

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND COMPETENCY ON EMPLOYEE PERFORMANCE DEVELOPMENT WITH JOB SATISFACTION AS A MEDIATION VARIABLE (STUDY AT PT. BPR NBP 20 DELITUA

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Abstract

This study aims to determine how organizational culture and competence influence employee performance development with job satisfaction as a mediating variable at PT. BPR NBP 20 Delitua. The object of this study was employees of PT. BPR NBP 20 Delitua with 30 respondents. Quantitative methods were used in the study using multiple linear analysis techniques, validity tests, reliability tests, and classical assumption tests. As well as hypothesis testing using t-test, f-test, r-test and mediation tests where the data were processed using SPSS. The results of the t-test study, obtained a calculated t value > t-table value, which is $3.126 > 2.052$, and a significant value < 0.05 , which is $0.000 < 0.05$ so that it is concluded that organizational culture (X1) has a positive and significant effect on performance development (Y), H1 is accepted. Organizational culture (X1) has a positive and significant effect on job satisfaction (Z), with a calculated t value > t table value, which is $4.945 > 2.052$, and a significant value < 0.05 , which is $0.000 < 0.05$, so H2 is accepted. Competence (X2) has a positive and significant effect on performance development (Y), with a calculated t value > t table value, which is $3.638 > 2.052$, and a significant value < 0.05 , which is $0.000 < 0.05$, so H3 is accepted. Competence (X2) has a positive and significant effect on job satisfaction (Z), with a calculated t value > t table value, which is $3.133 > 2.052$, and a significant value < 0.05 , which is $0.004 < 0.05$, so H4 is accepted. Job satisfaction (Z) has a positive and significant effect on performance development (Y) with a calculated t value > t table value, which is $4.421 > 2.052$, and a significant value < 0.05 , which is $0.000 < 0.05$ so that H5 is accepted. The results of the f test analysis, obtained a calculated f value > f table value, which is $50.849 > 3.354$ and a significance of $0.000 < 0.05$, so it is concluded that organizational culture (X1) and competence (X2) together have a positive and significant effect on work development (Y), H6 is accepted. The results of the Sobel test obtained a calculated t value of $7.563 > t$ table 2.052 so that it can be concluded that job satisfaction (Z) is able to mediate the influence of organizational culture (X1) and competence (X2) on employee performance development (Y) at PT. BPR NBP 20 Delitua.

Keywords: Competence, Employees, Organizational Culture, Performance

A. INTRODUCTION

Every company needs to pay attention to the people who work in the company so that it can continue to grow, meaning that the company must treat employees well so that they can do their jobs effectively and efficiently (Adhari, 2021). There are several different things that can affect how well someone does their job, such as how the company plans its employees, the company culture, and the skills and abilities of each worker. (Widodo & Yandi, 2022) So it is important to manage human resources so that they can carry out their duties well and productively (Fadhli & Kusnia, 2021). If a company manages its employees well, it will help them attract and retain good workers (Harvida & Wijaya, 2020). To be successful, a company needs to have a plan for its employees, especially making sure they have the right people for the job (Gunawan et al., 2023). Without people, companies cannot compete and develop well. (Simbolon 2022).

PT. Bank Perkreditan Rakyat Nusantara Bona Pasogit 20 (PT. BPR NBP 20) Delitua is a private company engaged in the financial sector under the auspices of Bank Indonesia (BI) (Purba, 2023). The objectives and duties of PT. BPR NBP 20 Delitua are to collect third party funds in the form of savings or time deposits, as well as to provide both consumptive and productive credit to the community (Hidayati & Marlius, 2018). PT. BPR NBP 20 Delitua is a non-foreign exchange bank that has a vision, mission and values that reflect the culture to achieve the company's goals. As an illustration of the performance of PT. BPR NBP 20 employees.

