

# **The Antecedent of Employee Performance and the Impact of Job Satisfaction on PT. Bank BNI in the Working Area of Bank Indonesia Lhokseumawe**

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## **ABSTRACT**

This study was conducted with the aim to determine the empirical evidence of the antecedent of employee's performance and influence toward employee job satisfaction in the working area of Bank Indonesia Lhokseumawe. The population used in this study were 127 respondents, while the sample was 127 respondents in Bank BNI in the working area of Bank Indonesia Lhokseumawe. The sampling of this study was taken using a census sampling technique. Hypothesis testing was conducted by structural equation modeling and data were analyzed with the help of AMOS. The result of hypothesis test shows that organizational culture and leadership style significantly influenced the work performance, but work motivation is not influenced to the job satisfaction, otherwise, the organization culture, work motivation and leadership style significantly influenced the job satisfaction of bank BNI in the working area of Bank Indonesia of Lhokseumawe.

**Keywords:** *Organization Culture, Work Motivation, Leadership Style, Job Satisfaction, Employee Performace*

## **1. INTRODUCTION**

PT. Bank BNI is state-owned commercial banks of Indonesia Government, which is committed strengthen themselves as a leading bank in Indonesia with business activities raised funds (funding), giving credit to the community (lending) and provide financial service (services), here is the role of Bank BNI as a financial intermediary (financial intermediary) also serves as a trust institution (agent of trust) as the construction of economic (agents of development) and the community service (agent of services), who is participated in developing economic of Aceh.

PT. Bank Negara Indonesia (Persero) Tbk is one of the biggest banks in Indonesia. It is established since 1946, along with the development of the banking business that continues to increase, competition has

become tighter and BNI is required to be able to compete, especially with its closest competitors, based on data obtained from Bank Indonesia there are four major banks that are BNI's main competitors, namely Bank Mandiri, BRI, BCA and CIMB Niaga based on assets, third party funds, and annual profits.

## **2. OBJECTIVES AND BENEFITS OF STUDY**

### **1. The Aims of the Study**

Based on the problems exist above, the objectives of this study are:

- a. To review and analyze the influence of the cultural organization on the performance of an employee PT. BNI Lhokseumawe in the working area of Bank Indonesia.

- b. To review and analyze the influence of leadership style toward the employee performance of PT. BNI Lhokseumawe in the working area of Bank Indonesia.
- c. To know and to analyze the influence of work motivation on the performance of employees at PT. BNI in the working area of Bank Indonesia Lhokseumawe.
- d. To review and analyze the influence of cultural organization of work satisfaction at PT. BNI in the working area of Bank Indonesia Lhokseumawe.
- e. To review and analyze the influence of the work on the performance of an employee at PT. BNI in the working area of Bank Indonesia Lhokseumawe.
- f. To review and analyze the leadership of satisfaction work an employee at PT. BNI in the working area of Bank Indonesia Lhokseumawe.
- g. To review and analyze the influence of work satisfaction on employee performance against an employee at PT. BNI in the working area of Bank Indonesia Lhokseumawe.

### **3. LITERATURE REVIEW**

#### **Theory of Organizational Behaviour**

According to Mas'ud (2004), *Organizational behavior* is a system of meaning, values, and beliefs shared by an organization that is a reference for action and distinguishes one organization from another organization. While explained that Robbins (2013) Organizational culture refers to a system of shared meanings together were shared by members that distinguishes the organization from other organizations.

#### **Theory of Work Motivations**

Robbins (2013) said that motivation is a willingness to spend a high level of effort on organizational goals which is conditioned by the ability of the effort to meet some individual needs. A need is an internal condition that causes certain results to look attractive. Besides, Luthans (2011) added motivation is a process that is started with physiological or

psychological deficiencies that drive behaviors or impulses aimed at goals or incentives.

#### **Theory of leadership style**

Rivai (2014) said that leadership is the process of influencing the activities of individuals or groups in an effort to achieve goals in certain situations. Leadership style basically contains an understanding as an embodiment of the behavior of a leader, which involves the ability to lead. This embodiment usually forms a certain pattern or form. This understanding of leadership style is in accordance with the opinion expressed by Luthan (2011) is someone who can influence other people or groups to perform the maximum performance that has been set in accordance with organizational goals.

#### **Theory of Satisfaction Work**

The definition of job satisfaction stated by Luthans (2011) is a happy emotional state or someone positive or pleasant emotion resulting from the assessment of a job or work experience. According to Robbins (2013), job satisfaction as a positive feeling about one's work is the result of an evaluation of its characteristics. Job satisfaction someone can feel whether his work is fun or not pleasant to do (Bangun, 2012).

