



## **EFFECT OF ORGANIZATIONAL CULTURE AND COMPENSATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION PT. BANK BRI (PERSERO) Tbk BRANCH OF SIDRAP**

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### **Abstract**

*This study aims to determine organizational culture and compensation have a direct and positive effect on job satisfaction, to determine organizational culture and compensation in relation to direct and positive effect on employee performance, to find out organizational culture and compensation and job satisfaction in relation to indirect and positive effect on employee performance through job satisfaction.*

*The approach in this research is a quantitative approach. Data collection techniques was done through questionnaires, while data analysis techniques was conducted through path analysis method. The population in this study were all employees at Bank Rakyat Indonesia (Persero) Tbk, Sidrap Branch, namely 95 respondents.*

*The results of the study show that there is a positive and significant influence of organizational culture on job satisfaction. There is no significant effect on compensation on job satisfaction. There is a positive and significant influence of organizational culture on employee performance, There is an insignificant effect of compensation on employee performance, There is a positive and insignificant influence of organizational culture on employee performance through job satisfaction, There is an effect of compensation on employee performance through job satisfaction, There is a negative and insignificant job satisfaction on employee performance.*

**Keywords:** organizational culture, compensation, job satisfaction and employee performance

### **PRELIMINARY**

Human Resources (employees) is a strategic element in determining whether an organization is healthy or not. Planned and sustainable human resource development is an absolute necessity, especially for the future of the organization. In these environmental conditions, management is required to develop new ways to keep employees at high productivity and develop their potential in order to provide maximum contribution to the organization. Human resource problems that seem to be only an internal problem of an organization actually have a close relationship with the wider community as a public service as measured by performance.

Human resource management is a means to improve human quality, by improving human resources, also increasing the performance and output of the organization, so as to create employees who have high discipline and performance so that a large role is needed from the leadership of the organization. In improving employee performance, it is necessary to analyze the factors that influence it by taking into account the needs of employees, including the formation of a good and coordinated organizational culture.

Bank Rakyat Indonesia (BRI) is one of the organizations known to have employees with a high level of discipline and performance. This bank is also the largest bank in Indonesia which was founded in Purwokerto, Central Java by Raden Bei Aria Wirjaatmadja on December 16, 1895. Bank BRI as commercial banks offer integrated business services with the best value,

quality, comfort and security for individual and corporate customers. Through its innovations to support the dynamic growth of Bank BRI through continuous innovation in both products and services, BRI Bank positions itself as Universal Banking that offers a variety of excellent products and services to its customers. One of the missions of Bank BRI is human resources who are professional and have a performance-driven culture in the sense of perceptions of values and the environment that give birth to meanings and views of life that influence the culture in the organization.

Organizational culture is a traditional way of thinking and doing something, which is shared by all members of the organization, and new members must learn or at least partially accept it in order to be accepted as part of the organization. Nimran (2016: 134). Organizational culture is the controller and direction in shaping the attitudes and behavior of members in an organization individually or in a group of people who will not be separated from the organizational culture and in general members of the organization will be influenced by the diversity of existing resources. Purwanto (2016: 51)

The role of culture in influencing employees seems to be increasingly important in today's workplace, the shared meaning given by a strong culture ensures that all employees are directed in the same direction, culture enhances organizational commitment and consistent employee behavior. Robbins (2010: 726).

The behavior of cultural values reflected in BRI employees becomes a guideline for all employees. This seems to have been applied to all BRI employees, as in one of the BRI branches in Sidrap district that has implemented a warm atmosphere while working, namely always upholding the attitude of BRI people. The progress and development of an organization, apart from being determined by the organizational culture, is also supported by the provision of good compensation from the company. There are two factors provided by the company to employees, namely direct financial payments in the form of wages, salaries, incentives, commissions, and bonuses, and indirect payments in the form of financial benefits such as insurance money and vacations paid by the company owner. Compensation includes financial returns and tangible services and benefits received by employees as a relationship from employment. Compensation is what employees receive in exchange for their contribution to the organization. Simamora (2005: 540).

