Analysis Of The Influence of Organizational Culture, Work Discipline, And Job Satisfaction On Employee Performance At Pt. Bank Syariah Indonesia Office Area Semarang City

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***Abstract [Times New Roman 11CetakTebaldan Miring]***

*This study aims to analyze the significant effect of Organizational Culture, Work Discipline, and Job Satisfaction on Employee Work Productivity with Work Motivation as a Moderating Variable at Bank Syariah Indonesia Branch Office of the Student Army Soldiers in Semarang City, either simultaneously or partially. The population in this study were all employees of Bank Syariah Indonesia Semarang City Area Office, while the sample in this study were 34 respondents who became employees of Bank Syariah Indonesia Semarang City Area Office who were selected using a saturated sampling technique. The data used in this study are primary data obtained through distributing questionnaires. The analysis model used in this study was the Multiple Linear Regression Analysis Model, while the data analysis technique used a simultaneous significance test (F test), coefficient of determination test (R2), and partial significance test (t-test) which were processed with the SPSS 25.00 program. The results of proving the hypothesis and discussion show that the variables of organizational culture, work discipline, and job satisfaction simultaneously have a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office. Partially, the organizational culture and work discipline variables each have a positive and significant effect, while the job satisfaction variable partially has a positive but not significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office.*

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

1. **INTRODUCTION**

The operational activities of a company are largely determined by the role of adequate human resources. Human resources (HR) is one of the most important factors in a company in carrying out its operational activities (Mahfouz, Bahkia, and Alias 2021). A good HR can trigger the implementation of good operational activities as well (Shamaileh et al. 2023). Human resources are also one of the success factors of a company in achieving its goals (Cahyadi et al. 2022). Human resources in the world of banking are the most important assets because of their role in implementing subjects and banking operational activities. One of the factors that can affect the level of success of the bank itself is employee performance (Dewi and Wibawa, 2016). Moeheriono (2012) states that performance is a description of the level of achievement of an implementation program of activities or policies in realizing the goals, objectives, vision, and mission of the organization. According to Sedarmayanti (2011: 260), employee performance is the result of a person's work as a whole which is shown by concrete evidence. Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards set by an organization. The first factor affecting employee performance is organizational culture. Robbins (2006) states that organizational culture is a value system that is carried out and held by members of the organization so that such things can differentiate the organization from other organizations.

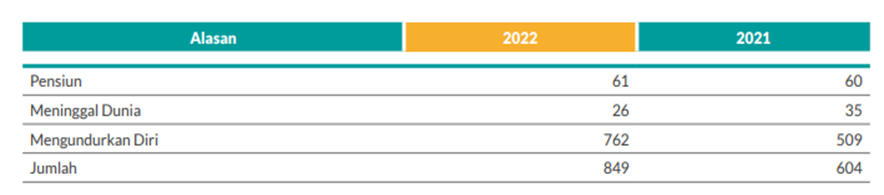
The second influencing factor is work discipline. According to Sinambela (2018), work discipline is the awareness and willingness of employees to comply with all organizational or company regulations and applicable social norms. Good discipline when employees come to the office or company regularly and on time, dress politely and neatly at their workplace, use tools, materials, and equipment or infrastructure facilities properly and carefully, produce a satisfactory amount and quality of work, and follow the way of work that has been determined by the company.

The third influencing factor is job satisfaction. Job satisfaction is a state where a person has achieved psychological satisfaction which raises a positive attitude that encourages morale (Rivai and Sagala, 2010). Research by Wanda Febriyana (2015) states that job satisfaction has a dominant influence on employee performance. In contrast to the results of research by Agung (2013), that job satisfaction has no significant effect on employee performance.

From an internal marketing perspective, support for employees is needed to achieve quality work. So, according to this perspective, if a company wants high-quality employee performance results, then the company must provide support to its employees to be able to produce quality output (Amijaya, 2014).

Currently, it can be said that the performance of employees at PT Bank Syariah Indonesia Semarang City Area Office is quite low. This can be seen from the high turnover intention which can be seen from Figure 1.1.

