

Job Satisfaction as Mediator Between Organizational Culture and Employee Performance in Government-owned Bank

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Abstract	<p>This study investigates the mediating role of employee job satisfaction in the relationship between organizational culture and employee performance within government-owned banks. The research design selected for this study was descriptive, quantitative, and causal. A quantitative survey was conducted to gather data from 110 employees of a government-owned bank in North Sulawesi, Indonesia. Structural Equation Modeling (SEM) was employed as the primary method of data analysis facilitated by SmartPLS software. The results indicate that organizational culture significantly and positively influences job satisfaction, while job satisfaction similarly has a significant and positive impact on employee performance. Furthermore, organizational culture emerges as a significant determinant of employee performance. Additionally, the study reveals that job satisfaction effectively mediates the relationship between organizational culture and employee performance. The practical implications of these results hold significance for organizations, particularly government-owned banks, in enhancing employee performance and organizational effectiveness. By cultivating a culture that aligns with employees' values and fosters engagement, organizations can boost job satisfaction levels, enhancing overall employee performance.</p>		
Keywords	Organizational culture; job satisfaction; employee performance; government-owned bank		
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1. INTRODUCTION

As globalization progresses, banking institutions must adapt to the evolving digital landscape to meet customers' increasingly intricate and dynamic needs (Sudarmanto et al., 2023). The banking sector in Indonesia has embarked upon a new epoch, known as the banking 4.0 era, since 2017. This era is characterized by technological advancements, wherein all operations are conducted in real-time and encompass a spectrum of activities driven by Artificial Intelligence (Banjarnahor et al., 2023). This paradigm shift necessitates banks to recalibrate their strategies, processes, and services to accommodate



employees and customers. As elucidated by Saputri (2020), the banking sector distinguishes itself from other industries due to its high level of regulation and dynamism, being subject to direct oversight by the central bank and the OJK. The urgency of this research lies in its potential to equip government-owned banks with the knowledge and strategies necessary to navigate the complexities of the contemporary banking landscape, foster a culture of innovation and resilience, and ultimately enhance their competitive edge in the digital era.

According to Nurdin (2019), alterations in organizational culture reverberate across all facets of organizational operations, development, and policy formulation. Djampagau (2019) posits that a robust organizational culture forms the bedrock of individual employee performance and organizational efficacy. A non-conducive organizational culture can adversely impact employee behavior, directly influencing individual performance (Gultom & Ferinia, 2023; Wuryaningrat et al., 2024). To remain competitive amidst similar industries, companies must cultivate distinct advantages that are arduous for rivals to replicate, a feat achievable through a workforce characterized by productivity, innovation, creativity, loyalty, and unwavering commitment to organizational objectives (Grisang & Waty, 2023).

Conversely, globalization's shifting work environment dynamics also influence employee performance and behavior. These changes may engender lackadaisical attitudes among employees, undermining their enthusiasm for work (Acu, 2016; Waworuntu et al., 2022). To foster resilience and invigorate employees' passion for work, companies must demonstrate heightened responsiveness to evolving work environment and cultural shifts induced by globalization (Rožman et al., 2023; Wuryaningrat et al., 2023; George & Schillebeeckx, 2022). One of the determinants of subpar employee performance is insufficient compensation and motivation from the institution, thereby impeding organizational performance (Suryawan & Salsabilla, 2022; Fernandez & Madumo, 2024; Singh et al., 2021).

Employee satisfaction manifests across various dimensions, discernible through individual reactions and responses (Wang et al., 2021; Katz et al., 2021). It is observable within the job milieu, beyond it, and in any amalgamation thereof. The greater the alignment between aspects of employee satisfaction and individual aspirations, the higher the level of job satisfaction experienced by employees (Widianto et al., 2018; Koyongian, 2020). Lubis et al. (2021) elaborate on the manifestation of employee satisfaction through their actions in safeguarding the company's reputation against evil forces. Employee job satisfaction, a pivotal aspect measured through performance indicators, reflects this dedication (Wang et al., 2020; Davidescu et al., 2020; Na-Nan et al., 2021).