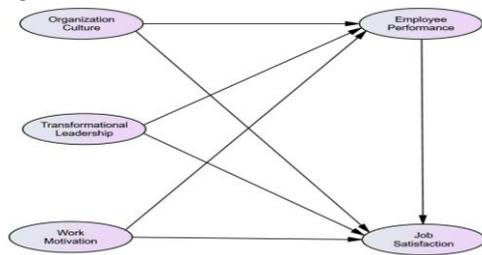
#### **Theory of Employees Performance**

Bernadin & Russell (1998) set limits on performance as "the record of outcomes produced in a specified job function or activity during, a specified time period" (note the outcome that results from the function of a particular job or activity during a certain time period. Based on Bangun (2012) performance is the result of work achieved by someone based on the requirements of the job requirements. A job has certain requirements to be done in achieving goals which are also referred to as work standards (job standards), so the job standards are high which is expected to be a certain job to be

completed properly by employees in all organizations.

**Conceptual Framework**

According to Sekaran (2015), the framework of thinking is the rationale of research that is synthesized from facts, observations and research studies. The framework includes theories, propositions or concepts that will be the basis of research. The relationship between the variables used in this study can be seen in Figure 1 below:



Source: Siahaan (2017), Marbawi (2018) dan Lumbanraja, (2008)

Figure 1. Conceptual framework

**Research Hypothesis**

The hypothesis is an idea to look for facts that must be collected. Hypothesis is a temporary question or the most probable allegation that still needs to be sought. Based on the above framework and research conducted by several previous researchers, a hypothesis can be prepared as follows:

- H<sub>1</sub>=There is an influence of organizational culture on employee performance in PT BNI in the work area of Bank Indonesia Lhokseumawe.
- H<sub>2</sub>=There is an influence of leadership style on employee performance in PT BNI in the work area of Bank Indonesia Lhokseumawe.
- H<sub>3</sub>=There is an influence of work motivation on employee performance in PT BNI in the work area of Bank Indonesia Lhokseumawe.
- H<sub>4</sub>=There is an influence of organizational culture on work satisfaction of employee performance in PT BNI in

the work area of Bank Indonesia Lhokseumawe

- H<sub>5</sub>=There is an influence of work motivation on work satisfaction of employee performance in PT BNI in the work area of Bank Indonesia Lhokseumawe
- H<sub>6</sub>= There is an influence of leadership style on work satisfaction of employee performance in PT BNI in the work area of Bank Indonesia Lhokseumawe
- H<sub>7</sub>=There is an influence of employee performance in work satisfaction in PT BNI in the work area of Bank Indonesia Lhokseumawe

**4. RESEARCH METHODS**

**Location**

The location of this research is in PT. BNI Branch Office in the working area of Bank Indonesia Lhokseumawe. As for the objects in this study were all employees in the offices of Bank BNI Branch of Lhokseumawe, Bireuen, and Langsa.

**Population and Sample**

According to Ferdinand (2014) "Population is a combination of all elements in the form of events, things or people who have similar characteristics that are the center of attention of a researcher because it is seen as a universe of research. So the population in this study is all employees of Bank BNI branch offices in the working area of Bank Indonesia as many as 127 employees.

The sample is a subset of the population, consisting of several members of the population. In this study, the sampling technique was carried out by the census method. The implementation was carried out by means of all employee populations being sampled, so the sample in this study was 127 employees of Bank BNI branch offices in the working area of Bank Indonesia.

**Technique of Data Collection**

Based on the type of data needed, then the data collection technique used in this study is to use a questionnaire. A questionnaire is a tool in the form of a series of questions submitted in writing submitted to subjects to get answers in writing from Bank BNI employees about the analysis of organizational culture, motivation work, and leadership style and on the performance of employees of Bank BNI in working areas of Bank Indonesia branch of Lhokseumawe.

**Technique of Data Analysis**

Inferential statistics are a method related to the sample analysis for drawing conclusions about population characteristics. After collecting data and information in the field, then to manage the data and information. The authors use the method of the Structural Equation Model (SEM) in the model and hypothesis testing, SEM or structural equation models are a set of statistical techniques that allow testing a series of relative relationships complicated, cumulatively (Ghozali, 2014). In this study two types of analytical techniques are used, namely:

1. Confirmatory factor analysis in SEM is used to confirm the most dominant factors in a group of variables.
2. Regression Weight in SEM is used to examine how much influence between the variables.