Table 1. Achievement of Disbursed and Collected Credit Targets 2019-2023

<i>Year</i>	<i>Target Credit Disbursed (Rp)</i>	<i>Realization of Credit Collected (Rp)</i>	<i>Percentage</i>
2019	34.600.322.004	33.122.850.000	95%
2020	35.600.303.305	35.200.000.333	99%
2021	39.500.202.105	37.300.600.210	94%
2022	40.800.302.105	37.300.600.210	93%
2023	43.544.555.000	38.600.755.000	90%

Source: (PT.BPR NBP 20 Delitua)

From the table above, it can be seen that the credit collectible for 5 years was not 100% realized. The maximum percentage of credit collectible was only in 2020, in 2021-2023 the credit collectible was not 100% realized. This shows that employee performance is not optimal, which is caused by the lack of compensation given by the company to employees. There are still some employees who receive basic salaries below the UMK of Delitua Regency. In addition, compensation in the form of independent inhealth insurance is also provided as a program to improve employee welfare but has not been evenly received by employees (Damarani, 2024). Mandiri Inhealth is a life and health insurance company with commercial health insurance for private companies, BUMN, and government institutions (Basoni & Shalahudin, 2024). The phenomenon of problems regarding training at PT. BPR NBP 20 Delitua is suspected because the methods and types of training used are less effective for employees (Putri, 2024). The mandatory training for all employees has not been fully achieved because the training method is not in accordance with what is needed (Niati et al., 2019). Training provided outside of working hours only provides materials such as

seminars/presentations, while the training required is in the form of practice such as direct direction that can make it easier for employees to handle situations in the field.

B. LITERATURE REVIEW

Organizational Culture

Organizational culture can be a major competitive advantage instrument, namely when the organizational culture supports the organization's strategy (Andika, 2021). Organizational culture is a pattern of basic assumptions created by the organization as a learning experience to solve problems of external environmental adaptation and internal integration and can be implemented well (Maulidiyah, 2020). According to (Hari, 2019), the indicators that influence organizational culture include: (1) Innovative, Taking risks into account That each employee will pay sensitive attention to any problems that may pose a risk of loss to the organizational group as a whole. Sub-indicators in this indicator are flexibility and adaptability, open communication. (2) Paying attention, Describing the accuracy and precision of employees in carrying out their duties. Sub-indicators in this indicator are providing support and responding empathetically. (3) Results-oriented, A manager's supervision of his subordinates is one way for managers to direct and empower them. Through this supervision, the goals of the organization and the group and its members can be described. Sub-indicators in this indicator are commitment to quality and a sense of responsibility. (4) Employee-oriented, The success or performance of an organization is determined by the work team, where teamwork can be formed if the manager can supervise his subordinates well. Sub-indicators in this indicator are work-life balance and employee involvement. (5) Aggressive at work, High productivity can be achieved if employee performance can meet the standards required to carry out their duties. Good performance means, among other things, skill qualifications (ability and skill) that can meet productivity requirements and must be followed by high discipline and workmanship. Sub-indicators in this indicator are toughness and competitiveness. (6) Maintaining work stability, Employees must be able to maintain their health so that it remains prime, this condition can only be met if they regularly consume nutritious food based on the advice of a nutritionist. Sub-indicators in this indicator are skill improvement and career development.

Competence

According to Spencer & Spencer in (Triastuti, 2019) competence is more defined as the underlying characteristics of a person related to the effectiveness of individual work in their work. Meanwhile (Rusvitawati et al., 2019) explains that competence consists of a number of key behaviors needed to carry out a particular role to produce satisfactory achievement or performance. (Rahmat, 2019) states that there are 5 (five) indicators that can measure competence, namely (1) Motive is something that is consistently thought or desired by people that causes action. Sub-indicators in this indicator are communication skills and inspiring abilities (2) Nature is physical characteristics and consistent responses to situations or information. Sub-indicators in this indicator are openness and commitment (3) Self-concept is a person's attitude, values, or self-image. Sub-indicators in this indicator are self-understanding and independence (4) Knowledge is information that people have in a

specific field. Sub-indicators in this indicator are communication skills and presentation skills.