A robust organizational culture positively influences employees, fostering an environment where they feel at ease and motivated to excel, thus enhancing employee performance (Rampen et al., 2023; Wulur & Mandagi, 2023). Maulidiyah (2020) posits that commendable employee performance is an

impetus for organizational acknowledgment and employee contentment. A positive organizational culture fosters a sense of community, shared values, and a supportive work environment, leading to increased employee well-being and success (Lee et al., 2017; Arghode et al., 2022; Espasandín-Bustelo et al., 2021). Furthermore, empowering leadership and a balanced organizational culture is associated with higher levels of work engagement and enhanced organizational performance (Alotaibi et al., 2020; Srimulyani et al., 2022). Moreover, organizational culture directly affects employee performance through the work environment (Sabuhari et al., 2020). A strong organizational culture emphasizing innovation and collaboration is linked to better performance outcomes, including increased productivity and employee satisfaction (Wuryaningrat et al., 2024; Azeem et al., 2021).

Rivai and Sagala (2009) elucidate that performance embodies the adept execution of tasks, aligning with preset standards within designated time frames. Consequently, companies must evaluate employee performance, rewarding achievers with promotions while reassigning underperformers to lesser roles (Hasibuan et al., 2023). Recent studies also underscore the positive and substantial impact of corporate culture, motivation, and leadership style on employee performance, facilitated by job satisfaction (Fatyandri & Surbakti, 2023; Mandagi et al., 2023; Kainde et al., 2023).

This study constructs a conceptual framework in light of the problematic and preceding scholarly discourse. Organizational culture (x) assumes the role of an independent variable, while job satisfaction (y1) and employee performance (y2) function as dependent variables. Moreover, job satisfaction is posited as a mediating variable, elucidating the intricate interplay between organizational culture, motivation, leadership style, and employee performance. Drawing from the theoretical framework elucidated and the findings delineated in preceding research, the following hypotheses were introduced:

H1: Organizational culture has a positive effect on employee's job satisfaction

H2: Job satisfaction has a positive effect on employees' performance

H3: Organizational culture has a positive effect on employee performance

H4: Job satisfaction mediates the relationship between organizational culture and employee performance.

Figure 1, depicted below, encapsulates the interrelationships among the research variables and delineates the corresponding hypotheses slated for examination within this study.

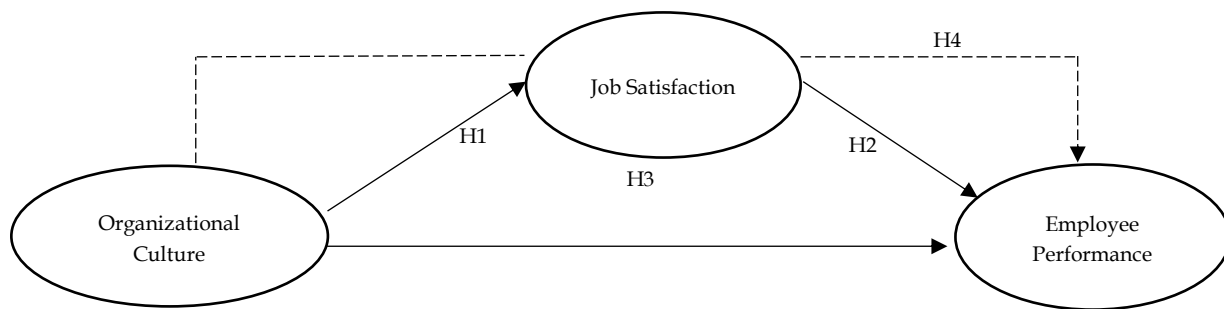


Figure 1. Proposed Research Framework

2. METHODS

The research methodology employed herein adopts a quantitative descriptive approach complemented by a causal inquiry. Primary data collection was facilitated through the administration of a questionnaire instrument. Subsequently, the data underwent analysis employing descriptive statistics, utilizing SPSS version 27, to scrutinize respondent demographics and conduct descriptive analyses.

Further analysis ensued with the measurement model, conducted via SmartPLS version 3.9, to ascertain the validity and reliability of each variable under scrutiny. Subsequently, hypothesis testing was undertaken utilizing a structural model, employing SmartPLS version 3.9. This sequential methodological approach ensures rigor and comprehensiveness in the analysis, enhancing the credibility and robustness of the study's findings.

The number of respondents obtained by researchers was 110 BNI employees in North Sulawesi. Of the 110 respondents, 51 were male (46%) and 59 were female (54%). The age distribution of respondents varied from 20 to 60 years old, with the majority falling within the 20-30 years age bracket (45%). At the same time, the respondents' positions exhibited variability, and a significant proportion of them identified as staff members (15%).

3. FINDINGS AND DISCUSSION

The results obtained from the research have to be supported by sufficient data. The research results and the discovery must be the answers, or the research hypothesis stated previously in the introduction part.

