 1.98$).

Furthermore, the original sample value of 0.317 indicates that the direction of the relationship between job satisfaction and employee performance is positive, so it can be concluded that the seventh hypothesis is accepted.

H8: Relationship between Work Culture, Workload and Work Discipline on Employee Performance through Job Satisfaction

Where in the table above shows that indirectly job satisfaction mediates work culture variables, workload and work discipline on employee performance at Bank BJB Labuan branch. This result can be seen that the significant value of 0.000 is smaller than 0.05 and the tcount value is greater than the ttable ($8.092 > 1.98$). furthermore, the original sample value of 0.462 indicates that the direction of the relationship between job satisfaction and work culture is able to mediate the work culture variable through job satisfaction. Job satisfaction is able to mediate work culture variables, workload and work discipline on employee performance.

Discussion And Implications Of Research Results

The meaning of the organizational culture of Bank BJB Labuan Branch shows that organizational culture has a positive and important influence on the performance of Bank BJB Labuan Branch employees. in other words, the better the organizational culture, the better the performance of Bank BJB Labuan Branch employees. This is in line with (Iskamto, 2023)(H. A. H. S. R. Nasib, 2022) which states that culture and performance are considered interrelated with each other by strong management. While the strong relationship between management practices, performance and cultural management indicates the formation of culture takes place effectively (Syaifuddin, 2022).

When organizations are able to manage organizational change and organizational culture for better staff performance, this will be indicated by low staff resistance to change and is a long-term process and requires faster time for staff to make adjustments to changes is believed to be among the reasons for the insignificance of organizational change and organizational culture performance. The implication of this research is that the existence of organizational culture will make it easier for employees to adjust to the organization, and help employees know what actions to take in accordance with the values that exist in the organization and uphold these values as guidelines for employees to behave that can be done in carrying out their duties and work (Riani, 2011).

The strength of organizational culture has an impact on job satisfaction, employee performance and overall organizational performance, therefore organizations need a strong organizational culture to be grown. The implications of this research are that companies can do the following to foster organizational culture, namely: (1) Leadership, the organization must have a leader who can be exemplified and heard by subordinates (2) Communication, the communication process must be carried out consistently and routinely so that cultural differences (habits) brought by individuals with different backgrounds will experience integration with organizational goals. (3) Motivation, motivation is the provision of driving force and creating someone's work enthusiasm so that they want to work together, work effectively, and integrate with all efforts to achieve satisfaction.

This research is in line with the results of research (Sunarso, 2009) explaining that the importance of maintaining a work culture in the agency because employees will get used to the existing culture so that employees are able to feel satisfied at work.

The results of the workload hypothesis test have no effect on employee performance on employees of Bank BJB Labuan Branch. Excessive workload can cause a decrease in employee morale and motivation so that this becomes one of the causes of job burnout. With excessive workload and work abilities that are not in accordance with the work that has been assigned, it greatly affects the work motivation of employees. But in reality, if employees view all the work assigned as a responsibility at work, then the burden is not felt by employees when completing their duties.

This is supported by previous research conducted by (Jannah, 2021) that the perception of a positive workload is that they consider that workload is a work challenge and motivates them to work better for themselves and their organization. The implication of this research is the role of the leadership in supervising employees at work so that work can be completed effectively and efficiently so that there is no accumulation of work which results in excessive workload and increases employee personnel in completing quite heavy work.

Job satisfaction is an employee's pleasant or not opinion about his job, the feeling is seen from the employee's good behavior towards work and all things experienced in the work environment but due to excessive workload makes employees feel dissatisfied at work. Excessive workload occurs in the workplace causing the organization to bear the burden: low quality of service, high staff turnover, poor company reputation, poor company image, worker dissatisfaction. The impact of work stress can be grouped into 3 categories according to

(Robbins, 2012) are physiological symptoms, psychological symptoms, behavioral symptoms. This research is in line with the results of research (Tentama et al., 2019)(S. B. E. E. N. Y. L. Nasib, 2023) workload will reduce employee job satisfaction. The implications in this study are. Company leaders need to pay attention to the psychological condition of their employees, and not give demands and burdens that are too high so as not to stress employees. employees. Leaders also need to create a comfortable atmosphere and work system so that employees can work optimally according to their abilities, then achieve satisfaction with the results achieved.