Employee Performance Development

(Rachmaniza, 2020) states that performance development is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with the authority and duties of each, in an effort to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. According to (Yulianto, 2020:) the indicators for measuring employee performance are as follows: (1) Quantity, (2) Quality, (3) Punctuality, (4) Effectiveness, (5) Independence.

Job Satisfaction

Job Satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. This assessment can be carried out on one of his jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in work (Priska et al., 2020). According to Edy (Sutrisno, 2019) Job Satisfaction is a pleasant or unpleasant emotional state for employees to view their work (Irma & Yusuf, 2020). According to (Wexley and Yukl in (Awal & Syamsir, 2019) stated that job satisfaction includes indicators: (1) Compensation, (2) Supervision, (3) The work itself, (4) Relationships with coworkers, (5) Working conditions, (6) Opportunities to obtain status changes, (7) Job security.

H1: It is suspected that organizational culture influences employee performance development

H2: It is suspected that organizational culture influences job satisfaction

H3: It is suspected that competence influences employee performance development

H4: It is suspected that competence influences job satisfaction

H5: It is suspected that job satisfaction influences employee performance development

H6: It is suspected that organizational culture and competence influence employee performance development simultaneously

H7: It is suspected that organizational culture and competence influence employee performance development with job satisfaction as a mediating variable.



Figure. 1 Research Framework

C. RESEARCH METHODOLOGY

This study uses a quantitative research method, which is a type of research that collects and analyzes data quantitatively or numerically (Ali, 2022). In collecting samples, researchers apply the non-probability purposive sampling method. There are criteria used to collect data, namely: 1) Age, 2) Education level, 3) Length of work, 4) Gender. The questionnaire will be distributed via Google Form on a scale of 1-5. Roscoe in (Sugiyono, 2019) "a feasible sample size in research is between 30 and 500" referring to Roscoe's opinion, the researcher took a sample of 30 respondents.

Data Analysis Method

The data analysis method in this study is by multiple linear regression test with the requirements of the classical assumption test (Sholihah et al., 2023). Where, the classical assumption test used consists of, linearity test, normality test, multicollinearity test and heteroscedasticity test (Permatasari et al., 2021). Then, for the hypothesis test used is the determination coefficient test (Adjusted R²) and the t-statistic test (Partial Significance Test).

D. RESULT AND DISCUSSIONS

Data Quality Test

Validity Test is done by looking at each item in the study that is said to meet the criteria or is called valid when the calculated r value is > 0.374 .

Table 2. Validity Test

<i>Variable</i>	<i>Item</i>	<i>r_{table}</i>	<i>r_{count}</i>	<i>Information</i>
<i>Organizational culture</i>	X1.1	0,659	0,374	Valid
	X1.2	0,678	0,374	Valid
	X1.3	0,795	0,374	Valid
	X1.4	0,672	0,374	Valid
	X1.5	0,500	0,374	Valid
	X1.6	0,423	0,374	Valid
	X1.7	0,609	0,374	Valid
	X1.8	0,411	0,374	Valid
	X1.9	0,646	0,374	Valid
	X1.10	0,659	0,374	Valid
	X1.11	0,678	0,374	Valid
	X1.12	0,795	0,374	Valid
	X1.13	0,672	0,374	Valid
	X1.14	0,500	0,374	Valid
	X1.15	0,423	0,374	Valid
	X1.16	0,609	0,374	Valid
	X1.17	0,411	0,374	Valid
	X1.18	0,646	0,374	Valid
	X1.19	0,672	0,374	Valid
	X1.20	0,500	0,374	Valid
<i>Variable</i>	<i>Item</i>	<i>r_{table}</i>	<i>r_{count}</i>	<i>Information</i>
	X1.1	0,826	0,374	Valid
	X1.2	0,607	0,374	Valid

