

JOB SATISFACTION AS A MEDIATION VARIABLES ON THE EFFECT OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT TO EMPLOYEE PERFORMANCE

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Abstract : *This research aims to find out the effect of organizational culture, organizational commitment on employee performance with job satisfaction as an intervening variables at PT Bank Syariah Mandiri Jakarta Head Office. The population in this research were all employees of PT Bank Syariah Mandiri Jakarta Head Office before merger to PT Bank Syariah Indonesia, as many as 150 employees, the sampling in this research used nonprobability sampling method with Incidental Sampling technique with the number sample were 100 respondents. Data obtained from respondents with a research instrument using a questionnaire. The analysis technique in this research used Partial Least Square (PLS) analysis Based on the research results, it shows the acceptance of the first hypothesis that organizational culture variables have a significant positive effect on employee performance. The results of the study show the rejection of the second hypothesis that the variable organizational commitment has a negative effect on employee performance. The research shows the results of the acceptance of the third hypothesis that organizational culture variables have a significant positive effect on job satisfaction. The results showed that the fourth hypothesis was not accepted that the variable organizational commitment had a significant negative effect on job satisfaction. The results showed that the fifth hypothesis was not accepted that the job satisfaction variable had no effect on employee performance. The research results, it can be concluded that job satisfaction cannot mediate the influence of organizational culture on employee performance. The result also showed that job satisfaction cannot mediate the relationship between organizational commitment and employee performance.*

Keywords: *Organizational Culture, Organizational Commitment, Job Satisfaction, Employees Performance.*

1. Introduction

The Financial Services Authority (OJK) approved the plan to merge the three Islamic banks owned by Himbara into one name, namely PT Bank Syariah Indonesia Tbk. The approval was marked by the issuance of a copy of the OJK Board of Commissioners Decree No. 4 / KDK.03 / 2021 concerning the Granting of Permit to Merge PT Bank Syariah Mandiri and PT BNI Syariah into PT Bank BRISyariah Tbk. as well as a Name Change Permit using PT Bank BRISyariah Tbk's UDaha Permit, to become a Business License on behalf of PT Bank Syariah Indonesia Tbk., as the Merged Bank. The letter was

decided on January 27, 2021. So that on Monday, February 1, 2021 three Islamic banks owned by Himbara have become effective with a new name and identity, namely PT Bank Syariah Indonesia Tbk.

Based on financial reports as of December 2020, only BNI Syariah recorded a decline in profit. Meanwhile Mandiri Syariah and BRISyariah posted growth in profits. Mandiri Syariah continues to contribute the largest profit value to the total profit of the three state-owned banks. Bank Syariah Mandiri is one of the leading companies in the Islamic banking industry in Indonesia. Bank Syariah Mandiri excellence can be seen from the many awards it received in 2020.

Among them are the Best Islamic Finance Award, Best Islamic Retail Bank Indonesia, Best Islamic Trade Finance Bank Indonesia, Best Syariah Award. Bank Syariah Mandiri Head Office Jakarta always expands its business along with improving services to customers in various banking services, both in the form of operational services and e-banking.

As a form of business expansion from Bank Syariah Mandiri Head Office Jakarta, every year Bank Syariah Mandiri Head Office of Jakarta provides higher targets for employees to exceed the performance achievements of the previous year. To achieve these targets, it is necessary to implement an appropriate HR strategy. (I Gede Sudha Cahyana, 2017) say that implementing a proper HR strategy will bring out the ability to encourage a more productive, innovative, creative and high-performing HR creation process. This was also expressed by (Fatmah Bagis et al., 2019) Human resource management is one of the main roles for business success.

One of the most important management in the banking world is the performance of human resources (HR). Quality resources, among others, are shown by high performance and productivity. Employee performance is a manifestation of the work done by employees and is important to support the company's success, so that employees are expected to always have good performance (Sakban, Ifnaldi Nural, 2019).

