DETERMINANTS OF JOB SATISFACTION AND IMPLICATIONS ON EMPLOYEE PERFORMANCE IN BANK NAGARI SUMATERA BARAT

Robby Dharma[A], Hamdy Hady[B], Zefriyenni[C]

ABSTRACT

Purpose: The aim of this study is to examine, was conducted to analyze and explain the effect of work discipline, compensation, organizational culture, job satisfaction through employee performance.

Theoretical framework: The Collecting data using a questionnaire of as many as 323 respondents.

Design/Methodology/Approach: The research method used in this study is descriptive analysis and SEM (structural equation modeling) analysis with the help of the SmartPLS program.

Findings: The results Based on research findings. Positive and important organizational culture on job satisfaction, the positive compensation on job satisfaction, the positive Organizational culture, work discipline and compensation simultaneously on Job Satisfaction. the positive and significant of job satisfaction on employee performance.

Research, Practical & Social implications: The study is the positive and important a dominant of job satisfaction on employee performance. There is a positive of work discipline on employee performance. The positive and important Organizational culture, work discipline, compensation on job satisfaction and implication on employee performance.

Originality/Value: The value of the study Positive and important of compensation on job satisfaction and its implications on employee performance where the most dominant and recommended is the provision of benefits by providing both material and material facilities to employees.

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DETERMINANTES DA SATISFAÇÃO PROFISSIONAL E IMPLICAÇÕES NO DESEMPENHO DOS FUNCIONÁRIOS NO BANK NAGARI SUMATERA BARAT

RESUMO

Objetivo: O objetivo deste estudo é examinar, foi realizado para analisar e explicar o efeito da disciplina de trabalho, remuneração, cultura organizacional, satisfação no trabalho por meio do desempenho do funcionário.

Estrutura teórica: A coleta de dados usando um questionário de até 323 respondentes.

Design/Metodologia/Abordagem: O método de pesquisa utilizado neste estudo é a análise descritiva e a análise SEM (modelagem de equações estruturais) com a ajuda de o programa SmartPLS.

Resultados: Os resultados Baseado nos resultados da pesquisa. Cultura organizacional positiva e importante sobre a satisfação no trabalho, a remuneração positiva sobre a satisfação no trabalho, a cultura organizacional positiva, a disciplina do trabalho e a remuneração simultaneamente sobre a satisfação no trabalho.

[A] Masters Management. Faculty of Economic And Business, Universitas Putra Indonesia YPTK Padang. Indonesia. E-mail: robby_dharma@upiyptk.ac.id Orcid: https://orcid.org/0000-0003-3745-2134
[B] Profesor of Management. Universitas Persada Indonesia YAI. Indoensia. E-mail: hamdyhady1944@gmail.com Orcid: https://orcid.org/0000-0002-4163-4259
[C] Doctor of Management. Universitas Putra Indonesia YPTK Padang. Indonésia. E-mail: zefriyenni@upiyptk.ac.id Orcid: https://orcid.org/0000-0001-7236-8785

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Investigação, Implicações práticas e Sociais: O estudo é o positivo e importante um dominante da satisfação no trabalho sobre o desempenho dos funcionários. Há um impacto positivo da disciplina de trabalho no desempenho dos funcionários. A cultura organizacional positiva e importante, a disciplina do trabalho, a remuneração da satisfação no trabalho e a implicação no desempenho dos funcionários.

Originalidade/Valor: O valor do estudo Positivo e importante da remuneração sobre a satisfação no trabalho e suas implicações no desempenho do empregado, onde o mais dominante e recomendado é a provisão de benefícios, fornecendo instalações materiais e materiais aos empregados.

Palavras-chave: disciplina de Trabalho, Remuneração, Cultura Organizacional, Satisfação com o Trabalho, Desempenho do Funcionário.

DETERMINANTES DE LA SATISFACCIÓN LABORAL E IMPLICACIONES EN EL DESEMPEÑO DE LOS EMPLEADOS DEL BANCO NAGARI SUMATERA BARAT

RESUMEN

Finalidad: El objetivo de este estudio es examinar, se realizó para analizar y explicar el efecto de la disciplina de trabajo, compensación, cultura organizacional, satisfacción laboral a través del desempeño de los empleados.

Marco teórico: La recogida de datos utilizando un cuestionario de hasta 323 encuestados.

Diseño/Metodología/Enfoque: El método de investigación utilizado en este estudio es el análisis descriptivo y el análisis SEM (modelado de ecuaciones estructurales) con la ayuda de el programa SmartPLS.

Resultados: Los resultados Basados en los resultados de la investigación. La cultura organizacional positiva e importante sobre la satisfacción laboral, la compensación positiva sobre la satisfacción laboral, la cultura organizacional positiva, la disciplina laboral y la compensación simultánea sobre la Satisfacción Laboral, la positiva y significativa influencia de la satisfacción laboral sobre el desempeño laboral.

Investigación, Implicaciones prácticas y Sociales: El estudio es el factor positivo e importante dominante de la satisfacción laboral en el desempeño de los empleados. Hay un efecto positivo de la disciplina laboral en el desempeño de los empleados. La cultura organizacional positiva e importante, la disciplina laboral, la compensación en la satisfacción laboral y la implicación en el desempeño de los empleados.

Originalidad/Valor: El valor del estudio Positivo e importante de la remuneración en la satisfacción laboral y sus implicaciones en el desempeño de los empleados donde lo más dominante y recomendado es la provisión de beneficios mediante la provisión de facilidades tanto materiales como materiales a los empleados.