3.1. Descriptive Statistics

Table 1 summarizes the descriptive analysis findings, revealing the respondents' high level of organizational culture, job satisfaction, and employee performance. The mean values for organizational culture (6.37), job satisfaction (6.32), and employee performance (6.13) are all close to the maximum score of 7, indicating robust levels in each domain. While the standard deviations suggest some variability within the study, particularly for employee performance, overall homogeneity is observed.

These results underscore the positive organizational climate within the surveyed government-owned banks, emphasizing the potential for sustained employee satisfaction and performance excellence.

Table 1. Descriptive Statistic Result

Variable	N	Range	Min	Max	Mean	Std. Dev	Variance
Organizational Culture	110	2	5	7	6.37	0.648	0.419
Job Satisfaction	110	3	4	7	6.32	0.777	0.604
Employee Performance	110	6	1	7	6.13	1.11	1.231

Source: Data Analysis Result

3.2. Measurement Model

Before conducting hypothesis testing, it is imperative to assess the measurement model to ascertain its validity and reliability. The initial evaluation of the measurement model's first stage reveals that most of the 27 indicators utilized in this study exhibit factor loading values exceeding the recommended thresholds of 0.8 and 0.7. However, there are four indicators with factor loading values falling below 0.7. Specifically, within the Organizational Culture variable, indicators CC1 (0.691) and CC10 (0.598) demonstrate suboptimal factor loading values, while within the Employee Performance variable, indicators EP1 (0.59) and EP10 (0.592) also exhibit similar deficiencies. Subsequently, following the elimination of these inadequately performing indicators, the second stage of measurement model testing ensues, the outcomes of which are delineated in Figure 2 and Table 2.

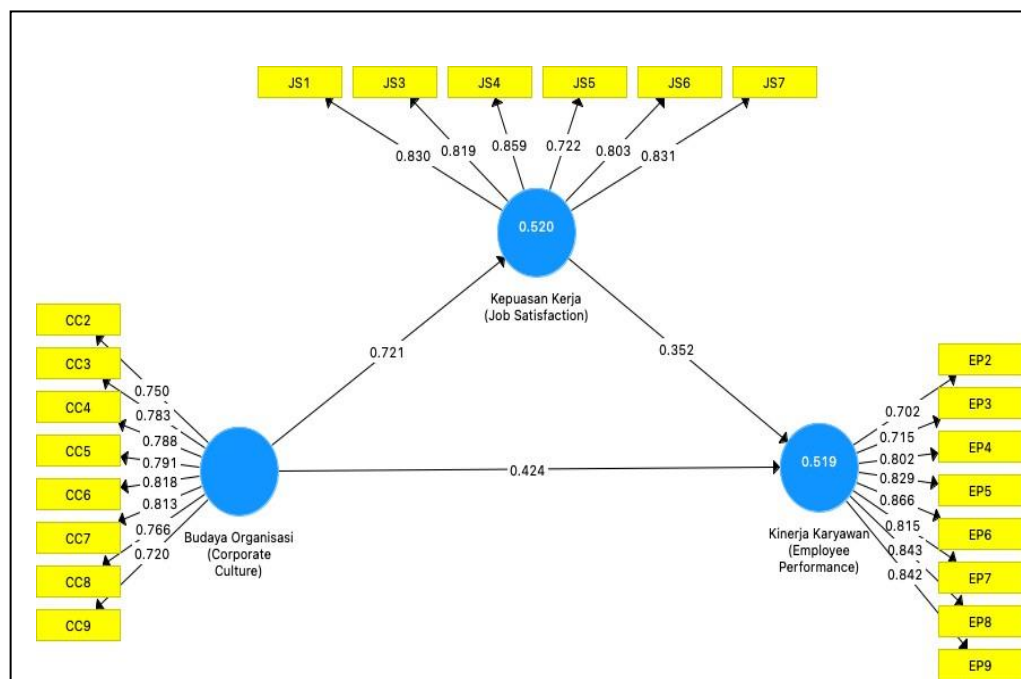


Figure 2. Measurement Model

Source: Data Analysis

3.3. Convergent Validity

After removing the CC1, CC10, EP1, and EP10 indicators, the second stage measurement model is examined, and it is revealed that all remaining indicators exhibit factor loading values exceeding 0.7. Consequently, this confirms convergent validity for the variables under investigation in this study.