Employee performance can be influenced by organizational culture (F Bagis, Darmawan, et al., 2020). Organizational culture acts as a binding for all organizational components, determines identity, provides motivation, and can be used as a guide for organizational members. The role of organizational culture is as a tool to determine the direction of the organization, direct what can and should not be done, as well as a tool to deal with problems and opportunities from the organizational environment.

Another factor that can affect employee performance towards the company is organizational commitment. Organizational commitment is a strong desire to remain a member of an organization, a sense of wanting to try hard in accordance with the wishes of the organization, as well as belief and acceptance of the values and goals of the organization. In short, organizational commitment is an attitude of employee loyalty to the company.

In addition to influencing performance, organizational culture and employee commitment can also provide employee satisfaction at work (S & Susanto, 2018). Job satisfaction is the feeling of being satisfied or not an employee is satisfied with the work he does at a company, which includes job demands, co-workers, organizational rules and policies, all of which are summarized in the organizational culture. If the employee performance satisfaction rate increases, the level of employee absenteeism and turnover can be reduced. A number of studies have shown that if employees are more satisfied with their

work, they will have a positive impact on physical and mental health (Sandhi Fialy Harahap, Satria Tirtayasa, 2020).

This study aims to analyze job satisfaction as a mediation variables on the effect of organizational culture and organizational commitment to employee performance at Bank Syariah Mandiri Head Office Jakarta. This research was conducted in 2020 in which PT Bank Syariah Mandiri has not yet joined PT Bank Syariah Indonesia. Based on the initial description and research objectives, the hypotheses that we can formulate are as follows:

H1 : Organizational Culture has a significant positive effect on Employee Performance

H2: Organizational Commitment has a significant positive effect on Employee Performance

H3 : Organizational Culture has a significant positive effect on Job Satisfaction.

H4 : Organizational commitment has a significant positive effect on Job Satisfaction

H5 : Job Satisfaction has a significant positive effect on Employee Performance

H6 : Job Satisfaction is able to mediate the relationship between Organizational Culture and Employee Performance

H7 : Job Satisfaction is able to mediate the relationship between Organizational Commitment and Employee Performance

2. Research Method

The quantitative approach is the approach used in this study. This study used a survey method using a self report questionnaire that was given personally to employee of Bank Syariah Mandiri Head Office Jakarta. The collected questionnaire were obtained from 100 employees from management level to staff level. Partial Least Square (PLS) analysis is an analysis of the data used in this study.

Organizational Culture

Organizational culture is a set of values, principles, traditions and ways of working that are done together and influence behavior and actions for organizational members. Organizational culture is a tool as a system of values, norms and assumptions that have long been valid, agreed upon by members of the organization as guidelines and solutions to organizational problems. Organizational culture has an important role to play in encouraging and increasing the effectiveness of organizational performance, especially to improve employee performance in the short and long term (S & Susanto, 2018).

Job Satisfaction

Job Satisfaction is a pleasant or positive emotional state that can be generated based on the result of a job appraisal or a person's work experience (Locke, 1969 in (F Bagis, Darmawan, et al., 2020). Job satisfaction is the view of employees towards their work in an emotional state, either pleasant or unpleasant. Job satisfaction reflects a person's attitude towards their work, this can be seen in the positive attitude of employees towards work and everything they face in their work environment (Sandhi Fialy Harahap, Satria Tirtayasa, 2020).

Organizational Commitment

Organizational commitment is the employee's level of engagement and identification with the organization in which he works (Fatmah Bagis, 2018). Organizational commitment in general is a condition that is jointly recognized by all members in an organization regarding the guidelines and objectives to be achieved. Organizational commitment is a mature desire to remain as a member of a particular organization. Organizational commitment is a tendency to be bound in a particular organization.