Palabras clave: Disciplina de Trabajo, Compensación, Cultura Organizacional, Satisfacción Laboral, Desempeño de los Empleados.

INTRODUCTION

A bank is one of the institutions that has a role in the economic development of a country, namely as an intermediation institution in a financial system, namely collecting funds from parties who are over-funded to parties who lack funds. According to Law No. 7 of 1992 concerning Banking as amended by Law No. 10 of 1998 (Article 1 point 2) concerning the definition of banking, "A bank is a business entity that collects funds from the public in the form of deposits and distributes them to the public in the form of credit and or other forms in order to improve the living standards of many people."

One of the roles of banks that have considerable benefits for the lives of the people of West Sumatra is Bank Nagari, which was formerly called the West Sumatra Regional Development Bank / BPD West Sumatra, which is the only regional bank that is useful for improving the economy, especially in the West Sumatra Region. Bank Nagari has branches in

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every city in West Sumatra. Nagari Bank provides bank products and services such as savings, current accounts, time deposits, transfers, working capital financing, investment financing, home ownership financing, bank guarantees and others. PT. Bank Nagari West Sumatra has job standards that can determine the content of a job, and can be used as the basis for assessing each job. To facilitate the assessment of the performance of Nagari Bank employees, the work standards must be clearly measurable and understood, so a job that a bank employee performs can be measured through the number, quality, accuracy, time to do it, attendance, ability to cooperate that a particular job demands. Performance appraisal is a job that an employee completes in a certain period, the performance of an employee can be assessed based on the amount of work completed within a certain time limit. Employees who can complete work in numbers that exceed the work standards are valued with good performance, as well as work results whose quality exceeds the work standards can be assessed with good performance. The following is a review of the work of nagari bank.

Identification The problem in this study is Organizational culture is still not said to be good, allegedly influenced by the training provided which is still lacking and not in accordance with the job position of each employee, Compensation that is not optimal is thought to affect employee performance at PT Bank Nagari Sumatra Barat, Employee performance is still low, allegedly because employees at PT Bank Nagari Sumatra Barat do not understand their duties and functions, Employee discipline is very low, where there are still many employees who arrive late at PT. Bank Nagari West Sumatra. Low organizational culture is thought to affect the performance of employees of PT. Bank Nagari West Sumatra, The organizational culture set at PT. Bank Nagari West Sumatra still has a lot of people left behind, there are still many employees who don't care about the problems the company is facing. work discipline towards employees is still lacking at PT. Bank Nagari West Sumatra which causes employee performance not to increase every month. Employee loyalty and compliance with company regulations is still very low, so work is often neglected. There is conflict and employee dissatisfaction due to outsourcing employees with permanent employees in terms of incentives and compensation provided, Leadership from superiors to subordinates only considers employees workers so that they are forced to target which employees are sometimes unable to carry out, Employee performance often does not match the company's expectations so that the target that was given at the beginning of the year at PT. Bank Nagari West Sumatra. The lack of employee enthusiasm in doing their work is caused by unfulfilled employee job satisfaction. Compensation which is limited to basic salary and benefits and there is no system of gifts,

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bonuses and awards for employees who excel leads to less or low employee job satisfaction in work and achievement.

Based on the identification of the problems above the problem boundaries, in this case focusing more on the four variables that will be discussed, therefore to help researchers to be able to conduct research that is more directed and focused, the authors limit the scope of research, Influence of Organizational Culture, Work Discipline, Compensation, Job Satisfaction, and Employee Performance. The research subjects are limited to the Conventional Bank of PT. Bank Nagari West Sumatra, while the research time is limited to December 2020.

Formulation of the problem based on the background, problem identification, and problem definition above, the problem can be formulated as follows, Is there an influence of organizational culture on job satisfaction of PT. West Sumatra Nagari Bank, Is there an effect of work discipline on job satisfaction of employees of PT. Bank Nagari West Sumatra, Is there an effect of compensation on job satisfaction of employees of PT. Bank Nagari West Sumatra, Is there an influence of organizational culture, work discipline, compensation together on job satisfaction at PT. Bank Nagari West Sumatra, Is there an influence of organizational culture on employee performance at PT. Bank Nagari West Sumatra, Is there an influence of work discipline on employee performance at PT. West Sumatra Nagari Bank, Is there an effect of compensation on the performance of employees of PT. West Sumatra Nagari Bank, Is there an effect of job satisfaction on employee performance at PT. West Sumatra Nagari Bank, Is there an influence of organizational culture, work discipline, compensation together on employee performance at PT. Bank Nagari West Sumatra, Is there an influence of organizational culture on employee performance mediated by job satisfaction at PT. Bank Nagari West Sumatra, Is there an effect of work discipline on employee performance mediated by job satisfaction at PT. Bank Nagari West Sumatra, Is there an effect of compensation on employee performance mediated by job satisfaction at PT. Bank Nagari West Sumatra.

LITERATURE REVIEW

The grand teory used for this study is management, middle teory is human resource management and applied theories are employee performance, job satisfaction, organizational culture and work discipline. The term management is usually identified with the business and office world. Management is needed so that personal or organizational goals can be achieved. Management is indispensable for achieving efficiency and effectiveness of a work in the organization. According to (2018:1) Management is a process of cooperation between

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employees to achieve organizational goals in accordance with the implementation of the functions of planning, organizing, personnel, direction, leadership, and supervision functions. Human Resources (HR) in any organization, both public and business, is the main source, in addition to other resources. This is because humans become the main actors who will move various other potentials. Therefore, in managing various abundant resources, if not recognized with HR competencies, it will be useless because it cannot be managed and utilized properly (L. P. Sinambela, 2018).