**5. RESULT AND DISCUSSION**

**Result Analysis**

Based on the results of data analysis that has been collected on 127 respondents, a structural analysis (SEM) will be presented, as follows:

**Confirmatory Factor Analysis Construct Eksogen**

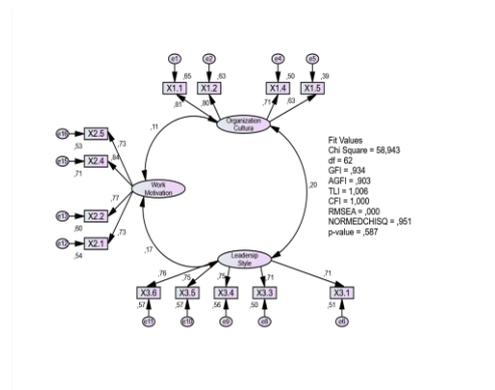


Figure: 2 CFA Construct Eksogen

**Table 1 : Factor Loading CFA Kontruk Eksogen**

Regression Weights	Estimate	Cut Off	Kesimpulan
X1.1 <--- Organization_Cultura	,808	>0,60	Valid
X1.2 <--- Organization_Cultura	,795	>0,60	Valid
X1.4 <--- Organization_Cultura	,709	>0,60	Valid
X1.5 <--- Organization_Cultura	,625	>0,60	Valid
X2.1 <--- Work_Motivation	,733	>0,60	Valid
X2.2 <--- Work_Motivation	,772	>0,60	Valid
X2.4 <--- Work_Motivation	,841	>0,60	Valid
X2.5 <--- Work_Motivation	,726	>0,60	Valid
X3.1 <--- Leadersip_Style	,711	>0,60	Valid
X3.3 <--- Leadersip_Style	,708	>0,60	Valid
X3.4 <--- Leadersip_Style	,746	>0,60	Valid
X3.5 <--- Leadersip_Style	,752	>0,60	Valid
X3.6 <--- Leadersip_Style	,756	>0,60	Valid

Results of Confirmatory Factor Analysis for exogenous constructs Table 2 above is used to test the unidimensionality of the latent constructing indicators above- showing loading factors of all the exogenous latent constructing indicators > 0.60 so the results of the measurement model are in accordance with the criteria specified in SEM so that the measurement model can proceed next step.

**Confirmatory Factor Analysis Construct Endogen**

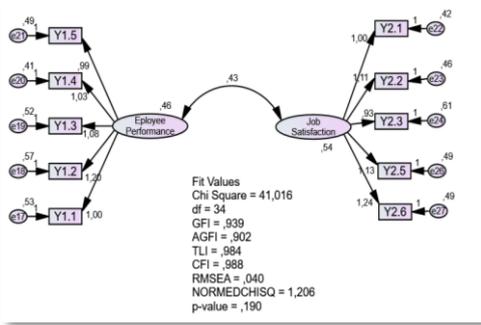


Figure : 3 CFA Construct Endogen

Table 2: Factor Loading CFA Kontruk Endogen

Regression Weights		Estimate	Cut Off	Kesimpulan
Y1.1	<--- Employee_Performance	,685	>0,60	Valid
Y1.2	<--- Employee_Performance	,735	>0,60	Valid
Y1.3	<--- Employee_Performance	,715	>0,60	Valid
Y1.4	<--- Employee_Performance	,740	>0,60	Valid
Y1.5	<--- Employee_Performance	,694	>0,60	Valid
Y2.1	<--- Job_Satisfaction	,748	>0,60	Valid
Y2.2	<--- Job_Satisfaction	,769	>0,60	Valid
Y2.3	<--- Job_Satisfaction	,658	>0,60	Valid
Y2.5	<--- Job_Satisfaction	,762	>0,60	Valid
Y2.6	<--- Job_Satisfaction	,791	>0,60	Valid

The results of the Confirmatory Factor Analysis for the endogenous construct of Figure 3 above are used to test the unidimensionality of the latent constructing indicator having a loading factor for all endogenous construct constructing indicators > 0.60. The next stage can be continued, for structural analysis (Full SEM model), see Figure 4 below:

**Structural Equation Modeling (SEM) or Structural Modeling**

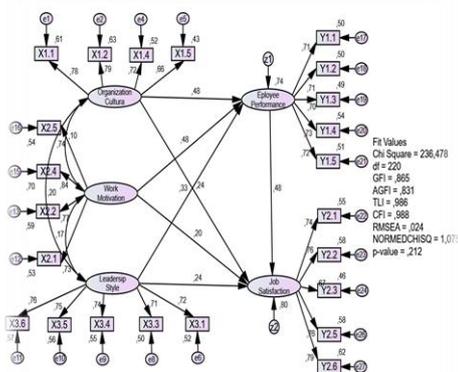


Figure: 4 Full Model Structural

The results of the Structural Model for the endogenous construct of Figure 4 above used to test the unidimensionality show the value of the model results in accordance with the Goodness of fit criteria so that the model can be accepted.