**Figure 1.1. Total Employee Turnover Intention Rate Data for 2021-2022**



In 2022, the number of employees who no longer work at BSI is 849 people or 4.6% of the total number of employees of 18,581 people. The reasons include retirement, death, and resignation.

Based on these problems, PT Bank Syariah Indonesia Semarang City Area Office must immediately anticipate designing a new strategy, because it can make the performance of its employees decrease which in the end will result in the goals and vision, and mission of the company not being achieved properly. The purpose of this study was to evaluate the effect of organizational culture, work discipline, and job satisfaction on employee performance.

1. **RESEARCH METHOD**

Independent variables are variables that influence or cause changes in the emergence of the dependent variable. The independent variables in this study are organizational culture, work discipline, and job satisfaction. The dependent variable (bound) is the variable that is affected or which is the result of the independent variable. The dependent variable in this study is employee performance.

Meanwhile, the objects in this study are all employees at PT. Bank Syariah Indonesia Semarang City Area Office, totaling 34 respondents, which is the sample in this study. The sampling technique used in this research is saturated. The data used in this study are primary data obtained through distributing questionnaires. The analysis model used in this study was the Multiple Linear Regression Analysis Model, while the data analysis technique used a simultaneous significance test (F test), coefficient of determination test (R2), and partial significance test (t-test) which were processed with the SPSS 25.00 program. The results of the multiple linear regression analysis model equation in this study are:

**Y = a + b1X1 + b2X2 + b3X3 + e**

**Which :**

Y = Employee Performance

a = Constant

b1, b2, b3 = Regression coefficient of X1, X2, X3

X1 = Culture Organizational

X2 = Work Discipline

X3 = Job Satisfaction

e = *Error term*

The operational definition of each variable (variable indication) can be seen in Table 3.2.

**Table 3.2.**

**Variable Operational Definitions**

|  |  |  |
| --- | --- | --- |
| **Number** | **Variable** | **Indicator** |
| 1. | Employee performance is the result of the quality and quantity of work achieved by an employee in carrying out his duties by following the responsibilities given to him (Manku, 2009:18). According to Sedarmayanti (2011: 260), employee performance is the result of a person's work as a whole which is shown by concrete evidence. | Y1.1 = Ability to complete work according to SOP (Muhammad and Mukzam, 2017), meaning that each employee can complete his work properly and by following existing company SOPs.  Y1.2 = Ability to complete work according to deadlines (Muhammad and Mukzam, 2017), meaning that each employee can complete the work for which he is responsible on time even at the start of the predetermined deadline.  Y1.3 = Ability to achieve targets (Muhammad and Mukzam, 2017), meaning that in their work, employees can achieve predetermined targets.  Y1.4 = High work commitment (Muhammad and Mukzam, 2017), meaning that every employee has a high work commitment in carrying out his job functions. |
| 2. | Organizational culture is a pattern of beliefs and values ​​within an organization that is understood, imbued, and practiced by members of the organization so that this pattern gives its meaning to the organization concerned and becomes the basis for rules of conduct. This means that each organization has a different meaning system. Sumanto (2014: 138) explains that "Organizational culture is defined as the values ​​that guide human resources in carrying out their obligations and also their behavior in an organization." | X1.1 = Freedom of opinion (Susetyo, et.al. (2014)), meaning that the distance from superiors, each employee can freely express opinions and ideas that differ from those of his superiors.  X1.2 = Openness regarding work issues (Susetyo, et.al. (2014)), meaning that employees' trust is open to other employees.  X1.3 = The rules apply regardless of strata (Susetyo, et.al. (2014)), meaning that the rules are implemented uniformly (indiscriminately) to all parties without regard to certain conditions or problems. |
| 3. | Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior as well as an effort to increase awareness and willingness to comply with all company regulations and applicable social norms (Rivai, 2004). | X2.1 = Obey the rules of time (Sutrisno, 2009), meaning that seen from work hours, home hours, and rest hours that are on time according to the rules that apply in the company.  X2.2 = Obey company rules (Sutrisno, 2009), meaning basic rules about how to dress and behave at work.  X2.3 = Obeying the rules of behavior at work (Sutrisno, 2009), meaning that it is shown by ways of doing jobs according to position, duties, and responsibilities as well as how to relate to other work units.  X2.4 = Obey other regulations in the company (Sutrisno, 2009), meaning the rules about what can and cannot be done by employees in the company. |
| 4. | According to Handoko (2000), job satisfaction is an emotional state as a reflection of feelings and is closely related to the employee's attitude, work situation, and cooperation between leaders and employees. According to Rivai (2005), job satisfaction is an evaluation that describes a person's feelings of attitude, happy or unhappy, satisfied, or dissatisfied at work. | X3.1 = Satisfaction with Work (Robbins and Judge (2009:199)), meaning that an employee's work is by following the wishes or interests and abilities of the employee himself.  X3.2 = Satisfaction with Rewards (Robbins and Judge (2009:199)), meaning that employees feel that the salary or wages they receive are by following their workload and are balanced with other employees working in the organization.  X3.3 = Satisfaction with Superior Supervision (Robbins and Judge (2009:199)), meaning that employees feel they have a superior who can provide technical assistance and provide motivation.  X3.4 = Satisfaction with Colleagues (Robbins and Judge (2009:199)), meaning that employees are satisfied with co-workers who can provide each other with technical assistance and social encouragement.  X3.5 = Promotion Opportunity (Robbins and Judge (2009:199)), meaning that employees have the opportunity to increase their position in the organizational structure. |