Organizational culture is a system of shared values in an organization that determines the level of how employees carry out activities to achieve organizational goals. Organizational culture is an archetype accepted by organizations to act and solve problems, forming employees who are able to adapt to the environment and unite the members of the organization (Junaidi & Susanti, 2019). The indicators of organizational culture used in this study according to (Emron et al., 2016) are self-awareness, aggressiveness, personality, performance and team orientation. Discipline in an organization is very necessary in order to encourage morale and achieve organizational goals. With the better work discipline of employees, it will also increase employee achievements. According to Sinambela, (2016:335), work discipline is the understanding and willingness of employees to obey all organizational regulations and applicable social norms. According to L. P. Sinambela, (2016: 356), indicators of work discipline are: Frequency of attendance, Level of vigilance, Adherence to work standards, Observance of work regulations and Work ethics. Indicators of work discipline Sutrisno, (2016) namely Frequency of attendance, Level of vigilance, Adherence to work standards , Adherence to work regulations and Work ethics.

According to (Faliani et al., 2015) compensation is a form of costs that must be incurred by the company in the hope that the company will get rewards in the form of work potential from its employees. According to (Onsardi et al., 2017) from the above opinion it can be synthesized that the compensations is any kind of financial or non financial reward or indirectly received by an employee or individual in exchange for the performance of the task the organization. Meaningful compensation is any form of financial or non-financial reward either directly or indirectly received by an employee or individual in exchange for the performance of an organization. Compensation indicators (Badriyah, 2015) namely Fairness in providing salaries, Kelayakan in providing salaries, Punctuality in providing salaries, Fairness in providing incentives, Eligibility in providing incentives, Accuracy in providing incentives, Fairness in giving bonuses , Eligibility in the provision of bonuses, Accuracy in bonus

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collection, Provision of health benefits, Provision of holiday allowances, Provision of accident allowances, Completeness of work facilities and Feasibility of work facilities.

In accordance with his nature, human needs are very diverse, both in type and level, even human beings have needs that tend to be infinite. That is, needs always increase over time and man always tries with all his ability to satisfy those needs. Human needs are defined as everything that he wants to have, achieve and enjoy. According to (Wijaya, 2017) satisfaction or dissatisfaction with a number of aspects of the work depends on the difference (discreppancy) between what has been considered to have been obtained and what is desired. The desired amount of work characteristic is defined as the minimum amount necessary to meet existing needs. A person will be satisfied if there is no difference between the desired conditions and the actual conditions. According to (Wijaya, 2017) job satisfaction can be measured using several indicators, including: Work that is mentally challenging, Supporting working conditions, Decent salary or wages, Personality suitability with work and supportive co-workers.

Performance is an important aspect of achieving a goal. The achievement of optimal goals is the fruit of good team or individual performance. Performance can be used as an illustration in measuring abilities and skills in order to have an impact on an agency or company. Dessler, (2015:13) suggests that, Performance is the willingness of a person or group of people to be able to carry out activities and perfect them with the responsibility to obtain the expected results. In this case, performance greatly affects the success of an agency. Performance that is directly proportional to the expected results will have an impact on the process for the development of an agency or company. In this case, performance greatly affects the success of an agency. Performance that is directly proportional to the expected results will have an impact on the process for the development of an agency or company. According to Sinambela (2016:487) employee performance indicators are Ability, Motivation, and Opportunity. According to (Krisdiantoro, 2017) stated performance indicators include Quantity, Quality, Punctuality, Cost effectiveness, Need for supervision, and Impact in person.

Organizational culture is a shared perception embraced by all members of the organization. (Nazarian et al., 2017) stated that organizational culture has a positive and significant effect on performance in hotel management, and (Pawirosumarto et al., 2017) states that organizational culture has a positive and significant effect on job satisfaction. As for the other opinions expressed by Robbins Robbins (Yasrie, 2013: 229) organization is a social unity that is consciously coordinated, with a relatively identifiable boundary, continuously to achieve

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goals. (Sri Yanthy Yosepha, 2019) this study shows that there is a positive influence between organizational culture on employee performance.

Discipline must be enforced in one organization. That is, without the support of good employee work discipline, it is increasingly difficult for organizations to realize their goals. So, discipline is the key to the success of the organization in achieving goals. According to (Firmansyah et al., 2020) shows that work discipline has a positive and significant effect on employee job satisfaction, and research conducted by (Afianto, 2017) shows that work discipline has a positive and significant effect on employee job satisfaction. Meanwhile, the research conducted by (Stefanus Andi Pratama, Moehammad Soe'oed Hakam, 2015) the results of this study show that work discipline has a positive but not significant effect on employee job satisfaction. (Aminatuzzuhro & Gunadi, 2017) defines discipline as an attitude of loyalty and obedience of employees to regulations in government agencies for certain purposes with an awareness of their duties and obligations. Research (Firmansyah, 2020) with the results of the study showed that there is a significant relationship between work discipline and employee performance.