Table 3. GOF Indexes to Full Model

Goodness of Fit Index	Cut-off Value	Hasil Analisis Model Structural	Evaluasi Model
$\chi^2$ Chi-Square Statistik	df, $\alpha = 5\%$	236.478	Diharapkan Kecil
Probability	$\geq 0,05$	0.212	Baik
CMIN/DF	$\leq 2,00$	1.075	Baik
GFI	$\geq 0,90$	0.865	Marginal
AGFI	$\geq 0,90$	0.831	Marginal
TLI	$\geq 0,95$	0.986	Baik
CFI	$\geq 0,95$	0.988	Baik
RMSEA	$\leq 0,08$	0,024	Baik

The table 3 above shows that the suitability test of this model produces a good level of acceptance of the fit model so that it can be concluded that the resulting model can test the hypotheses that have been prepared and can answer all the above problem formulations.

**Discussion**

Based on the results of data analysis using a structural model (SEM) and to answer the hypotheses that have been prepared above, the results of this study will be reported with theory, expert opinion and previous research, namely:

Table 4: The Influence of Construct Eksogen toward Construct Endogen

Regression Weights		Est.	Est. Std.	S.E.	C.R.	P
Employee_Performance	<--- Organization_Cultura	,411	,482	,079	5,205	***
Employee_Performance	<--- Work_Motivation	,426	,481	,083	5,136	***
Employee_Performance	<--- Leadersip_Style	,303	,330	,078	3,878	***
Job_Satisfaction	<--- Organization_Cultura	,207	,235	,099	2,091	,037
Job_Satisfaction	<--- Employee_Performance	,494	,477	,185	2,675	,007
Job_Satisfaction	<--- Work_Motivation	,184	,201	,101	1,828	,067
Job_Satisfaction	<--- Leadersip_Style	,230	,242	,088	2,629	,009
Employee_Performance	<--- Organization_Cultura	,411	,482	,079	5,205	***
Employee_Performance	<--- Work_Motivation	,426	,481	,083	5,136	***

Based on Table 5 above shows that the results of structural equation (SEM) have been analyzed according to the stages in SEM modeling, including Confirmatory Factor Analysis, Convergent Validity, Construc Reliability, Discriminant Validity and SEM assumptions that have met the requirements of structural models, so discussions and studies can be carried out from the results of the study as follows:

**1. The Influence of Organizational Culture toward Employees Performance**

The results of this study have an influence between organizational culture and employee performance, so that opinion can strengthen the results of this study.

**2. The Influence of motivation toward Employees Performance**

The results of his research there is an influence between motivation with the work performance of employees, so that opinion can strengthen the results of this study.

**3. The Influence of Leadership Style toward Employees Performance**

The results of his research there is an influence between leadership style with employee performance, so that opinion can strengthen the results of this study.

**4. The Influence of Organizational Culture toward Employees Performance**

The results of his research there is an influence between organizational culture and job satisfaction, so that opinion can strengthen and support the results of this study.

**5. The Influence of work motivation toward Employees Performance**

The results of his research there is an influence between work motivation with job satisfaction, so the results of this study are not supported by the opinions of the experts above.

**6. The Influence of Leadership Style toward Employees Performance**

The results of his research there is an influence between leadership style with job satisfaction, so that opinion can strengthen and support the results of this study.

**7. The Influence of Employees Performance toward Employees Performance satisfaction**

The results of his research there is an influence between employee performance with job satisfaction, so that opinion can strengthen and support the results of this study.

**6. CONCLUSION**

Based on data analysis and discussion several things can be concluded as follows:

1. Organizational culture directly affects the performance of employees of PT. Bank BNI, the working area of Bank Indonesia Lhokseumawe.
2. Work motivation directly affects the performance of employees of PT. Bank BNI, the working area of Bank Indonesia Lhokseumawe.
3. Leadership style directly influences the performance of employees of PT. Bank BNI, the working area of Bank Indonesia Lhokseumawe.
4. Organizational culture directly affects the job satisfaction of employees of PT. Bank BNI, the working area of Bank Indonesia Lhokseumawe
5. Work motivation does not directly affect the job satisfaction of employees of PT. Bank BNI, the working area of Bank Indonesia Lhokseumawe.
6. Leadership style directly influences the job satisfaction of employees of PT. Bank BNI, the working area of Bank Indonesia Lhokseumawe.
7. Employee performance directly affects the job satisfaction of employees of PT. Bank BNI, the working area of Bank Indonesia Lhokseumawe.

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