**Source: Data processed in 2023.**

**3. THEORETICAL BASIS**

**3.1. Employee Performance**

Wibowo (2007) mentions that performance comes from performance terms. There are also giving the meaning of performance that is part of the work or work performance. But actually the performance has a broad meaning, not just the work, but includes how the work process takes place. According to Sedarmayanti (2011: 260), employee performance is the result of one's work of the person who is shown by concrete evidence. Moeheriono (2012) states that performance or performance is an overview of the level of achieving (Rahaman et al. 2023) an implementation of activities or policies in realizing the objectives, targets, vision, and mission of organizations that have been poured through strategic planning of an organization.

Moeheriono (2014:61) stated that performance individuals can basically be influenced by several factors including, expectations regarding rewards, incentives, abilities, needs and traits, perceptions towards tasks, internal and external rewards and perceptions of level rewards and job satisfaction.

**3.2. Culture Organizational**

Robbins (2006) mentions that organizational culture is a value system that is done and held by organ members, so that such things can distinguish the organization with other organizations. Sumanto (2014: 138) explains that organizational culture is defined as the values that become the Hold of Human Resources in carrying out its obligations and also their behavior within an organization.

**3.3. Work Discipline**

Work discipline is a tool used by managers to communicate with employees so they are willing to change a behavior as well as an effort to raise awareness and willingness to obey all applicable corporate rules and social norms (Rivai, 2004). According to Hasibuan (2004) argues that discipline is a consciousness and a person's willingness in observing all corporate rules and social applicables. According to Sinambela (2018), the discipline is work awareness and employee willingness to observe all organizational regulations or companies and applicable social norms.

**3.4. Job Satisfaction**

Job satisfaction is a person's behavior towards the work they have. That way employee productivity can be increased by making employees in an organization feel satisfied, empowered by the organization, and fulfilling all their social needs (Bagis et al. 2021). According to Handoko (2000) work satisfaction is an emotional condition as a reflection of feeling and relatively close to his own employee attitude, working situation, cooperation between leadership and employees. According to Rivai (2005), work satisfaction is an evaluation that describes someone over his feelings, happy or unpleasant, satisfied, or dissatisfied in work. Fauziridwan, Et. Al., (2018) explains that the feelings of employees are important because it will have a good impact on mental health or able to lower the wishes of employees to leave his work. This is in accordance with the Robbins and Judge (2013) statement that employees are not satisfied to potentially abandoning the work he has done.

**3.5. Theoretical Thinking Framework**

Based on the literature review, the previous research results and the issues that have been put forward, the model of the theoretical thinking framework underlying this study. This study analyzes the influence of organizational culture, work discipline, and job satisfaction on employee performance in Bank Syariah Indonesia Office of Semarang City Area. The frame of thought in this study can be seen in Figure 3.5.