According to (Hasibuan, 2017:119) compensation is all income in the form of money, goods directly received by employees in exchange for services provided to the company. Research (Rahayu & Riana, 2017) the results of this study concluded that compensation has a significant positive effect on job satisfaction. According to (Nuria, 2018) compensation is defined as a reward for services or repayment of services provided by the organization to the workforce that has contributed energy and thoughts for the progress of the organization in order to achieve the goals that have been set. (Trakindo et al., 2014) showed that compensation has a positive and significant effect on employee job satisfaction. Everyone who works expects to be able to get satisfaction from the place where they work. Job satisfaction results in a positive attitude of maintained workers towards their work. This satisfaction is enjoyed in work, outside of work, and a combination of inside and outside of work. Employees who enjoy a combination of work inside and outside of work will feel satisfied if the results of their work and repayment are considered fair and feasible. Research (Mohammad Inuwa, 2017) in line with research conducted by (Afianto & Utami, 2017) and (Susanto, 2019) job satisfaction on employee performance has a positive and significant influence Job satisfaction as a single assertiveness regarding various characteristics of their work.

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DATA AND METHODOLOGY

In this study using quantitative methods with a descriptive approach. According to Sugiyono, (2018:35-36) quantitative method can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative / statistical data analysis, with the aim of testing predetermined hypotheses. This research uses a descriptive approach with the aim of describing the object of the study or the results of the study. The descriptive understanding according to Sugiyono, (2018:147) is a method used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. The relationship and influence between the variables that will be tested in this study are between organizational culture, talent management, work discipline, and compensation as a free variable (independent variable) and job satisfaction as an intervening variable (reciprocating / intermediate) with employee performance as a bound variable (dependent variable).

To analyze the relationship and influence between variables, this study was conducted with structural equation modeling (SEM) techniques with the help of the Smart PLS 3.0 computer program. Descriptive analysis of variables with the help of the SPSS version 24 program. This study used the likert scale controller as the main instrument for collecting data. The data collected at once at any given moment and only once by distributing questionnaires to respondents..

The population is a combination of all elements that have a similar set of characteristics that include for the benefit of marketing research issues, Sugiyono, (2018). The population in this study is employees of PT. bank Nagari West Sumatra with a total of 1691 employees.

Table 1. Description of Population Research

No.	Office Name	Number of Employees
1	Head Office	303
2	Branch Offices	1388
Total		**1691**

Source: Head Resources Management of PT. Bank Nagari West Sumatera 2020

The sample is a population that is determined to participate in the study According to (Hair et al., 2014) the size of the sample has an important role in the interpretation of SEM results. The determination of samples in this study used Proportional Random Sampling, namely the determination of respondents from each Sugiyono, (2018). The determination of the

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number of samples in this study was carried out using statistical calculations, namely using the Slovin formula. The sample in this study was determined by the Slovin formula as follows:

$$n = \frac{N}{N.(d^2) + 1}$$

Where:

n = sample
N = population
d = 95% peresisi value or sig. = 0,05

Thus the number of samples in this pnelitian is: 323 employees with the following count:

$$n = \frac{1691}{1691.(0,05^2) + 1}$$

$$n = \frac{1691}{5,2275}$$

n = 323

Based on the results of the calculation of the number of samples, the sample size calculation is then carried out at each Nagari Bank office which is the object of data collection as shown in Table 2.

Table 2. Sample Size for Each Office at PT. Bank Nagari West Sumatra 2020

No.	Office Name	Number of Employees Against the Total Population (%)	Sample Size Calculation	Sum Sample
1	Head Office	(303/1691) x 100 = 17.9%	17.9% x 323 = 57.8	58
2	Branch Offices	(1388/1691) x 100 = 82%	82% x 323 = 264.86	265
Total Sample				**323**

Source: Head Resources Management of PT. Bank Nagari West Sumatera 2020

Field research is research that is carried out by visiting the object concerned through interviews or observations to obtain the data needed in connection with making a dissertation. There are several data collection techniques, namely, Observation, Interview and Online Questionnaire. The data that has been collected from the online questionnaire is then tested for validity and reliability. The following tests are the Validity test and the Reliability test.

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According to (Agus, 2016) SEM SEM is a combination of factor anausis with path analysis, which is developed into a complete statistical methodology.

RESULTS AND DISCUSSION

One of the roles of banks that have considerable benefits for the lives of the people of West Sumatra is Bank Nagari, which was formerly called the West Sumatra Regional Development Bank / BPD West Sumatra, which is the only regional bank that is useful for improving the economy, especially in the West Sumatra Region.