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Competence	X1.3	0,519	0,374	Valid
	X1.4	0,625	0,374	Valid
	X1.5	0,756	0,374	Valid
	X1.6	0,665	0,374	Valid
	X1.7	0,729	0,374	Valid
	X1.8	0,709	0,374	Valid
	X1.9	0,630	0,374	Valid
	X1.10	0,579	0,374	Valid
	X1.11	0,652	0,374	Valid
	X1.12	0,635	0,374	Valid
	X1.13	0,755	0,374	Valid
	X1.14	0,737	0,374	Valid
	X1.15	0,738	0,374	Valid
	X1.16	0,599	0,374	Valid
	X1.17	0,644	0,374	Valid
	X1.18	0,769	0,374	Valid
	X1.19	0,666	0,374	Valid
	X1.20	0,630	0,374	Valid
Variable	Item	r_{table}	r_{count}	Information
Performance Development	X1.1	0,598	0,374	Valid
	X1.2	0,526	0,374	Valid
	X1.3	0,511	0,374	Valid
	X1.4	0,754	0,374	Valid
	X1.5	0,802	0,374	Valid
	X1.6	0,775	0,374	Valid
	X1.7	0,864	0,374	Valid
	X1.8	0,711	0,374	Valid
	X1.9	0,754	0,374	Valid
	X1.10	0,802	0,374	Valid
	X1.11	0,775	0,374	Valid
	X1.12	0,864	0,374	Valid
	X1.13	0,711	0,374	Valid
	X1.14	0,598	0,374	Valid
	X1.15	0,377	0,374	Valid
	X1.16	0,864	0,374	Valid
	X1.17	0,711	0,374	Valid
	X1.18	0,561	0,374	Valid
	X1.19	0,583	0,374	Valid
	X1.20	0,754	0,374	Valid
Variable	Item	r_{table}	r_{count}	Information
	X1.1	0,745	0,374	Valid
	X1.2	0,648	0,374	Valid
	X1.3	0,858	0,374	Valid
	X1.4	0,652	0,374	Valid
	X1.5	0,421	0,374	Valid
	X1.6	0,832	0,374	Valid

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<i>Job Satisfaction</i>	X1.7	0,768	0,374	Valid
	X1.8	0,514	0,374	Valid
	X1.9	0,683	0,374	Valid
	X1.10	0,648	0,374	Valid
	X1.11	0,858	0,374	Valid
	X1.12	0,652	0,374	Valid
	X1.13	0,421	0,374	Valid
	X1.14	0,832	0,374	Valid
	X1.15	0,768	0,374	Valid
	X1.16	0,514	0,374	Valid
	X1.17	0,683	0,374	Valid
	X1.18	0,805	0,374	Valid
	X1.19	0,832	0,374	Valid
	X1.20	0,768	0,374	Valid

Source: (Processed primary data, 2024)

Based on Table 2, it shows that the calculated r value is > 0.374 , which means that each indicator in the study is declared feasible and valid.

Table 3. Reliability Test

<i>Variable</i>	<i>Value Cronbach's Alpha</i>	<i>Constant</i>	<i>Information</i>
Organizational Culture (X1)	0,901	0,60	<i>Reliabel/Andal</i>
Competence (X2)	0,923	0,60	<i>Reliabel/Andal</i>
Performance Development (Y)	0,935	0,60	<i>Reliabel/Andal</i>
Job Satisfaction (Z)	0,934	0,60	<i>Reliabel/Andal</i>