According to Dessler (2009: 82) employee compensation is all forms of payment or gifts given to employees and arises from their work and has two components: direct payments (in the form of wages, salaries, incentives, commissions, and bonuses), and indirect payments. (in the form of financial benefits such as insurance and vacation money paid by the company). Non-financial rewards include things that are not easily quantified, namely rewards in the form of a more challenging job, more flexible working hours and a more prestigious office. This compensation is referred to as a company reward or reward for the sacrifice of time, energy and thought that they have given to the company. Torang (2013: 73) argues that compensation can be defined as any form of award given to employees as remuneration for the contributions they make to the organization.

Compensation is one of the factors that affect the job satisfaction of an employee. Job satisfaction according to Luthans (2006: 243) is the result of employees' perceptions of how well their jobs provide things that are considered important. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. If the job satisfaction felt by employees is low, it will have a negative impact on the company because the employee's performance will decrease and

consequently the company's performance will be disrupted. According to Nur (2013: 739) a person will feel satisfaction (satisfaction) if there is no difference between what is desired and what is actually happening, on the contrary, if there is a difference between what you want and reality, then someone will feel dissatisfaction. High job satisfaction is expected to make employees more loyal to the organization, more motivated to work, feel happy at work which in turn will improve employee performance.

Maharjan (2012: 45) states that performance is an outcome that is achieved because they are motivated by work and satisfied with the work they do. Astuti (2014: 373) performance is the level of success achieved by a person in taking a job compared to work standards that have been determined and agreed upon previously. In Furnham et al's research. (2009: 57) show that aspects such as the number of years, years of service and full time can affect an employee's performance.

Based on the results of Ismail's research (2015: 82) that the composition of loans is based on the collectibility of the substandard at PT Bank Rakyat Indonesia (Persero) Tbk. Sidrap branches amounted to 671,277,614 in 2011, 1,162,751,466 in 2012 and 1,289,976,032 in 2013. Meanwhile, the collectibility of bad loans in 2011 was 1,223,803,667, in 2012 it was 1,470,409,523 and in 2013 it was 1,488. 328,324. Based on these data, we can conclude that customers who are in the substandard category and customers who are in the bad category have increased every year, of course this is inseparable from the performance of employees who do not pay attention to the constraints that cause bad and substandard customer credit. Based on this data, it is stated that the data on credit disbursement from 2016 amounted to 206.7 billion, while in 2017 the data on credit disbursement decreased to 153.2 billion with a percentage decrease of 26% and in 2018 it again increased even though the increase was not as big as in 2016, namely 204, 8 billion or a growth of 24%.

In connection with the above phenomena, the decreasing credit distribution data tends to fluctuate due to bank internal parties who are not in control of customer complaints, of course it cannot be separated from the performance of bank employees themselves. This is supported by the opinion of Suryajiwangga (2017: 76) which states that job dissatisfaction is the starting point for the emergence of problems in organizations and companies such as absenteeism, conflicts between superiors and workers, high levels of absenteeism, strikes and employee turnover which of course can lead to at low productivity. From the workers' perspective, dissatisfaction has resulted in decreased motivation, decreased morale, and decreased job performance both qualitatively and quantitatively. High job satisfaction will have a positive impact on employees such as the emergence of loyalty and discipline towards work and will improve employee performance.

## **HAVE THE LITERATURE**

Review of the literature used in this study are:

### **A. Organizational Culture**

Organizational culture is the norms and habits that are accepted as truth by everyone in the organization. Organizational culture becomes a common reference among humans in interacting in organizations. When people join an organization, they carry the values and beliefs they have been taught. Dalimunthe (2009: 18). According to Umar (2010: 87), organizational culture is a system of shared values and beliefs taken from the habitual patterns and basic philosophy of the founders which then interact into norms, where these norms are used as guidelines for ways of thinking and acting in an effort to achieve common goals.

So from the expert opinion above, it can be concluded that the notion of Organizational Culture is a set of assumptions or beliefs, values and norms developed within the organization that serve as guidelines for behavior for its members to overcome problems of external adaptation and internal integration.