Bank Nagari has branches in every city in West Sumatra. Nagari Bank provides bank products and services such as savings, current accounts, time deposits, transfers, working capital financing, investment financing, home ownership financing, bank guarantees and others. PT. Bank Nagari West Sumatra has job standards that can determine the content of a job, and can be used as the basis for assessing each job.
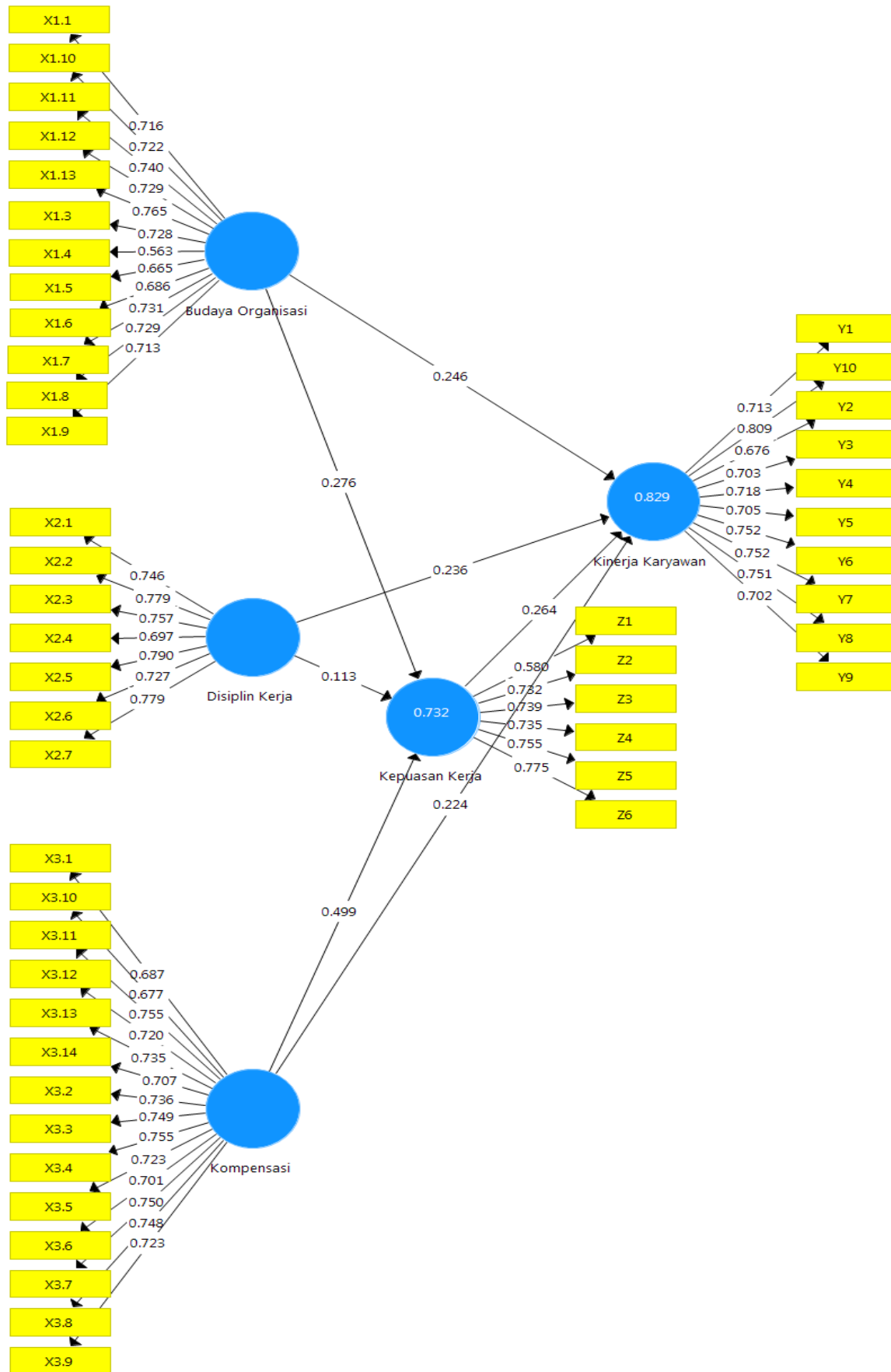
Evaluation of the Measurement Model (Outer Model)

(Arismayanti, 2017) Test the validity and reliability of the measurement model will be carried out. If the construct fulfills all the prerequisites for further investigation, then it can be continued as research. Two types of evaluation will be carried out in this validity test.

Outer Loading Factor

Convergent validity of the measurement model can be seen from the relationship between the indicator scores and the variable scores. (F. Hair Jr et al., 2014) Explaining latent constructs. The loading factor value of 0.5 to more has a fairly strong validation value. The initial outer loading values for all variables. (Istianingsih et al., 2019) stated that a loading factor of 0.5-0.6 is suitable for the indicator. The results of testing the outer model using the SmartPLS 3 analysis tool obtained the outer loading value as follows.

Image 1. Outer Model Test Results

Source: Smart PLS 3 Processed Primary Data

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Outer model testing aims to see the correlation between the score of an item or indicator and the score of a variable or its construct. According to (Saputro & Siagian, 2017) in the development stage a correlation of 0.5 to 0.6 is considered still adequate or still acceptable, meaning that a statement item is said to be valid if it has a convergent validity value above 0.5. The following are the results of data processing from SmartPLS. The analysis in image 1 above, shows that the loading factor value of all research variable constructs is declared valid or acceptable, which is because the loading factor value is > 0.5.

Reliability and Validity Test

Cronbach's alpha and composite reliability scores were used to assess the dependability of the instrument in this investigation. When estimating composite reliability, Cronbach Alpha tends to underestimate the reliability of variables with lower Composite Reliability (Ridwan, Mulyani, & Ali, 2020). If Cronbach's Alpha is more than 0.70, the measurement is considered reliable. According to (Santoso, 2018) the variable is declared reliable if the Composite Reliability value is above 0.70.

Table 3 Value of Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability
Organizational Culture	0,909	0,924
Work Discipline	0,873	0,902
Compensation	0,931	0,940
Job Satisfaction	0,815	0,866
Employee Performance	0,902	0,919

Reability Test for Research Variables (n=323)
Source: SmartPLS 3 Processed Primary Data

Cronbach's Alpha value is more than 0.7 for all research variables, as shown in Table 6. As a result, the indicators used in this study can be considered credible. The AVE value was tested by applying a limit of 0.5 to see if it was a valid measure of variation. None of the variables in Table 3 have an AVE value lower than 0.50. Thus, all indicators and variables are considered valid.