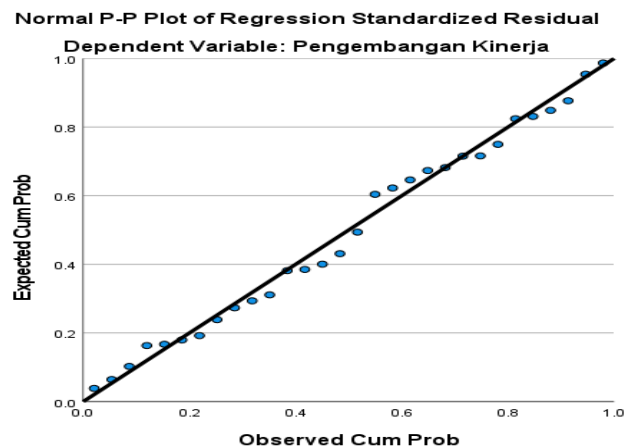
Source: (Processed primary data, 2024)

Reliability test is used to determine the reliability of a series of instruments in the research framework. Each item in this study is considered reliable when the Cronbach's Alpha value is more than 0.7 and the Composite Reliability is more than 0.7. Based on Table 3. reveals that each variable in the study is considered reliable. This is evidenced by the Cronbach's Alpha value and the Composite Reliability value of more than 0.7.

Classical Assumption Test

Normality Test

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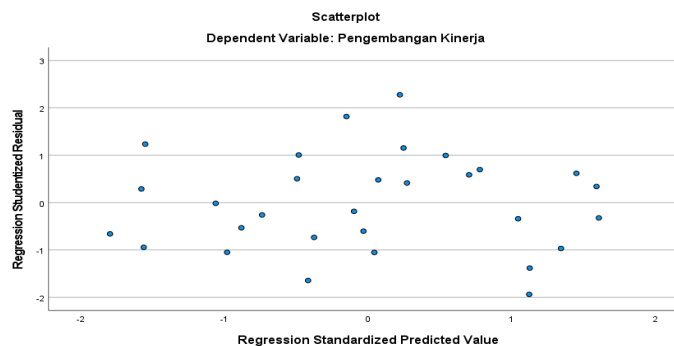


Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.232	2.804		.796	.433		
	Organizational Culture	-.029	.071	-.031	-.401	.692	.184	5.434
	Competence	.525	.073	.504	7.183	.000	.218	4.593
	Job Satisfaction	.486	.090	.539	5.425	.000	.209	9.190

a. Dependent Variable: Performance Development

Heteroscedasticity Test



E. CONCLUSION

The results of the t-test analysis, obtained a calculated t value > t-table value, which is $3.126 > 2.052$, and a significant value <0.05 , which is $0.000 < 0.05$, which means that organizational culture has a positive and significant effect on performance development, this is because a strong, positive culture, and in accordance with organizational goals will encourage optimal performance development, while a negative or unclear culture can hinder employee performance and development. The calculated t value > t-table value, which is $4.945 > 2.052$, and a significant value <0.05 , which is $0.000 < 0.05$, so it is concluded that organizational culture has a positive and significant effect on job satisfaction, this is reinforced by an organizational culture that refers to collective behavior and shared beliefs adopted by the company to improve overall quality. Achievement of organizational goals and objectives. Competence has a positive and significant effect on performance development because competence refers to the combination of knowledge, skills, attitudes, and behaviors that individuals need to carry out their duties and responsibilities effectively. When employee competence increases, their performance also tends to develop. Competence has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on performance development, this is supported if employee performance increases in line with increased job satisfaction. Job satisfaction has a significant impact on employee performance development. Employees who are satisfied with their jobs tend to have higher motivation, commitment, and productivity, all of which contribute to improving their overall performance. The results of the f test analysis, obtained the calculated f value > table f value, which is $50.849 > 3.354$ and a significance of $0.000 < 0.05$, so it is concluded that organizational culture and competence together have a positive and significant effect on work development. The results of the Sobel test obtained a t-value of $7.563 > t$ table 2.052 so that it can be concluded that job satisfaction is able to mediate the influence of organizational culture and competence on employee performance development at PT. BPR NBP 20 Delitua. Good competence makes employees more capable of doing their jobs, while a positive organizational culture creates a supportive work environment. When these two factors are met, job satisfaction increases, and employees are more motivated to continue developing their performance.

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