### **B. Definition of Compensation**

Hasibuan (2005: 89) argues that compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. The explanation of compensation in the form of money is that employees are paid an amount of money, while compensation in kind is compensation paid in kind to employees. According to Dessler (2009: 82) employee compensation is all forms of payment or gifts given to employees and arises from their work and has two components: direct payments (in the form of wages, salaries, incentives, commissions, and bonuses), and indirect payments. (in the form of financial benefits such as insurance and vacation money paid by the company).

From some of the definitions above, it can be stated that compensation is something that employees receive in the form of money, direct and indirect goods for the employee's contribution in doing a job that has been done or compensation is something that is received by employees in return for their services to the company. An employee values hard work and will show loyalty to the company.

### **C. Job Satisfaction**

Every employee who works expects to get satisfaction with the results of the work resulting from his workplace. Each individual's job satisfaction has its own standard or measure because each individual is different. This level of satisfaction is of course in accordance with what the employee has produced with feedback from the company.

According to Kinicky (2010: 271), job satisfaction is "an effectiveness or emotional response to various aspects of work". Job satisfaction is seen as something relative, which is distinct from objective thinking and behavioral desire. Job satisfaction is "a general attitude toward one's job that shows the difference between the amount of rewards employees receive and the amount they should receive."

Jauvani (2009: 60) defines job satisfaction as follows: "Job satisfaction is an evaluation that describes a person feeling happy or unhappy, satisfied or dissatisfied at work." Based on the description above, it can be concluded that job satisfaction is closely related to the sustainability of employees in a company. Employees who feel that they have job satisfaction will feel happy and happy in doing their job and do not try to evaluate their work to find another job, on the other hand, employees who are not satisfied with their work will tend to have thoughts of leaving, evaluate their work and look for other jobs, and have the desire to leave. hoping to get a satisfying job.

### **D. Definition of Employee Performance**

Wibowo (2007: 7) states that performance comes from the word performance which means the result of work or work performance. However, it should also be understood that performance is not just the result of work or work performance, but also includes how the work process takes place.

According to Bangun (2012: 231) performance is the result of work achieved by a person based on job requirements (job requirements). Performance is defined as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Robbins (2008: 45) also defines that performance can be the result of an individual or can be the result of group work within an organization.

Performance is an acronym for work energy kinetics, whose equivalent in English is performance. Performance is the output produced by the functions or indicators of a job or a profession within a certain time. Abdullah (2013: 331) seen from the origin of the word, performance is a translation of performance which means work results or work performance.

And in a simple sense, performance is the result of the work of the organization, which is done by employees as well as possible according to instructions (manuals), directions given by leaders (managers), competence and ability of employees to develop their reasoning at work. Thus it can be concluded that performance is a work performance which is the result of the implementation of a work plan made by an institution carried out by leaders and employees (HR) who work in that institution, both government and company (business) to achieve organizational goals.

## **MATERIALS AND METHODS**

### ***Research Location and Design***

This research will be conducted at Bank Rakyat Indonesia (Persero) Tbk, Sidrap Branch Jl. Jend. Sudirman, Majjelling, Maritengngae, Sidenreng Rappang Regency. The type of research used is quantitative research, namely research that emphasizes more on the aspect of measuring objectively on the social. The quantitative research method is one type of research whose specifications are systematic, well-planned and clearly structured from the start to the making of the research design. This study uses a descriptive approach with the aim of describing the object of research or research results.

### ***Population and Sample***

The population is all employees at Bank Rakyat Indonesia (Persero) Tbk, Sidrap Branch Jl. Jend. Sudirman, Majjelling, Maritengngae, Sidenreng Rappang Regency, South Sulawesi totaling 95 people consisting of the position of head of the unit (Resident Auditor Unit), Inspection Position, Regional Leadership, Branch Managers, Chief Auditor, Account Officer (AO), Account Officer Program, Customer Service, Teller and staff to security guards. Based on this study, because the total population is not greater than 100 respondents, the authors take 100% of the total population at Bank Rakyat Indonesia (Persero) Tbk Branch, which is 95 respondents. Thus the use of the entire population without having to draw the research sample as a unit of observation is called a census technique.