Employee Performance

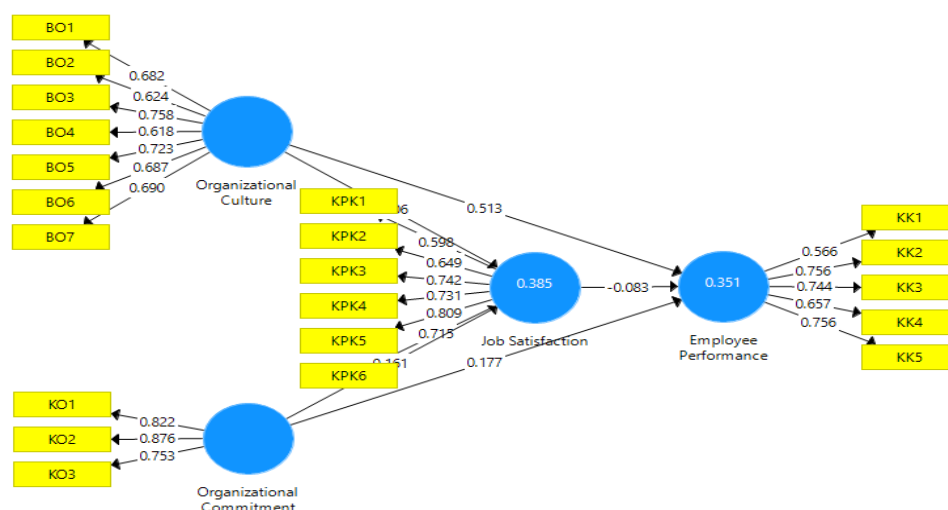
(F Bagis, Pratama, et al., 2020) stated that Performance is a function of motivation and ability to complete task of work. A person should have a certain degree of willingness and ability. A person willingness and skills are not effective enough to do something without a clear understanding of what is done and how to do it. Performance is a real behavior that is displayed by everyone as a work achievement generated by employee by their roles and institutions. Employee performance is the work of quality and quantity achieved by an employee in carrying out their duties by the responsibilities given to him.

3. Result and Discussion

1) Result

Based on the outer loadings of the first and second rounds, it shows the convergent validity (loading factor) in the second round. According to Chin in Ghazali and Latan (2015), to assess convergent validity, namely the loading factor value above 0.5-0.6, it is considered sufficient to fulfill the initial stages of developing a measurement scale. The loading factor value for all indicators is more than 0.50, so it can be concluded that the model is valid, because it has met the requirements for convergent validity.

The results also showed that the AVE value on employee performance and organizational learning was less than 0.50. So that the research analysis was continued in the third round. To increase the AVE value on employee performance and organizational learning variables, the smallest loading factor value on employee performance and organizational learning variables must be removed from the model. So that the research analysis was continued in the second round.



The picture above is the result of PLS version 3.0 regarding the influence of organizational culture and organizational commitment on employee performance through job satisfaction. Based on the picture above, it can be seen that the R² value of 0.351 indicates that 35.1% of the variability in the construction of organizational commitment is influenced by factors of organizational culture, commitment and job satisfaction. Meanwhile, the R² value of 0.385 shows that 38.5% of the variability in the construction of job satisfaction is influenced by factors of organizational culture and organizational commitment.