Table 2. Factor Loading Measurement Model

Variable	Indicator	Factor Loading
Corporate Culture	CC2	0.75
	CC3	0.78
	CC4	0.79
	CC5	0.79
	CC6	0.82
	CC7	0.81
	CC8	0.77
	CC9	0.72
Employee Performance	EP2	0.70
	EP3	0.72
	EP4	0.80
	EP5	0.83
	EP6	0.87
	EP7	0.82
	EP8	0.84
	EP9	0.84
Job Satisfaction	JS1	0.83
	JS3	0.82
	JS4	0.86
	JS5	0.72
	JS6	0.80
	JS7	0.83

Source: Data Analysis Result

3.4. Discriminant Validity

Based on the findings presented in Table 3, it is evident that the square root of the Average Variance Extracted (AVE) exceeds the correlation values between variables. This observation indicates strong discriminant validity by the Fornell-Larcker Criterion, signifying that the indicators and variables employed in this study effectively discriminate among each other (Hair et al., 2017).

Table 3. Fornell-Larcker Criterion

	1	2	3
Corporate Culture (1)	0.779		
Job Satisfaction (2)	0.721	0.812	
Employee Performance (3)	0.678	0.658	0.804

Source: Data Analysis Result

Moreover, the results of the cross-loading test, as presented in Table 4, indicate that each variable

within this study demonstrates strong discriminant validity. This is evidenced by the loading factor of each variable indicator being higher than those associated with other variables.

Table 4. Cross Loading

Indicator	Corporate Culture	Employee Performance	Job Satisfaction
CC2	0.75	0.6	0.49
CC3	0.78	0.5	0.53
CC4	0.79	0.55	0.55
CC5	0.79	0.5	0.55
CC6	0.82	0.57	0.59
CC7	0.81	0.62	0.58
CC8	0.77	0.53	0.51
CC9	0.72	0.62	0.42
EP2	0.51	0.66	0.7
EP3	0.51	0.48	0.72
EP4	0.51	0.4	0.8
EP5	0.63	0.53	0.83
EP6	0.59	0.57	0.87
EP7	0.5	0.48	0.82
EP8	0.5	0.51	0.84
EP9	0.58	0.55	0.84
JS1	0.69	0.83	0.68
JS3	0.62	0.82	0.56
JS4	0.6	0.86	0.54
JS5	0.4	0.72	0.39
JS6	0.52	0.8	0.49
JS7	0.61	0.83	0.48

Source: Data Analysis Result

Additionally, based on the findings presented in Table 6, the Heterotrait-Monotrait Ratio (HTMT) values for all variables examined in this study are below 0.9. This suggests that each variable demonstrates strong discriminant validity.

Table 5. Heterotrait-Monotrait Ratio

	Organizational Culture	Job Satisfaction
Organizational Culture		
Job Satisfaction	0.78	
Employee Performance	0.74	0.70

Source: Data Analysis Result

3.5. Reliability

Regarding the reliability test, as illustrated in Table 6, the values of Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE) surpass the minimum recommended thresholds for each variable. Specifically, both Cronbach's Alpha (CA) and Composite Reliability (CR) values for each variable exceed 0.70. Additionally, each variable's Average Variance

Extracted (AVE) values surpass 0.50. Thus, it can be deduced that all variables investigated in this study exhibit strong reliability.

Table 6. Reliability Analysis

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture	0.91	0.91	0.93	0.61
Job Satisfaction	0.90	0.91	0.92	0.66
Employee Performance	0.92	0.92	0.94	0.65

Source: Data Analysis Result

3.6. Structural Model

Upon ensuring the research model's compliance with validity and reliability criteria, the analysis examines the structural model and tests the research hypotheses. The outcomes of hypothesis testing are depicted in Table 7 and Figure 4.

Table 7. Hypothesis Testing Results

	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Job Satisfaction	0.732	0.048	15.157	0.000
Job Satisfaction -> Employee Performance	0.417	0.124	3.434	0.001
Organizational Culture -> Employee Performance	0.362	0.136	2.579	0.01