### ***Method of collecting data***

The data collection instrument is a tool selected and used in its activities by researchers in collecting activities so that these activities become systematic and made easier by them. The instrument as a tool for using data collection methods is a means that can be realized in objects, for example, questionnaires, test kits, interview guides, observation guidelines, scales and so on. Primary data used in this study were obtained directly from filling out a questionnaire (questionnaire) and interviews addressed to respondents. Researchers will distribute questionnaires or conduct direct interviews with all employees of PT. Bank Rakyat Indonesia (Persero) Tbk Branch Sidrap.

The questionnaire and interview material contained questions that were considered related to the research variables. Data collection used a combination of closed questions and open-ended questions that were given to respondents directly so that the objectivity of the data collected was obtained.

## **Data Analysis Method**

### **Validity Test and Reliability Test**

An absolute research instrument is tested for validity (validity) and reliability (reliability) before being used in the actual research. An instrument is said to be valid if it is able to follow what is being measured. Sutrisno (2009:77). In testing this validity, the calculation of the Product Moment Person correlation is used.

Reliability to provide matched results on measurement repeatability. The concept of reliability implies the extent to which the results of a measurement can be trusted. The measurement results can be trusted only if in several measurements against the same group of subjects, the results are relatively the same. Instrument reliability testing is done by calculating the correlation using the alpha coefficient technique. Based on the reliability of the internal consistency of an instrument, it is declared reliable if the alpha coefficient is more than 0.06 (Malhotra, 2010: 49). Based on the theory above, the researcher will test the validity of the questionnaire. From the results of this validity test, it is calculated using the product moment person correlation method by correlating the answer score obtained from each question item to the total score. The correlation result is very significant if the p value is  $<0.05$  (significant at the 5% level).

### **Path Analysis**

Ghozali (2013: 249), states that: "Path analysis is an extension of multiple linear analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (causal models) that have been previously determined based on theory". Path analysis alone does not determine causal relationships and also cannot be used as a substitute for researchers to see the causality relationship between variables. The causality relationship between variables has been formed with a model based on a theoretical basis. What path analysis does is it determines the pattern of relationships between three or more variables and cannot be used to confirm or refute the imaginary causality hypothesis.

## **RESEARCH RESULT**

### **Path Analysis**

Path analysis is an advanced part of regression analysis. Where, if the regression analysis is generally used to test whether there is a direct effect given by the independent variable on the reson variable. Meanwhile, path analysis does not only test the direct effect, but also explains whether or not there is an indirect effect provided by the independent variable through the connecting variable on the response. In the path analysis the value of standardized coefficients Beta and the value of R Square are used.

### **Path Analysis Model 1**

Direct Influence of Organizational Culture (X1), and Compensation (X2) on Job Satisfaction (Y2). Based on the results of SPSS data processing, the path coefficient of Model 1 shows that organizational culture has a significant effect on Job Satisfaction (because the significance value is  $<0.05$ ). Has no significant effect on job satisfaction (because the significance value  $> 0.05$ ). The path coefficient value is obtained from the Beta standardized coefficient. The value of R square 0.440 indicates that the influence of organizational culture and compensation on job satisfaction is 44% while the rest is a contribution from other factors not included in the study. Meanwhile, the value of e1 can be found with the formula  $e1 = \sqrt{(1-0.440)} = 0.748$ . Thus, the path equation for model 1 is  $Y1 = 0.534X1 + 0.184X2 + 0.748e1$

Table 1. Model 1 Path Coefficient

Model 1	Exogenous variables	Standardized coefficients	Significance
	Organizational culture	0.534	0.000
	Compensation	0.184	0.136

Results of Data Processing 2020

### Path Analysis Model 2

Direct influence of organizational culture (X), and compensation (X2) and job satisfaction (Y1) on employee performance (Y2). Referring to the table above, organizational culture, compensation, and job satisfaction have no significant effect on employee performance (because the significance value is  $> 0.05$ ). Path coefficient values were obtained from standardized Coefficient Beta. The value of R square 0.228 shows that the contribution of the influence of organizational culture, compensation, and job satisfaction on employee performance is 22%, while the rest is a contribution from other factors that are not included in the study. Meanwhile, the value of  $e^2$  can be found with the formula  $e^2 = \sqrt{1 - 0.228} = 0.878$ . with this, the second model line equation is  $Y_2 = 0.321X_1 + -0.014X_2 + 0.212Y_1 + 0.878e^2$ .