a. Reliability and Validity

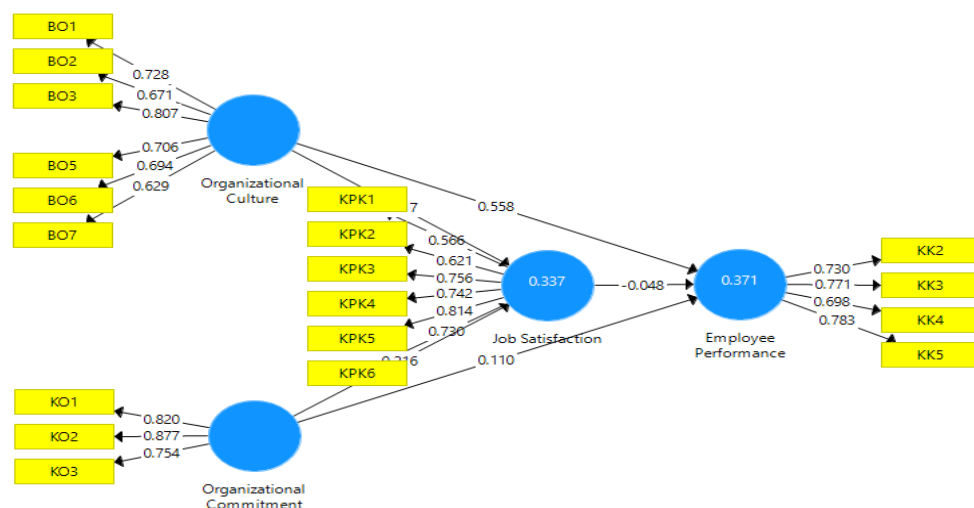
In the second round, the loading factor value for all indicators is more than 0.50, so it can be concluded that the model is valid, because it meets the requirements for convergent validity.

Table 1. Construct Reliability and Validity

	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture	0.857	0.501
Organizational Commitment	0.859	0.670
Job Satisfaction	0.857	0.504
Employee Performance	0.854	0.557

b. Structural Model Analysis

In the second round, the loading factor value for all indicators is more than 0.50, so it can be concluded that the model is valid, because it meets the requirements for convergent validity.



The picture above is the result of PLS version 3.0 regarding the influence of organizational culture and organizational commitment on employee performance through job satisfaction. Based on the picture above, it can be seen that the R² value of 0.371 shows that 37.1% of the variability in the construction of organizational commitment is influenced by factors of organizational culture, commitment and job satisfaction.

Meanwhile, the R² value of 0.337 shows that 33.7% of the variability in the construction of job satisfaction is influenced by factors of organizational culture and organizational commitment. The analysis of the structural model is carried out by evaluating the estimation results of the coefficient parameters and the level of significance. The test results for the significance of the path coefficient of each variable can be seen in Table 2 and indirect effect in Table 3.

Table 2. Parameter Coefficient and Statistical Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	TStatistics (O/STDEV)	P Value
Organizational Culture => Employee Performance	0.558	0.574	0.125	4.466	0.000
Organizational Commitment => Employee Performance	0.110	0.118	0.110	1.005	0.315
Organizational Culture => Job Satisfaction	0.417	0.440	0.131	0.3192	0.001
Organizational Commitment => Job Satisfaction	0.216	0.201	0.130	1.667	0.096
Job Satisfaction => Employee Performance	-0.048	-0.050	0.116	0.410	0.682

Based on the table above, all relationships have positive and negative directions seen from the original sample value which shows a positive value. The original sample values indicate that the relationship can lead to positive or negative effects. The hypothesis will be accepted when the P-Value < 0.05.

The PLS shows that organizational culture has a significant positive effect on employee performance, and the first hypothesis which states that organizational culture has a significant positive effect on employee performance, is accepted. The results showed that organizational commitment has no significant effect on employee performance, and the second hypothesis states that that organizational commitment has significant positive effect on employee performance, is rejected.

Based on the results of the study also shows that organizational culture has a significant effect on job satisfaction, and the third hypothesis which states that organizational culture has a significant positive effect on job satisfaction, so that the third hypothesis is accepted.

The results also showed that organizational commitment has no significant influence on job satisfaction, so that the fourth hypothesis which stated that organizational

commitment had a significant positive influence on job satisfaction, so that the fourth hypothesis was rejected. The results showed that job satisfaction did not have a significant effect on organizational commitment, and the fifth hypothesis which stated that job satisfaction had a positive and significant effect on employee performance, so that the fifth hypothesis was rejected

Table 3. Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	TStatistics (O/STDEV)	P Value
Organizational Culture => Job Satisfaction => Employee Performance	-0.020	- 0.023	0.054	0.368	0.713
Organizational Commitment => Job Satisfaction => Employee Performance	-0.010	- 0.011	0.030	0.342	0.732

Table 3 shows that the P Value > 0.05, so this shows that the relationship between organizational culture and employee performance cannot be mediated by the job satisfaction variable. The sixth hypothesis which states that the job satisfaction mediate the effect between organizational culture and employee performance, so that the sixth hypothesis is rejected.