Structural Model Evaluation (Inner Model)

The predictive power of the structural model was measured using R-Square. R-Squares explains if exogenous latent factors have a substantive effect on endogenous latent variables.

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Table 4 R-Square (R2) R Square Value Evaluation

Variable	R Square	R Square Adjusted
Job Satisfaction	0,732	0,730
Employee Performance	0,829	0,827

Source: SmartPLS 3 Processed Primary Data

It can be seen that the R-Square value of the job satisfaction construct is 0.732 or 73.2 % which illustrates the magnitude of the influence it receives by the job satisfaction construct from the organizational culture construct, work discipline and compensation or is an influence in simulating the construct of organizational culture, work discipline and compensation to job satisfaction. Meanwhile, the R-Square value for employee performance constructs of 0.829 or 82.9% shows the magnitude of the influence exerted by organizational culture, work discipline, compensation and job satisfaction in explaining or influencing employee performance. The higher the R-Square value, the greater the ability of the exogenous construct to explain endogenous variables so that the better the structural equations formed.

This structural relationship model was tested to see if it could explain the relationship between research variables. The t-test was used to test the assumptions of the structural model. The output image and the values contained in the output patch coefficient and indirect effects serve as the basis for testing the hypothesis directly. An explanation of hypothesis testing is given below. The significance value between constructs, t-statistics, and p-values can be used to determine whether a hypothesis is accepted or rejected. For example, rather than relying on statistical assumptions, estimates of measurements and standard errors are derived from real data. Ha is accepted and Ho is rejected using the bootstrap resampling approach in this study when the significance value of the t-value is greater than 1.96 and/or the p-value is less than 0.05. The following are the proposed hypotheses (F. Hair Jr et al., 2014).

The Bootstrap function in SmartPLS 3.0 can be used to determine whether a hypothesis is accepted or not. When the t-value is more than the important value or the significance level is less than 0.05, the hypothesis is accepted (F. Hair Jr et al., 2014). The value of t statistics for a significance level of 5% is 1.96.

Table 5 Path Coefficient Results

Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (| O/STDEV|)	P Values
Organizational Culture -> Job Satisfaction	0,276	0,076	3,699	**0,000**
Organizational Culture -> Employee Performance	0,246	0,053	4,550	**0,000**

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Work Discipline -> Job Satisfaction	0,113	0,073	1,590	**0,121**
Work Discipline -> Employee Performance	0,236	0,054	4,308	**0,000**
Job Satisfaction - employee performance >	0,264	0,048	5,494	**0,000**
Compensation -> Job Satisfaction	0,499	0,073	6,885	**0,000**
Compensation -> Employee Performance	0,224	0,064	3,343	**0,000**

Source: SmartPLS 3 Processed Primary Data

Based on the table above, it can be seen that, of the 7 hypotheses stating a direct influence relationship, there are 6 significant hypotheses, namely where the P-Value < 0.05, and 1 hypotheses are not significant, namely where the P-Value <0.05.

Indirect Effect Analysis (Mediation)

To see whether the Expected Value (Y1) variable can mediate the relationship between all exogenous variables to endogenous variables, namely Interest in Visiting (Y2). The relationship between exogenous variables and endogenous variables through mediating variables in this study can be seen in Table 6 below:

Table 6 Indirect Effect Results

Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (| O/STDEV|)	P Values
Organizational Culture -> Job Satisfaction -employee performance >	0,073	0,024	3,044	**0,002**
Work Discipline -> Job Satisfaction - Employee Performance >	0,030	0,020	1,514	**0,131**
Compensation -> Job Satisfaction - employee performance >	0,132	0,031	4,302	**0,000**

Source: SmartPLS 3 Processed Primary Data

Based on the table above, it can be seen that, of the 3 hypotheses stating the indirect influence relationship, there are 2 significant hypotheses, namely where P-Value <0.05, and 1 hypothesis is not significant, namely where P-Value <0.05.

DISCUSSION

After the previous chapter presented the results of testing and statistical analysis of research data entitled The Influence of Determinants of Job Satisfaction and Its Implications

for Employee Performance: Organizational Culture, Work Discipline and Compensation at PT Bank Nagari West Sumatra, several conclusions can be drawn as follows :

Organizational Culture on Job Satisfaction

There is a positive and significant influence of organizational culture on the job satisfaction of PT. Bank Nagari West Sumatra, based on the value of t-statistics or t-count with a t-table of 1.96 at alpha 5%. Where is the value t-statistics > t-table 1.96 or 3,699 < 1.96, means partially there is an influence positive and significant to employee job satisfaction at PT. Bank Nagari West Sumatra. The dimension of the dominant organizational culture is formed by every problem in the team is always solved well (X1.13) the loading factor value is 0.765 and the dominant dimension of job satisfaction is that Colleagues in the workplace are very supportive (Z.6) loading factor value 0.775. ((Nazarian et al., 2017, Pawirosumarto, Sarjana, et al., 2017)