Table 2. Model 2 path coefficient

Model 1	Exogenous variables	Standardized coefficients	Significance
	Organizational culture	0.321	0.050
	Compensation	-0.014	0.925
	Job satisfaction	0.212	0.168

Data processing results, 2020

### Indirect influence

The indirect effect of independent variables on Organizational Culture and Compensation on the dependent variable of Employee Performance through Job Satisfaction as an intervening variable is described as follows:

#### a. The influence of Organizational Culture through job satisfaction on employee performance

It is known that the direct effect of organizational culture on employee performance is 0.321, meaning that organizational culture directly has an influence of 32.1% on employee performance. While the indirect effect of organizational culture through job satisfaction on employee performance is the multiplication between Beta of organizational culture on employee performance, namely  $0.534 \times 0.212 = 0.113$ , meaning that indirectly organizational culture has an influence of 11.3% on employee performance. The total effect given to employee performance is the direct effect plus the indirect effect, namely  $0.321 + 0.113 = 0.434$ , meaning that the total influence of organizational culture on employee performance is 43.4%. To determine the significant indirect effect of organizational culture (X1) on Employee Performance (Y2) through Job Satisfaction (Y1), an online sobel test was conducted. The sobel test results show the significance value (p-value) of the indirect effect of organizational culture (X1) on Employee Performance (Y2) through Job Satisfaction (Y1) of 0.18. This value is greater than 0.05 thus organizational culture (X1) does not have a significant effect on employee performance (Y2) through job satisfaction (Y1), thus it can be concluded that job satisfaction does not mediate

the relationship between organizational culture and performance. In improving performance, organizational culture increases job satisfaction first before increasing employee performance.

#### **b. Effect of Compensation through Job Satisfaction on Employee Performance;**

It is known that the direct effect of compensation on employee performance is 0.014, which means that direct compensation has an effect of 1.4% on employee performance. While the indirect effect of compensation through job satisfaction on employee performance is the multiplication of the Beta value of compensation on job satisfaction with the Beta value of job satisfaction with employee performance, namely:  $0.184 \times 0.212 = 0.039$ , meaning that indirect compensation has an effect of 3.9% on employee performance. The total effect given by compensation on employee performance is the direct effect plus the indirect effect, namely  $0.014 + 0.039 = 0.053$ , meaning that the total effect of compensation is 5.3%. to determine the significance of the indirect effect of compensation (X2) on employee performance (Y2) through job satisfaction (Y1) shows the significance value (p-value) of the indirect effect of compensation (X2) on employee performance (Y2) through job satisfaction (Y1) of 0.24. This value is greater than 0.05, thus compensation (X2) does not have a significant effect on employee performance (Y2) through job satisfaction (Y1), thus it can be concluded that job satisfaction does not mediate the relationship between compensation and performance. In improving performance, compensation increases job satisfaction first before increasing employee performance.

Table 3. Indirect Effects

Variable Relationships	Score	Sig
X1 to Y1 to Y2	$0.321 + 0.113 = 0.434$	0.181
X2 to Y1 to Y2	$0.184 \times 0.212 = 0.039$	0.246

### **Hypothesis Test**

Based on the results of the path analysis previously described, it can be described as follows:

#### **1. The Influence of Organizational Culture on Job Satisfaction**

Based on the Coefficient table, the significance value of Organizational Culture is less than the real rate of 5% ( $0.00 < 0.05$ ). So it can be concluded that there is a direct significant influence between organizational cultures on job satisfaction. The influence given is a positive influence, meaning that the better the organizational culture in this company, the better the level of employee job satisfaction. So it can be concluded that the first hypothesis (Ha1) is accepted.

#### **2. Effect of compensation on job satisfaction**

Based on the Coefficients table, the significance value of compensation is less than the real level of 5% ( $0.136 > 0.05$ ). This means that compensation has a negative and insignificant effect on job satisfaction. So it can be concluded that the second hypothesis (Ha2) is rejected.