**Figure 3.5. Theoretical Thinking Framework**

H1

**4. RESULT AND DISCUSSION**

**4.1. Research Result**

**Validity Test Results**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Number** | **Indicator** | **r count** | **r table** | **Information** |
| 1 | X1.1 | 0,796 | 0,3388 | Valid |
| 2 | X1.2 | 0,768 | 0,3388 | Valid |
| 3 | X1.3 | 0,629 | 0,3388 | Valid |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Number** | **Indicator** | **r count** | **r table** | **Information** |
| 1 | X2.1 | 0,877 | 0,3388 | Valid |
| 2 | X2.2 | 0,911 | 0,3388 | Valid |
| 3 | X2.3 | 0,877 | 0,3388 | Valid |
| 4 | X2.4 | 0,768 | 0,3388 | Valid |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Number** | **Indicator** | **r count** | **r table** | **Information** |
| 1 | X3.1 | 0,724 | 0,3388 | Valid |
| 2 | X3.2 | 0,790 | 0,3388 | Valid |
| 3 | X3.3 | 0,867 | 0,3388 | Valid |
| 4 | X3.4 | 0,763 | 0,3388 | Valid |
| 5 | X3.5 | 0,801 | 0,3388 | Valid |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Number** | **Indicator** | **r count** | **r table** | **Information** |
| 1 | Y1 | 0,795 | 0,3388 | Valid |
| 2 | Y2 | 0,760 | 0,3388 | Valid |
| 3 | Y3 | 0,688 | 0,3388 | Valid |
| 4 | Y4 | 0,726 | 0,3388 | Valid |

From the four tables above, it can be concluded that all indicators of each variable have a calculated r count that is greater than the r table. Therefore, it can be said to be **valid.**

**Reliability Test Result**

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | ***Cronbach’s Alpha If Item Deleted*** | **Minimum Standards** | **Information** |
| X1.1 | 0,740 | 0,70 | Reliable |
| X1.2 | 0,753 | 0,70 | Reliable |
| X1.3 | 0,890 | 0,70 | Reliable |

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | ***Cronbach’s Alpha If Item Deleted*** | **Minimum Standards** | **Information** |
| X2.1 | 0,916 | 0,70 | Reliable |
| X2.2 | 0,905 | 0,70 | Reliable |
| X2.3 | 0,916 | 0,70 | Reliable |
| X2.4 | 0,949 | 0,70 | Reliable |

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | ***Cronbach’s Alpha If Item Deleted*** | **Minimum Standards** | **Information** |
| X3.1 | 0,909 | 0,70 | Reliable |
| X3.2 | 0,897 | 0,70 | Reliable |
| X3.3 | 0,882 | 0,70 | Reliable |
| X3.4 | 0,902 | 0,70 | Reliable |
| X3.5 | 0,895 | 0,70 | Reliable |

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | ***Cronbach’s Alpha If Item Deleted*** | **Minimum Standards** | **Information** |
| Y1 | 0,825 | 0,70 | Reliable |
| Y2 | 0,836 | 0,70 | Reliable |
| Y3 | 0,868 | 0,70 | Reliable |
| Y4 | 0,850 | 0,70 | Reliable |

Based on the table above, it can be concluded that all indicators of each variable have a Cronbach's Alpha If Item Deleted value that is greater than 0.70. Therefore, it can be said to be **reliable.**

**Normality Test Result**

|  |  |  |
| --- | --- | --- |
| **One-Sample Kolmogorov-Smirnov Test** | | |
|  | | Unstandardized Residual |
| N | | 34 |
| Normal Parameters a,b | Mean | .0000000 |
| Std. Deviation | 1.38141320 |
| Most Extreme Differences | Absolute | .124 |
| Positive | .096 |
| Negative | -.124 |
| Test Statistic | | .124 |
| Asymp. Sig. (2-tailed) | | .200c,d |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |
| c. Lilliefors Significance Correction. | | |
| d. This is a lower bound of the true significance. | | |

Based on the table above, it can be concluded that a significance value of 0.200 > 0.05 means that the residual values ​​are **normally distributed.**

**Multicollinearity Test Result**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| ***Coefficients a*** | | | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| B | Std. Error | Beta | Tolerance | VIF |
| 1 | (Constant) | 2.207 | 1.962 |  | 1.125 | .270 |  |  |
| BDY ORGN | .145 | .233 | .117 | .623 | .538 | .316 | 3.169 |
| DISIPLIN KRJ | .681 | .169 | .688 | 4.033 | .000 | .379 | 2.635 |
| KEPUASAN KRJ | .039 | .159 | .053 | .247 | .807 | .243 | 4.115 |
| a. Dependent Variable: KINERJA KRYWN | | | | | | | | |

Based on the table above it can be concluded that all of each indicator has a VIF value <10, which means that there is **no multicollinearity** between the independent variables.