Source: Data Analysis Result

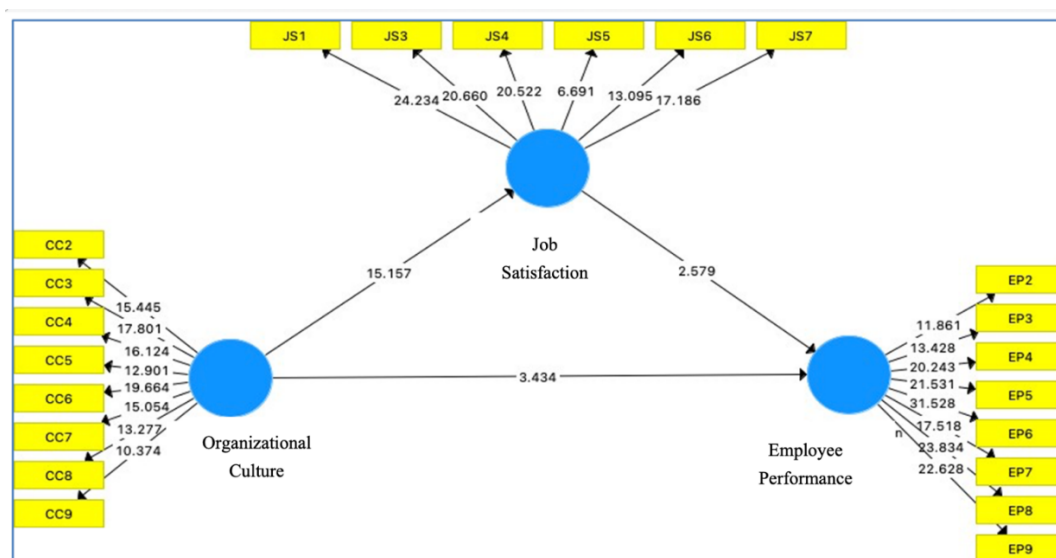


Figure 3. Structural Model
Source: Data Analysis Result

The first hypothesis (H1) delves into the impact of Organizational Culture on Job Satisfaction. Test results reveal a t-statistic value of 15.157, with a standard deviation (STDEV) of 0.048 and a p-value of 0.000. This finding indicates that the p-value remains below the alpha value (0.1), confirming the significance and positive effect of Organizational Culture on Job Satisfaction. The results of the H1 test align with recent research in this domain. For instance, Tran (2021) demonstrated that employees' perceptions of organizational culture significantly impact their job satisfaction, particularly about values and practices that promote a supportive work environment.

Similarly, a study by Alkhodary (2023) found that an inclusive and participatory organizational culture fosters higher job satisfaction among employees. Another study highlighted the positive correlation between perceived diversity, an inclusive organizational culture, and job satisfaction, emphasizing the influence of an inclusive work environment on job satisfaction (Maj, 2023; Handayani & Darmasetiawan, 2019). The results of the present study reinforce these findings by showing that organizational culture plays a crucial role in shaping employees' job satisfaction. This is particularly evident in environments where collaboration, innovation, and respect are emphasized. The consistency of our results with these prior studies suggests a robust and generalizable relationship across various contexts and industries.

Subsequently, the second hypothesis (H2) investigates the influence of Job Satisfaction on Employee Performance. The test yields a t-statistic value of 3.434, with a standard deviation (STDEV) of 0.124 and a p-value of 0.001. Similarly, the p-value remains below the alpha value (0.1), affirming Job Satisfaction's significance and positive effect on Employee Performance. Organizational culture, defined as the shared values, beliefs, and norms that influence the behavior of organizational members, plays a critical role in enhancing employee performance. It has significantly impacted employee morale, engagement, and overall performance. Prior studies have long established that a strong, positive organizational culture fosters an environment where employees feel valued and motivated (Parent & Lovelace, 2018; Alkhodary, 2023; Waworuntu et al., 2022; Wullur & Mandagi, 2023). This study supports these findings by demonstrating that organizations with well-defined, positive cultures see higher levels of employee performance. For instance, our study echoes the conclusions of Alkhodary (2023), who found that organizations with a culture of support, recognition, and professional growth tend to have more committed and productive employees.

The third hypothesis (H3) assesses Organizational Culture's impact on Employee Performance. The test reports a t-statistic value of 2.579 with an STDEV of 0.136 and a p-value of 0.01. Here, the p-value remains below the alpha value (0.1), underscoring the significance and positive effects of Organizational Culture on Employee Performance. These results reaffirm the critical link between organizational culture and employee performance and provide additional evidence and insights that enrich the

existing body of literature. It offers practical implications for both scholars and practitioners in the field of organizational behavior and management. Previous studies have consistently demonstrated that a supportive and well-defined organizational culture enhances employee satisfaction, engagement, and overall performance (Tran, 2021; Maj, 2023; Alkhodary, 2023; Parent & Lovelace, 2018; Rampen et al., 2023). For instance, Parent and Lovelace (2018) highlighted that a positive organizational culture characterized by individual adaptability and engagement significantly boosts team and overall organizational performance.