#### **3. The Influence of Organizational Culture on Employee Performance**

Based on the Coefficients table, the significance value of organizational culture is equal to the real level of 5% ( $0.05 = 0.05$ ). This means that organizational culture has a positive and significant impact on employee performance. So it can be concluded that the third hypothesis (Ha3) is accepted.



#### **4. The Effect of Compensation on Employee Performance**

Based on the coefficients table, the significance value of compensation is greater than the real level ( $0.92 > 0.05$ ). So it can be concluded that there is a direct negative and insignificant influence between compensation and employee performance. So it can be concluded that the fourth hypothesis ( $H_a 4$ ) is rejected.

#### **5. The Influence of Organizational Culture through Job Satisfaction on Employee Performance**

It is known that the direct effect of organizational culture on employee performance is 0.321, meaning that organizational culture directly has an influence of 32.1% on employee performance. Meanwhile, the indirect effect of organizational culture through job satisfaction is the multiplication of the beta value of organizational culture on employee performance and the beta value of job satisfaction on employee performance, namely:  $0.534 \times 0.212 = 0.113$ , meaning that organizational culture indirectly has an influence of 11.3% on employee performance. The total effect given by Organizational Culture on performance is the direct effect plus the indirect effect, namely:  $0.321 + 0.113 = 0.434$ , which means that the total influence of Organizational Culture on employee performance is 43.4%. While the significance value of 0.18 this value is greater than 0.05. This means that organizational culture through job satisfaction has a positive and insignificant relationship with employee performance. So it can be concluded that the fifth hypothesis ( $H_a 5$ ) is rejected

#### **6. The Effect of Compensation through Job Satisfaction on Employee Performance**

It is known that the direct effect of compensation on employee performance is -0.014, meaning that direct compensation has an effect of 1.4% on employee performance. While the indirect effect of compensation through job satisfaction on employee performance is the multiplication of the compensation beta value on job satisfaction with job satisfaction on employee performance, namely:  $0.184 \times 0.212 = 0.039$ , meaning that indirect compensation has an effect of 3.9% on employee performance. The total effect given by compensation on employee performance is the direct effect plus the indirect effect, namely  $0.014 + 0.039 = 0.053$ , which means that the total effect of compensation is 5.3%. While the significance value is 0.246, this value is greater than 0.05. This can identify that compensation has a negative and insignificant effect on employee performance through job satisfaction. So it can be concluded that the sixth hypothesis ( $H_a 6$ ) is rejected.

#### **7. The Effect of Job Satisfaction on Employee Performance**

Based on the coefficients table, the significance value of job satisfaction is greater than the real level ( $0.16 > 0.05$ ). This means that job satisfaction has a negative and insignificant effect on employee performance. So it can be concluded that the seventh hypothesis ( $H_a 7$ ) is rejected.

### **DISCUSSION**

#### **1. The Influence of Organizational Culture on Job Satisfaction**

Based on the research results, it shows that organizational culture has a positive and significant effect on job satisfaction. This is evidenced by the path analysis model 1 where the standard coefficient or  $r$  count  $0.534 > r$  table 0.207 with a significant showing  $0.000 < \alpha 0.05$  which means that the presence of a good Organizational Culture that is implemented in the organization will have a positive and significant effect on job satisfaction. at PT. Bank Rakyat Indonesia (Persero) Tbk. From the results of observations and interviews conducted at the research location, it shows that the organizational culture at BRI Bank is inherent in every

employee, this is inseparable from the goal of establishing an organizational culture at BRI Bank, namely Increasing employee performance, Creating a conducive work environment, improving community trust, building a positive image of the company. If you look at the questionnaire statement that has been distributed, Bank BRI employees have created harmony and support each other in carrying out their duties. The results of this study also support the research conducted by Purwanto (2016) which states that organizational culture has a positive and significant effect on job satisfaction.