Work Discipline on Job Satisfaction

There is a positive but not significant influence of work discipline on employee job satisfaction at PT. Bank Nagari West Sumatra, t-statistical or t-calculated value with t-table 1.96 at alpha 5%. Where is the value t-statistics < t-table 1.96 at 5% alpha or 1,590 < 1.96, meaning that work discipline partially has a positive but not significant effect on employee job satisfaction at PT Bank Nagari West Sumatra. The dominant dimension of work discipline is formed by me always obeying the regulations applied in the workplace (X2.5) the loading factor value is 0.790 and the dimension of job satisfaction that is dominant is that Colleagues in the workplace are very supportive (Z.6) loading factor value 0.775.(Stefanus Andi Pratama, Moehammad Soe'oed Hakam, 2015)

Compensation on Job Satisfaction

There is a positive and significant effect of compensation on employee job satisfaction at PT. Bank Nagari West Sumatra, based on the value of t-statistics or t-count with a t-table of 1.96 at alpha 5%. Where is the value t-statistics > t-table 1.96 at 5% alpha or 6,885 > 1.96, meaning that compensation partially has a positive and significant effect on employee job satisfaction at PT. Bank Nagari West Sumatra. The dimensions of the dominant compensation are formed by fair companies in the provision of employee salaries" and "the facilities provided are very feasible for use (X3.4 and X3.11) with a loading factor value of 0.755. and the dominant dimension of job satisfaction is that Colleagues in the workplace are very supportive

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(Z.6) of a loading factor value of 0.775. (Rahayu & Riana, 2017), (Trakindo et al., 2014) dan Nawawi 2016)

Organizational Culture, Work Discipline and Compensation on Job Satisfaction

Organizational culture, work discipline and compensation simultaneously have a significant effect on Job Satisfaction at PT Bank Nagari West Sumatra. because the value of F_{hitung} greater than the value of F_{tabel} (258,538 > 2.41). with a significant rate of 0.000 smaller than 5%. Then obtained H_o is rejected and H_a is accepted, which means that this is done jointly between organizational culture, work discipline and compensation to job satisfaction. With an R Square value, the job satisfaction construct is 0.732 or 73.2% which describes the magnitude of the influence it receives by the job satisfaction construct from the organizational culture construct, work discipline and compensation or is an influence in simulating the organizational culture construct, work discipline and compensation on satisfaction work.

Organizational Culture on Employee Performance

There is a positive and significant influence of organizational culture on employee performance at PT. Bank Nagari West Sumatra, based on the value of t-statistics or t-count with a t-table of 1.96 at alpha 5%. Where the t-statistical value > t-table is 1.96 at alpha 5% or 4,550 > 1.96, it means that partially the organizational culture has a positive and significant effect on employee performance at PT. Bank Nagari West Sumatra. The dimension of the dominant organizational culture is formed by every problem in the team is always well solved (X1.13) the loading factor value is 0.765 and the employee performance dimension is formed by I feel a good impact personally the loading factor value is 0.809. (Sri Yanthy Yosepha, 2019)

Work Discipline on Employee Performance

There is a positive and significant influence of work discipline on employee performance at PT. Bank Nagari West Sumatra, based on the value of t-statistics or t-count with a t-table of 1.96 at alpha 5%. Where the t-statistical value > t-table is 1.96 at alpha 5% or 4,308 > 1.96, it means that work discipline partially has a positive and significant effect on employee performance at PT. Bank Nagari West Sumatra. The dominant dimension of work discipline is formed by me always obeying the regulations applied in the workplace (X2.5) the loading factor value is 0.790 and the employee performance dimension is formed by I feel a good impact personally the loading factor value is 0.809. Safitri, 2013, Salim, E., Ali, H., & Yulasmi. 2023)

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Compensation on Employee Performance

There is a positive and significant effect of compensation on employee performance at PT. Bank Nagari West Sumatra, based on the value of t-statistics or t-count with a t-table of 1.96 at alpha 5%. Where the t-statistical value > t-table is 1.96 at alpha 5% or 3.343 > 1.96, it means that compensation partially has a positive and significant effect on employee performance at PT. Bank Nagari West Sumatra. The dimensions of the dominant compensation are formed by fair companies in the provision of employee salaries" and "the facilities provided are very feasible for use (X3.4 and X3.11) with a loading factor value of 0.755. And the employee performance dimension is shaped by I feel a good impact personally the loading factor value is 0.809. (Kim, 2015, McNulty, 2016, Stefanus Andi Pratama, Moehammad Soe'oed Hakam, 2015)

Job Satisfaction on Employee Performance

There is a positive and significant influence of job satisfaction on the performance of PT. Bank Nagari West Sumatra, based on the value of t-statistics or t-count with a t-table of 1.96 at alpha 5%. Where the t-statistical value > t-table is 1.96 at alpha 5% or 5,974 > 1.96, it means that job satisfaction has a partial positive and significant effect on employee performance at PT. Bank Nagari West Sumatra. The dimension of job satisfaction formed by Colleagues in the workplace is very supportive (Z.6) the value of loading factor 0.775 and the dimension of employee performance is formed by I feel a good impact personally the value of loading factor 0.809. (Mohammad Inuwa, 2017, Afianto & Utami, 2017, Susanto, 2019)

Organizational Culture, Work Discipline, Compensation and Job Satisfaction and Implication on Employee Performance

Organizational culture, work discipline and compensation simultaneously have a significant effect on employee performance with job satisfaction as an intervening variable in PT. Bank Nagari West Sumatra. because the value of F is greater than the value of F (358.258 > 2. 41). with a significant rate of 0.000 smaller than 5%. So it is obtained that H_o is rejected and H_a is accepted, which means that this is done jointly between organizational culture, work discipline and compensation forthe employee's work with job satisfaction as an intervening variable. With an employee performance construct R Square value of 0.829 or 82.9% shows the magnitude of influence exerted by organizational culture, work discipline, compensation and job satisfaction in explaining or influencing employee performance.