Employee performance is not only influenced by the ability to work, but also greatly influenced by work discipline. Discipline is the attitude of a person's willingness and willingness to obey and obey the norms of the rules that apply around him. Discipline can be divided into several types, including preventive discipline is a management method to create an organizational climate conducive to increasing work productivity. Positive discipline is the mental development of employees whose performance is not satisfactory. Progressive discipline is management intervention for employees whose performance does not satisfy the organization before employees are sanctioned or dismissed.

The implication of this research is for leaders to always pay attention to employees and give examples so that employees carry out work discipline that will grow and can be fostered through the cultivation of habits and exemplary sourced from their leaders. This research is

supported by the results of research conducted (Azmy et al., 2022)(S. Y. Lubis, 2016)(Pambudi et al., 2022) explaining that effective discipline can encourage higher employee performance. Work processes and work patterns can be carried out effectively with the application of good work discipline (Sidharta, 2017).

The level of work discipline is an important factor in regulating the behavior and way of working of members within the company. The rules are in the form of a set of values and norms that have been agreed upon by employees to regulate how employees behave in carrying out company activities. Discipline aims to ensure compliance with regulations, ensure a condition so that employees can carry out their work properly and responsibly, ensure that company facilities and infrastructure are used and maintained properly, respond to employee participation, and ultimately will produce high work productivity in accordance with company expectations.

The reason why discipline must be enforced in a company organization is because without the support of good employee discipline, it is difficult for the company to realize its goals. So, discipline is the key to the success of a company in achieving its goals. This hypothesis is supported by the results of research (Janny Adriani Djari & Firdaus Sitepu, 2017)(Huynh, 2019)(Sukirman, 2011) explaining that it is necessary to have employee satisfaction at work in order to create adequate working conditions, work hours in accordance with the minimum workload, provide opportunities for achievement and self-development, and employee performance gets recognition from superiors. Create employee job satisfaction, so as to increase a sense of discipline at work. Companies are expected to meet the needs of employees so that job satisfaction is met, so as to increase the sense of work discipline, which in turn is able to increase production in increasing the growth of company profits.

In general, every company must want employees who get high job satisfaction in order to be able to complete their duties and responsibilities effectively and efficiently which will ultimately achieve company goals. Therefore, companies must pay attention to the job satisfaction of employees. With job satisfaction with work, salary, promotion opportunities, supervision, and coworkers, employees will feel happy at work. Companies must also pay attention to the physical work environment. With a conducive physical work environment, it will certainly provide comfort to employees at work.

The implication of this research is that the company must provide work motivation for employees such as awards in the form of giving praise or selecting outstanding employees, and also employees must have motivation from within themselves, so that employees have a strong drive in carrying out their work that has been given by the company.

The results of research (Yazicioğlu, 2010) and (Memon et al., 2023) explain that companies must contribute to fostering employee satisfaction at work by providing motivation, promotion and compensation increases.

5. CONCLUSION

From the research results that have been presented on the previous page, the authors can draw conclusions from the research entitled "The Effect of Organizational Culture, Workload and Work Discipline on Employee Performance Through Job Satisfaction as an Intervening Variable at the Labuan Branch Office of Bank Bjb is as follows: 1) directly organizational culture has a significant effect on employee performance, 2) directly organizational culture has a significant effect on employee job satisfaction, 3) directly workload has a significant effect on employee performance, 4) directly workload has no significant effect on employee job satisfaction, 5) directly work discipline has a significant effect on employee performance, 6) directly work discipline has a significant effect on employee job satisfaction, 7) directly job satisfaction has a significant effect on employee performance, 8) that indirectly job satisfaction mediates work culture variables, workload and work discipline on employee performance at Bank BJB Labuan branch.

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