## **2. Effect of Compensation on Job Satisfaction**

Based on the results of the analysis, it shows that compensation has a negative and insignificant effect on job satisfaction. This is evidenced by path analysis model 1 where the standard coefficient or  $r$  count  $0.184 < r \text{ table } 0.207$  with a significant signifying  $0.136 > \alpha 0.05$ , meaning that good compensation is implemented in the organization which will have a positive and significant effect on job satisfaction in PT. Bank Rakyat Indonesia (Persero) Tbk. The results of the field show that compensation ( $X_2$ ) is worth 0.440, the magnitude of the  $r$  square value shows that the effect of compensation on job satisfaction is 44% while the rest is a contribution from other factors, meaning that the lack of maximum compensation will have a negative impact on job satisfaction and vice versa. These findings also support research conducted by Arinal (2017) which states that compensation has a positive and insignificant effect on job satisfaction.

## **3. The Influence of Organizational Culture on Employee Performance**

The results of this study indicate that organizational culture has a positive and significant effect on employee performance. The better the organizational culture, the better the employee's performance. This is evidenced by the results of hypothesis testing that the significant value is  $0.05 = \alpha 0.05$ , meaning that organizational culture has a positive and significant impact on employee performance. Judging from the standard coefficient of 0.321, which means that organizational culture has a direct influence on employee performance as much as 32.1%. Based on the results of data processing for the responses of the respondents to the statements in the questionnaire, it indicates that the organizational culture at the Sidrap branch of PT. Bank Rakyat Indonesia Tbk is good, where employees always try to develop themselves and their abilities always prioritize quality and always innovate. Organizational culture is also a behavior guide for its members which is unconsciously applied in carrying out their activities so that it will affect the performance of their employees. These findings also support the research conducted by Lidya (2017) showing that organizational culture has a positive and significant effect on employee performance.

## **4. The Effect of Compensation on Employee Performance**

Based on the results of the analysis, it shows that compensation has a negative and insignificant effect on employee performance. This is evidenced by the results of hypothesis testing that the significant value is  $0.925 > \alpha 0.05$ , meaning that the level of compensation has no real impact on performance or compensation can cause a decrease in employee performance at the Sidrap branch of BRI Bank. This shows that if there is a positive relationship between compensation and employee performance, that is, where compensation provides a maximum boost of morale so that it triggers better employee performance. The better the level of wages received, the better the employee's performance in carrying out their duties and vice versa. From the results of observations and interviews conducted at the research location. Shows a statement that receives a doubtful answer, namely that the Company gives a bonus to me if the results of my work reach or exceed the predetermined target. This means that employees have worked well

but their achievements do not get the appropriate rewards from the company, which can cause employee performance to decline. These findings also support research conducted by Febrianti (2011) which states that compensation has a positive and insignificant effect on employee performance.

### **5. The Influence of Organizational Culture through Job Satisfaction on Employee Performance**

Based on the results of data analysis that has been done, it shows that organizational culture has a positive and insignificant influence on employee performance through job satisfaction. This is evidenced by the results of testing the hypothesis rejected, meaning that organizational culture provides positive results on employee performance even though it is not significant. Judging from the data, organizational culture has a direct effect on performance as much as 32.1% while the indirect effect is 11.3%. When viewed from the total influence of organizational culture on performance by 43.4%, while the significant value is 0.018, this means that organizational culture through job satisfaction has a positive and insignificant relationship to employee performance.

The relationship given is partial mediation, meaning that organizational culture contributes directly to employee performance. Based on the results of data processing for respondents' responses regarding the statement of the questionnaire, it shows that the organizational culture at the Sidrap branch of BRI Bank is getting better. Having a strong organizational culture will certainly have a positive impact on employees and the organization itself. The implementation of organizational culture at the Sidrap branch of BRI Bank is in line with the Decree of Nokep: S.252 - DIR / KPS / 12/2012 concerning the general policy of human resource management of PT Bank Rakyat Indonesia which reads "important values shared in their work, as a guide in thinking, behaving and behaving in dealing with fellow employees, customers and other external parties, the goal of developing a stronger organizational culture will have a positive effect on employee performance. The results of this study support the research conducted by Suwanto (2015) which shows that organizational culture has a positive and insignificant effect on employee performance through job satisfaction.