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Organizational Culture on Employee Performance its mediation on Job Satisfaction

Based on the results of data testing using the SmartPLS program tools as presented, it can be seen that the value of organizational culture is 0.073 which is the magnitude of the influence given by the organizational culture construct on employee performance through job satisfaction at PT. Bank Nagari West Sumatra. Where the standard error value of 0.024 is an estimated error rate that cannot be explained by this construct and with a t-statistical or t-count value of 3.044. To find out whether this hypothesis is accepted or rejected, then the comparison between the t-statistical or t-count value with the t-table 1.96 at alpha 5%. Where the t-statistical value of the > t-table is 1.96 at alpha 5% or 3,044 > 1.96 therefore it can be concluded to mediate, in other words there is a significant positive influence of organizational culture on employee performance through job satisfaction at PT. Bank Nagari West Sumatra. Marsuki, Modding, B., Gani, A., & Arif, M. (2023)

Work Discipline on Employee Performance its mediation on Job Satisfaction

Based on the results of data testing using the SmartPLS program tools as presented, it can be seen that the work discipline value is 0.030 which is the magnitude of the influence given by the work discipline construct on employee performance through job satisfaction at PT. Bank Nagari West Sumatra. Where the standard error value of 0.020 is the estimated error rate that cannot be explained by this construct and with a t-statistical or t-count value of 1.514. To find out whether this hypothesis is accepted or rejected, then the comparison between the t-statistical or t-count value with the t-table 1.96 at alpha 5%. Where the t-statistical value < t-table is 1.96 at alpha 5% or 1.514 < 1.96 therefore it can be concluded that it does not mediate, in other words, there is no significant positive influence of work discipline on employee performance through job satisfaction at PT. Bank Nagari West Sumatra. Suhartono, S., Sulastiningsih, S., Chasanah, U., Widiastuti, N., & Purwanto, W. (2023)

Compensation on Employee Performance its mediation on Job Satisfaction

Based on the results of data testing using the SmartPLS program tool as presented, it can be seen that the compensation value is 0.132 which is the amount of influence given by the compensation construct on employee performance through job satisfaction at PT. Bank Nagari West Sumatra. Where the standard error value of 0.031 is the estimated error rate that cannot be explained by this construct and with a t-statistical or t-count value of 4.302. To find out whether this hypothesis is accepted or rejected, then the comparison between the t-statistical or

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t-count value with the t-table 1.96 at alpha 5%. Where the t-statistical value > t-table is 1.96 at alpha 5% or 4,302 > 1.96 therefore it can be concluded that mediating, in other words, there is a significant positive effect of compensation on employee performance through job satisfaction at PT. Bank Nagari West Sumatra.

This study found that there is an influence of organizational culture, work discipline and compensation together on job satisfaction, especially in the target value of employees, it needs to be improved again if the management of Nagari Bank can improve organizational culture, especially in the aspect of aggressiveness, improve work discipline in the aspect of obeying company regulations and increase compensation in the aspect of providing benefits to employees. This study found that there is an influence of organizational culture, work discipline compensation and job satisfaction together on employee performance at PT Bank Nagari in West Sumatra, especially in management policies that need to be improved again if Bank Nagari's management can improve employee performance, especially in the element of achieving targets, and is supported by improving the organizational culture of teruma in the aspect of aggressiveness, improving work discipline in the aspect of obeying regulations company as well as increasing compensation in the aspect of providing benefits to employees.

The analysis and discussion of the results should characterize the context of the research, either through the description of the environment, conjuncture or economic sector. Present the development of the research. Structuring subsections in the sense of "responding" to the objectives to which the work proposes. It can be structured in subsections in order to respond to the objectives to which the work proposes. (Jabid, A. W., Soleman, M. M., & Jannang, A. R. 2023)

CONCLUSION

Organizational culture by improving and paying attention to self-awareness, personality, performance and orientation of the employee team, especially in the aspect of aggressiveness to be further improved. Work discipline by improving and paying attention to obeying the rules of time, obeying the rules of behavior at work and obeying other rules, especially in the aspect of obeying company rules to be further improved. Compensation by improving and paying attention to salaries, incentives, bonuses, and facilities, especially in the aspect of benefits, to be further improved. This study found that there is an influence of organizational culture, work discipline and compensation together on job satisfaction, especially in the target value of employees, it needs to be improved again if the management of

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Nagari Bank can improve organizational culture, especially in the aspect of aggressiveness, improve work discipline in the aspect of obeying company regulations and increase compensation in the aspect of providing benefits to employees. This study found that there is an influence of organizational culture, work discipline compensation and job satisfaction together on employee performance at PT Bank Nagari in West Sumatra, especially in management policies that need to be improved again if Bank Nagari's management can improve employee performance, especially in the element of achieving targets, and is supported by improving the organizational culture of teruma in the aspect of aggressiveness, improving work discipline in the aspect of obeying regulations company as well as increasing compensation in the aspect of providing benefits to employees.

The analysis and discussion of the results should characterize the context of the research, either through the description of the environment, conjuncture or economic sector. Present the development of the research. Structuring subsections in the sense of "responding" to the objectives to which the work proposes. It can be structured in subsections in order to respond to the objectives to which the work proposes.

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