Furthermore, the results of this study show that employees who perceive their organizational culture as positive are more likely to perform better. This finding is consistent with the work of Alkhodary (2023), who argued that a strong organizational culture provides a shared sense of purpose and direction, motivating employees to align their behavior with organizational goals. Additionally, this study extends the research by Tran (2021), which emphasized the importance of cultural dimensions such as adhocracy and hierarchy in enhancing employee performance. Moreover, this study contributes a more nuanced understanding of the cultural elements driving performance. While previous research has often focused on broad cultural types, our study delves into particular cultural practices and values, providing granular insights into how these elements interact to promote high performance. This approach echoes the findings of Waworuntu et al. (2023), who emphasized the importance of understanding how culture impacts performance, including leadership style, communication, and reward systems.

3.7. The Mediating Role of Job Satisfaction

The findings presented in Table 8 examine the fourth hypothesis (H4), positing that job satisfaction is a mediator in the relationship between organizational culture and employee performance. The test results indicate a t-statistic value for H4 of 2.332, with a standard deviation (STDEV) of 0.109 and a p-value of 0.02. The calculated p-value does not surpass the designated alpha value (0.5). Consequently, the fourth hypothesis (H4) is affirmed, suggesting that job satisfaction effectively mediates the association between organizational culture and employee performance.

Table 8. Result of the Mediating Role

	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Organizational Culture -> Job Satisfaction	0.732	0.048	15.157	0.000
Organizational Culture -> Job Satisfaction -> Employee Performance	0.254	0.109	2.332	0.02

Source: Data Analysis Result

The results of H4 provide documented evidence regarding the mediating role of job satisfaction in the association between organizational culture and employee performance. These findings significantly contribute to the existing body of literature by offering a nuanced understanding of how organizational culture influences employee performance through job satisfaction. Previous research has consistently emphasized the direct relationship between organizational culture and employee performance (e.g., Tran, 2021; Maj, 2023; Alkhodary, 2023; Parent & Lovelace, 2018; Rampen et al., 2023). However, this study's unique contribution lies in identifying job satisfaction as a mediator. This finding aligns with and extends the work of Abawa Obese (2024), who suggested that job satisfaction could serve as a critical intervening variable in the culture-performance link. Our results empirically validate this proposition, demonstrating that employees who perceive their organizational culture positively are more likely to be satisfied with their jobs, enhancing their performance.

3.8. Goodness-of-Fit Model

Table 9 displays the Goodness-of-Fit test results for the saturated and the estimated models. Remarkably, both models exhibit goodness-of-fit indices that demonstrate minimal disparity. Specifically, the Standardized Root Mean Square Residual (SRMR) stands at 0.078, d_ULS at 1.55, d_G at 0.905, Chi-Square at 480.157, and Normed Fit Index (NFI) at 0.752. These values collectively signify an acceptable fit between the model and the observed data.

Table 9. Goodness-of-fit Model

	Saturated Model	Estimated Model
SRMR	0.078	0.078
d_ULS	1.55	1.55
d_G	0.905	0.905
Chi-Square	480.157	480.157

Source: Data Analysis Result

4. CONCLUSION

Several conclusions can be drawn based on the research findings and ensuing discussion. Firstly, the study reveals organizational culture's significant and positive impact on employee job satisfaction. This underscores the crucial role of managers at BNI North Sulawesi in fostering a conducive work environment that resonates with employees' values. Moreover, it suggests that managers must cultivate a culture that aligns with employee values.

Secondly, the results indicate a noteworthy and positive relationship between job satisfaction and employee performance. This highlights the pivotal role of managers in BNI North Sulawesi in implementing initiatives to create a supportive and motivating work environment conducive to employee performance enhancement.

Thirdly, the study demonstrates a significant positive association between organizational culture and employee performance. This emphasizes the managerial responsibility at BNI North Sulawesi in upholding an organizational culture that engages employees in organizational activities, prioritizes employee development, and provides requisite support for employees to attain organizational objectives.

Lastly, the research underscores the significant mediating influence of organizational culture on employee performance. It accentuates the imperative for managers at BNI North Sulawesi to optimize employee performance by directing efforts toward cultivating an organizational culture that nurtures job satisfaction. This can be achieved through reinforcing cultural values, effective communication with employees, and enhancing appreciation for employee achievements.

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