### **6. The Effect of Compensation through Job Satisfaction on Employee Performance**

Based on the results of the data analysis conducted, it shows that compensation has a negative and insignificant effect on employee performance through job satisfaction. This is evidenced by testing the hypothesis stating that the hypothesis is rejected. The direct effect given by compensation to performance is 1.4% while the indirect effect is 3.9% with the total effect of compensation on employee performance of 5.3% with a significant value of 0.246 this value is greater than alpha 0.05. Compensation has a negative and insignificant effect on employee performance. The relationship given is a full mediation relationship, meaning that compensation will have a negative impact if it mediates job satisfaction on employee performance. Based on the results of data processing of respondents' responses regarding the questionnaire statement, it shows that the need for compensation is in accordance with the Decree of Nokep: S.252 - DIR / KPS / 12/2012 concerning the general policy of human resource management of PT Bank Rakyat Indonesia, which regulates the provision of compensation both financially. and non-financial, in order to improve employee performance. The results of this study support the research conducted by students (2016) which shows that compensation has a negative and insignificant effect on performance through job satisfaction.

## 7. The Effect of Job Satisfaction on Employee Performance

Based on the results of the analysis of the effect of job satisfaction on employee performance, there is no significant influence. This is evidenced by the results of hypothesis testing that the significant value is  $0.16 > \alpha 0.05$ . Less job satisfaction from employees will have a bad impact on employee performance, and vice versa if the job satisfaction felt by employees is good, the better the employee's performance will be. These findings are based on interviews and questionnaires distributed to respondents at the research location. In general, companies engaged in finance have a vision, mission, goals, to achieve organizational goals, especially PT. Bank Rakyat Indonesia, Sidrap branch must realize organizational goals by maximizing the human resources owned by the company. Having a good performance will change bad habits that have an impact on the image of the organization, if things that can damage the image of the organization must be eliminated. These findings do not support research conducted by Suwanto (2015) that job satisfaction has a positive and significant effect on job satisfaction.

## CONCLUSIONS AND SUGGESTIONS

Based on the data that has been collected and hypothesis testing has been carried out using the SPSS program, there is a positive and significant influence of organizational culture on job satisfaction. There is no significant effect on compensation on job satisfaction. There is a positive and significant influence of organizational culture on employee performance. There is an insignificant effect of compensation on employee performance. There is a positive and insignificant influence of organizational culture on employee performance through job satisfaction, meaning that full mediation is given that all variables have a positive and insignificant influence on employee performance, although through job satisfaction at this company the better the employee's performance. There is an effect of compensation on employee performance through job satisfaction, the mediation provided is full mediation where job satisfaction does not have a mediating effect in strengthening compensation for job satisfaction. There is a negative and insignificant effect of job satisfaction on employee performance, meaning that the lower the level of employee satisfaction, the negative impact on PT Bank Rakyat Indonesia (Persero) Tbk, Sidrap branch. From the conclusion, the suggestions can be given that the organizational culture applied by PT Bank Rakyat Indonesia (Persero) Tbk, Sidrap branch. to employees is classified as positive and significant in improving employee performance. Good organizational culture is always applied in organizations in order to improve employee performance at PT Bank Rakyat Indonesia (Persero) Tbk, Sidrap branch. The compensation given by PT Bank Rakyat Indonesia (Persero) Tbk, Sidrap branch to employees has a positive and insignificant effect in improving employee performance. Compensation is very important to be applied in improving the quality and quantity of employee performance in the organization / company that is the object of this research. The mediation provided by Job satisfaction is full mediation which has no positive and insignificant impact on employee performance. Therefore, to be able to improve the performance of employees in organizations / agencies, it should be started from providing good compensation, so it will increase employee job satisfaction so that it has an impact on employee performance at PT Bank Rakyat Indonesia (Persero) Tbk, Sidrap Branch. In order to increase job satisfaction better, it requires comfortable environmental conditions and adequate equipment as well as providing harmonious relationships with fellow employees. The need to pay attention to the provision of appropriate compensation from the results of the employee's own performance. For example, the provision of wages,

bonuses, holiday allowances, awards, health insurance, security guarantees and so on will certainly provide individual satisfaction. The need for awareness of work tasks, quantity of work, full sense of responsibility so that efficiency and effectiveness can be carried out in accordance with organizational goals.

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