**Heteroskedastisitas Test Result**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model Summary** | | | | |
| Model | R | R Square | Adjusted R Square | Std. the Error of the Estimate |
| 1 | .509a | .259 | .060 | 2.39516 |

Predictors: (Constant), X1X2X3, DISIPLIN KRJ, BDY ORGN, KEPUASAN KRJ, X2\_KUADRAT, X3\_KUADRAT, X1\_KUADRAT

From the display results of the Model Summary Table, it can be seen that the value of R Square is 0.259. So, how to find Chi Square count, namely:

*Chi-Square* Count = n x *R Square*

= 34 x 0,259

= 8,806

*Chi-Square* Table = 14,067 (note: dF = 7, α = 0,05)

So, it can be obtained that the value of Chi-Square Count < Chi Square Table = 8.806 < 14.067, so it can be concluded that there is no symptom of heteroscedasticity.

**Linearity Test Result**

|  |  |  |  |
| --- | --- | --- | --- |
| **ANOVA Table** | | | |
|  | | | Sig. |
| Unstandardized Residual \* Unstandardized Predicted Value | Between Groups | (Combined) | .671 |
| Linearity | 1.000 |
| Deviation from Linearity | .638 |
| Within Groups | |  |
| Total | |  |

Based on the Anova Table above, it shows that the Sign value is obtained. The linearity is 1.000, which is 0.05 greater, so it can be concluded that **there is a linear relationship** between the independent variables and the dependent variable.

**Results of Multiple Linear Regression Analysis**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficients a** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 2.207 | .491 |  | 4.499 | .000 |
| BDY ORGN | .145 | .058 | .140 | 2.492 | .018 |
| DISIPLIN KRJ | .681 | .042 | .829 | 16.133 | .000 |
| KEPUASAN KRJ | .039 | .040 | .063 | .987 | .332 |

Based on the Coefficient table above, the multiple linear regression equation can be compiled as follows:

**Employee Performance = 2.207 + 0.145 Organizational Culture + 0.681 Work Discipline +**

**0.039 Job Satisfaction + e**

Based on the regression equation above, it can be interpreted as follows:

1. **Constant = 2.207**

A constant of 2.207. This means that assuming the independent variables, namely organizational culture, work discipline, and job satisfaction are considered constant, then there is a positive employee performance variable of 2.207 units.

1. **Organizational Culture Coefficient = 0.145**

This shows that organizational culture variables have a positive effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office. Every time there is an increase in the organizational culture variable by 1 unit, the employee performance at PT Bank Syariah Indonesia Semarang City Area Office will increase by 0.145 units with other variables being constant.

1. **Work Discipline Coefficient = 0.681**

This shows that the work discipline variable has a positive effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office. Every time there is an increase in the work discipline variable by 1 unit, the employee performance at PT Bank Syariah Indonesia Semarang City Area Office will increase by 0.681 units assuming other variables are constant.

1. **Job Satisfaction Coefficient = 0.039**

This shows that the work discipline variable has a positive effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office. Every time there is an increase in the work discipline variable by 1 unit, the employee performance at PT Bank Syariah Indonesia Semarang City Area Office will increase by 0.681 units assuming other variables are constant.