The results of the analysis also show that the relationship between organizational commitment and employee performance cannot be mediated by the job satisfaction variable. So the seventh hypothesis which states that the job satisfaction mediate the effect between organizational commitment and employee performance, so that the sixth hypothesis is rejected.

2) Discussion

Based on the research results, it shows the acceptance of the first hypothesis that organizational culture variables have a significant positive effect on employee performance. This shows that a good organizational culture will result in high employee performance. Organizational culture is a tool as a system of values, norms and assumptions that have long been valid, agreed upon by members of the organization as guidelines and solutions to organizational problems. Organizational culture has an important role to play in encouraging and increasing the effectiveness of organizational performance, especially to improve employee performance in the short and long term.

Employees of Bank Syariah Mandiri Head Office Jakarta are the same as other banking employees where they are required to get optimal results. So far, the organizational culture in the company has supported the performance of employees to achieve these goals. A good organizational culture makes employees feel comfortable at work, full of responsibility and prioritizes working as a team. This proves that with the support of organizational culture, optimal employee performance can be achieved.

The results of the study show the rejection of the second hypothesis that the variable organizational commitment has a negative effect on employee performance. Organizational commitment is a more concrete form of loyalty that can be seen from the extent to which employees devote attention, ideas, and responsibility to achieving organizational goals. Employees who have high organizational commitment will work happily as a form of dedication to the company (Fatmah Bagis et al., 2019). There are interesting things here, employees of Bank Syariah Mandiri Head Office Jakarta Most 51.2% have worked for more than 5 years. This should indirectly prove that the employees of Bank Syariah Mandiri Jakarta Head Office have a high work commitment. However, the results of this study cannot prove that their tenure cannot guarantee commitment within the organization.

Employees of Bank Syariah Mandiri Head Office Jakarta work as closely as possible so that the company's goals can be achieved. However, it does not have a strong desire to always remain a part of Bank Syariah Mandiri Head Office Jakarta. In fact, employees who have a high work commitment should support maximum performance so that they can achieve company goals.

The research shows the results of the acceptance of the third hypothesis that organizational culture variables have a significant positive effect on job satisfaction. This means that a strong organizational culture will result in high job satisfaction, and vice versa. With a strong or pleasant organizational culture in a company, it will provide its own satisfaction for these employees. Organizational culture can make extraordinary motivation for company employees so that a good organizational culture is expected to maximize employee performance and influence company achievement.

Employees of Bank Syariah Mandiri Head Office Jakarta feel that the company always emphasizes being careful and paying attention to detail when doing work, because it is engaged in banking which requires thoroughness and accuracy in every activity. This makes employees feel that the work they are doing has a large enough responsibility and ultimately fosters a sense of satisfaction with the work they have.

The results showed that the fourth hypothesis was not accepted that the variable organizational commitment had a significant negative effect on job satisfaction. This means that high employee commitment does not necessarily mean that employee job satisfaction will be high, and vice versa. Organizational commitment is defined as the level of an employee in choosing an organization as well as his goals and desire to stay in an organization (Robbins, 2008). Organizational commitment is a degree where employees believe and are willing to accept organizational goals and will remain or will not leave the organization, Malthis and Jackson (2015).

Employees who have organizational commitment where they work with positive values do not necessarily have a positive effect on job satisfaction. The employees of Bank Syariah Mandiri Head Office Jakarta work with dedication, there is pride in a good workplace, there is a similarity between the values held by the company and their personal values, there is pride in the company where they work, namely in their abilities. The belief that the company is the best place for self-actualization will increase employee job satisfaction.