**Statistic F Test Result**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVAa** | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 127.144 | 3 | 42.381 | 323.038 | .000b |
| Residual | 3.936 | 30 | .131 |  |  |
| Total | 131.080 | 33 |  |  |  |
| a. Dependent Variable: Y1 | | | | | | |
| b. Predictors: (Constant), KEPUASAN KRJ, DISIPLIN KRJ, BDY ORGN | | | | | | |

Proof of hypothesis 1 (one) is carried out by statistical test F. Based on the Annova table, it produces Fcount = 323.038 > Ftable = 2.92 or significance = 0.000 <0.05, which means that there is a significant influence between the variables of organizational culture, work discipline, and satisfaction work simultaneously on employee performance. Thus hypothesis 1 (one) which states "Allegedly the variables of organizational culture, work discipline, and job satisfaction simultaneously have a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office" is declared **accepted.**

**Test Results of the Coefficient of Determination**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model Summary** | | | | |
| Model | R | R Square | Adjusted R Square | Std. an Error of the Estimate |
| 1 | .985a | .970 | .967 | .362 |

Based on the test results of the coefficient of determination in the Model Summary Table, the Adjusted R Square value is 0.967 or 96.7%. This means that the variables of organizational culture, work discipline, and job satisfaction contribute to the influence of employee performance by 96.7%. While the remaining 3.3% is influenced by other variables not examined in this study.

**Statistic t-Test Result**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficients a** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 2.207 | .491 |  | 4.499 | .000 |
| BDY ORGN | .145 | .058 | .140 | 2.492 | .018 |
| DISIPLIN KRJ | .681 | .042 | .829 | 16.133 | .000 |
| KEPUASAN KRJ | .039 | .040 | .063 | .987 | .332 |

a. Dependent Variable: Y1

1. Proof of hypothesis 2 (two) is done by statistical test t. Based on the Coefficient Table (Table 4.21.) the resulting t count for organizational culture variables = 2.492 > t table = 2.042 or significance = 0.018 <0.05, which means that there is a significant influence between organizational culture partially on employee performance. Thus hypothesis 2 (two) which states "Allegedly organizational culture variables partially have a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office" is declared **accepted.**
2. Proof of hypothesis 3 (three) is done by statistical test t. Based on the Coefficient Table (Table 4.21.), the t count for the work discipline variable = 16.133 > t table = 2.042 or significance = 0.000 <0.05, which means that there is a significant effect between work discipline partially on employee performance. Thus hypothesis 3 (three) which states "Allegedly the variable of work discipline partially has a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office" is declared **accepted.**
3. Proof of hypothesis 4 (four) is done by statistical test t. Based on the Coefficient Table (Table 4.21.) it produces a count for the variable job satisfaction = 0.987 < t table = 2.042 or significance = 0.332 > 0.05, which means that there is no significant effect between job satisfaction partially on employee performance. Thus hypothesis 4 (four) which states "Allegedly the variable of job satisfaction partially has a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office" is declared **rejected.**

**4.2. Discussion**

**The Effect of Organizational Culture on Employee Performance**

The results of the study show that organizational culture has a positive and significant effect on employee performance, meaning that if organizational culture is improved, it will also be able to improve employee performance. Employees of Bank Syariah Indonesia Semarang City Area Office have and implement the organizational cultural values ​​that exist in the company as well as possible. For example by expressing opinions openly, and believing that company regulations are implemented indiscriminately to all parties. If the organizational culture can be properly applied by every employee, then the performance will also be better.

The results of this study can also explain and strengthen the theories that organizational culture influences performance. Likewise, the theory put forward by Sungkono et.al. (2021), argued that organizational culture has a significant long-term impact and will be a factor in determining organizational success. A strong organizational culture will trigger people to think, behave and act by following organizational values. Conformity between organizational culture and organizational members who support it will lead to job satisfaction, thereby increasing overall performance.

The results of this study support previous research conducted by Kusumah and Suharnomo (2015), Giantari and Riana (2017), (Fadhlillah, Kholidah, and Hijriah 2023) and Muis et.al. (2018) which state that organizational culture has a **positive and significant effect** on employee performance.

**The Effect of Discipline Work on Employee Performance**

The results of the study show that work discipline has a positive and significant effect on employee performance, meaning that if work discipline is improved, it will also be able to improve employee performance. Each employee at Bank Syariah Indonesia Semarang City Area Office is expected to be willing to apply discipline at work. For example, by obeying the rules in the company where he works, time discipline, and obeying other regulations in the company. If work discipline can be properly applied by each employee, then the performance will also be better.