However, this does not happen to employees of Bank Syariah Mandiri Jakarta Head Office. Employees so far feel that the rewards they receive from their work are still not in accordance with what is expected or not commensurate with their contribution to the company. This does not rule out the possibility that Bank Syariah Mandiri employees will leave the company and switch to another company.

The results showed that the fifth hypothesis was not accepted that the job satisfaction variable had no effect on employee performance. Job satisfaction felt by employees is able to make a big contribution to employee performance. The factor that most influences job satisfaction is good cooperation between employees (Ritawati, 2018).

Employees of Bank Syariah Mandiri Head Office Jakarta, even though they are suitable for their work environment, still do not feel satisfied with what they get in return for what has been done at the company. The incompatibility of what is done with what is received in return makes employees not feel satisfied at work, promotion opportunities are also considered less supportive in improving the performance of employees of Bank Syariah Mandiri Head Office Jakarta. This is why the job satisfaction of employees of Bank Syariah Mandiri Jakarta Head Office does not affect their performance at work.

Based on the research results, it can be concluded that job satisfaction can mediate the influence of organizational culture on employee performance. Job satisfaction is an intermediary between organizational culture and performance, if the company has an organizational culture that is acceptable to its employees, then the employee will feel fulfilled, so this can affect the employee's performance. The organizational culture of Bank Syariah Mandiri Head Office Jakarta has so far supported employees to work with optimal results, so that employees feel satisfied at work. When employees are satisfied at work and supported by a conducive work environment, optimal performance can be achieved.

The research results, it can be concluded that job satisfaction cannot mediate the influence of organizational culture on employee performance. Job satisfaction is an intermediary between organizational culture and performance, if the company has an organizational culture that is acceptable to its employees, then the employee will feel fulfilled, so this can affect the employee's performance. The organizational culture of Bank Syariah Mandiri Head Office Jakarta so far has not been able to support employees to work with optimal results, so that employees feel less satisfied at work. When employees are satisfied at work and supported by a conducive work environment, optimal performance cannot be achieved.

From the research results, it can be seen that job satisfaction cannot mediate the relationship between commitment and employee performance at Bank Syariah Mandiri Head Office Jakarta. Thus, job satisfaction cannot have a mediating effect on organizational commitment and employee performance. Where organizational commitment and employee performance will continue to move and remain productive without being influenced by job satisfaction. Job satisfaction cannot have a positive influence on organizational commitment and employee performance.

Employees have been proud to be part of Bank Syariah Mandiri Head Office Jakarta, however this does not guarantee that employees will feel satisfaction at work. This is because so far there is still no balance between the work results of employees and the rewards they receive. This will disrupt the company in achieving its goals. It is even more worrying that the possibility of employees leaving the company is quite high. Bank Syariah Mandiri Head Office Jakarta needs to conduct an evaluation regarding the rewards for employee work so that employees can work optimally.

4. Conclusion

Based on the research results, it shows the acceptance of the first hypothesis that organizational culture variables have a significant positive effect on employee performance. The results of the study show the rejection of the second hypothesis that the variable

organizational commitment has a negative effect on employee performance. The research shows the results of the acceptance of the third hypothesis that organizational culture variables have a significant positive effect on job satisfaction. The results showed that the fourth hypothesis was not accepted that the variable organizational commitment had a significant negative effect on job satisfaction. The results showed that the fifth hypothesis was not accepted that the job satisfaction variable had no effect on employee performance.

Based on the research results, it can be concluded that job satisfaction can mediate the influence of organizational culture on employee performance. The research results, it can be concluded that job satisfaction cannot mediate the influence of organizational culture on employee performance. From the research results, it can be seen that job satisfaction cannot mediate the relationship between commitment and employee performance at Bank Syariah Mandiri Head Office Jakarta. Thus, job satisfaction cannot have a mediating effect on organizational commitment and employee performance.

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