The results of this study can also clarify and strengthen theories that work discipline affects performance. Likewise, the theory put forward by Singodimedjo (2008) suggests that discipline with good employees will accelerate company goals while declining discipline will become a barrier and slow down the achievement of company goals. Discipline tries to overcome errors and omissions caused by inattention, incompetence, and tardiness.

The results of this study support previous research conducted by Jeli Nata Liyas (2018), April Hidayat, et.al. (2019), and Dewi Kurniawati (2021) which state that work discipline has a **positive and significant effect** on employee performance.

**The Effect of Job Satisfaction on Employee Performance**

The results showed that job satisfaction has a positive but not significant effect on employee performance. If the level of job satisfaction is high, it will also increase employee performance. Every employee at Bank Syariah Indonesia Semarang City Area Office is expected to feel satisfaction at work. For example, employees feel that the salary or wages they receive are by following the workload and are balanced/fair with other employees. However, most of the salary payments are adjusted to the position or position of each employee who works at Bank Syariah Indonesia, the Semarang City Area Office. If job satisfaction can be applied properly, then performance will also be better.

The results of this study can also explain and strengthen the theories that job satisfaction should affect performance. Likewise, the theory put forward by Sutrisno (2016: 73) states that job satisfaction stimulates employee performance, which is quite an interesting and important issue because it has proven to be of great benefit to the interests of individuals, industry, and society. The higher the level of job satisfaction, the higher the performance of employees in a company as well.

The results of this study support previous studies conducted by Rahmatul Irfan (2020), Asmawiyah et.al. (2020), and Em Yusuf Iis and Yanita (2021) which state that job satisfaction has a positive effect on employee performance.

**5. CONCLUSIONS AND SUGGESTIONS**

**5.1. Conclusion**

Based on the results of the analysis and discussion that have been put forward, the following conclusions can be drawn:

1. The variables of organizational culture, work discipline, and job satisfaction simultaneously have a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office.
2. Organizational culture variables partially have a positive and significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office.
3. The work discipline variable partially has a positive and significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office.
4. The variable job satisfaction partially has a positive but not significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office.

**5.2. Suggestions**

Based on the limitations of this study, the suggestions given to the BSI Semarang City Area Office and for further research are proposed as follows:

**5.2.1. Suggestions for PT Bank Syariah Indonesia Semarang City Area Office**

Suggestions for PT Bank Syariah Indonesia Semarang City Area Office are as follows:

1. PT Bank Syariah Indonesia Semarang City Area Office must continue to improve the application of corporate organizational culture, namely by giving freedom of opinion to each employee, implementing an open attitude between employees regarding work issues, and enforcing rules fairly regardless of strata.
2. PT Bank Syariah Indonesia Semarang City Area Office must continue to improve the company's work discipline by always adhering to the rules of good time and behavior at work, being able to create a comfortable work environment and space, listening to ideas and opinions from co-workers as well as holding training and motivational seminars.
3. PT Bank Syariah Indonesia Semarang City Area Office must continue to increase job satisfaction by providing technical assistance, morale, and social motivation to employees, providing trust and responsibility by following the capabilities of each employee or equipping employees with supporting facilities and work support.

**5.2.2. Suggestions for Further Research**

Suggestions for further research are as follows:

1. In connection with the tendency between the variables of organizational culture, work discipline, and job satisfaction which causes a high R2 value causing the influence between the variables of organizational culture, work discipline, and job satisfaction on employee performance is 96.7% and shows that there is still 3.3% other independent variables that have not been explained in this study, it is suggested that further research can use other variables that are thought to influence employee performance such as leadership style, work motivation, and job training.
2. In connection with the difficulty of collecting data due to the insufficient number of respondents, and the process of collecting data through distributing questionnaires, because the respondents in this study were employees who work at Sub-Branch Offices in the Semarang City area which are also quite complicated, busy with their respective jobs and it is quite a long wait for the process of submitting the distribution of the questionnaire and filling out the questionnaire, it is suggested that further research be carried out on larger objects such as Branch Offices and Regional Offices and always follow up from the BSI so that the process of filling out the questionnaire can be faster and time efficient.

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