

Analysis of The Influence of Organizational Culture, Work Discipline, and Job Satisfaction On Employee Performance at PT. Bank Syariah Indonesia Office Area Semarang City

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Abstract

This study aims to analyze the significant effect of Organizational Culture, Work Discipline, and Job Satisfaction on Employee Work Productivity with Work Motivation as a Moderating Variable at Bank Syariah Indonesia Branch Office of the Student Army Soldiers in Semarang City, either simultaneously or partially. The population in this study were all employees of Bank Syariah Indonesia Semarang City Area Office, while the sample in this study were 34 respondents who became employees of Bank Syariah Indonesia Semarang City Area Office who were selected using a saturated sampling technique. The data used in this study are primary data obtained through distributing questionnaires. The analysis model used in this study was the Multiple Linear Regression Analysis Model, while the data analysis technique used a simultaneous significance test (F test), coefficient of determination test (R^2), and partial significance test (t -test) which were processed with the SPSS 25.00 program. The results of proving the hypothesis and discussion show that the variables of organizational culture, work discipline, and job satisfaction simultaneously have a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office. Partially, the organizational culture and work discipline variables each have a positive and significant effect, while the job satisfaction variable partially has a positive but not significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office.

Keywords: Employee Performance, Job Satisfaction, Organizational Culture, Work Discipline

Citation suggestions: Mardhotillah, M., Hasanah, S., & Ulya, N. M. (2024). Analysis of The Influence of Organizational Culture, Work Discipline, and Job Satisfaction On Employee Performance at PT. Bank Syariah Indonesia Office Area Semarang City. *Jurnal Ilmiah Ekonomi Islam*, 10(01), 73-84. doi: <http://dx.doi.org/10.29040/jiei.v10i1.12337>

DOI: <http://dx.doi.org/10.29040/jiei.v10i1.12337>

1. INTRODUCTION

The operational activities of a company are largely determined by the role of adequate human resources. Human resources (HR) is one of the most important factors in a company in carrying out its operational activities (Mahfouz, Bahkia, and Alias 2021). A good HR can trigger the implementation of good operational activities as well (Shamaileh et al. 2023). Human resources are also one of the success factors of a company in achieving its goals (Cahyadi et al. 2022). Human resources in the world of banking are the most important assets because of their role in implementing subjects and banking operational activities. One of the factors that can affect the level of success of the bank itself is employee performance (Dewi and Wibawa 2016). (Moeheriono

2014) states that performance is a description of the level of achievement of an implementation program of activities or policies in realizing the goals, objectives, vision, and mission of the organization. According to (Sedarmayanti. 2011:260), employee performance is the result of a person's work as a whole which is shown by concrete evidence. Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards set by an organization. The first factor affecting employee performance is organizational culture. (Robbins 2006) states that organizational culture is a value system that is carried out and held by members of the organization so that such things can differentiate the organization from other organizations.

The second influencing factor is work discipline. According to (Sinambela and Poltak 2018), work discipline is the awareness and willingness of employees to comply with all organizational or company regulations and applicable social norms. Good discipline when employees come to the office or company regularly and on time, dress politely and neatly at their workplace, use tools, materials, and equipment or infrastructure facilities properly and carefully, produce a satisfactory amount and quality of work, and follow the way of work that has been determined by the company.

The third influencing factor is job satisfaction. Job satisfaction is a state where a person has achieved psychological satisfaction which raises a positive attitude that encourages morale (Veithzal Rivai and Sagala 2010). Research by (Febriyana 2015) states that job satisfaction has a dominant influence on

employee performance. In contrast to the results of research by (Waspodo, Handayan, and Paramita 2013), that job satisfaction has no significant effect on employee performance. From an internal marketing perspective, support for employees is needed to achieve quality work. So, according to this perspective, if a company wants high-quality employee performance results, then the company must provide support to its employees to be able to produce quality output (Evita, Muizu, and Raden Tri Wayu Atmojo 2019; Krisnawati and Bagia 2021; Waspodo, Handayan, and Paramita 2013).

Currently, it can be said that the performance of employees at PT Bank Syariah Indonesia Semarang City Area Office is quite low. This can be seen from the high turnover intention which can be seen from Figure 1.1.

Figure 1.1. Total Employee Turnover Intention Rate Data for 2021-2022

Alasan	2022	2021
Pensiun	61	60
Meninggal Dunia	26	35
Mengundurkan Diri	762	509
Jumlah	849	604

In 2022, the number of employees who no longer work at BSI is 849 people or 4.6% of the total number of employees of 18,581 people. The reasons include retirement, death, and resignation.

Based on these problems, PT Bank Syariah Indonesia Semarang City Area Office must immediately anticipate designing a new strategy, because it can make the performance of its employees decrease which in the end will result in the goals and vision, and mission of the company not being achieved properly. The purpose of this study was to evaluate the effect of organizational culture, work discipline, and job satisfaction on employee performance.

2. RESEARCH METHOD

Independent variables are variables that influence or cause changes in the emergence of the dependent variable. The independent variables in this study are organizational culture, work discipline, and job satisfaction. The dependent variable (bound) is the variable that is affected or which is the result of the independent variable. The dependent variable in this study is employee performance.

Meanwhile, the objects in this study are all employees at PT. Bank Syariah Indonesia Semarang City Area Office, totaling 34 respondents, which is the sample in this study. The sampling technique used in this research is saturated. The data used in this study are primary data obtained through distributing questionnaires. The analysis model used in this study was the Multiple Linear Regression Analysis Model, while the data analysis technique used a simultaneous significance test (F test), coefficient of determination test (R²), and partial significance test (t-test) which were processed with the SPSS 25.00 program. The results of the multiple linear regression analysis model equation in this study are:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Which :

- Y = Employee Performance
- a = Constant
- b₁, b₂, b₃ = Regression coefficient of X₁, X₂, X₃
- X₁ = Culture Organizational
- X₂ = Work Discipline
- X₃ = Job Satisfaction
- e = Error term

The operational definition of each variable (variable indication) can be seen in Table 3.2.

Table 3.2.
Variable Operational Definitions

Number	Variable	Indicator
1.	Employee performance is the result of the quality and quantity of work achieved by an employee in carrying out his duties by following the responsibilities given to him (Mangkunegara 2009;18). According to (Sedarmayanti. 2011;260), employee performance is the result of a person's work as a whole which is shown by concrete evidence.	<p>Y_{1.1} = Ability to complete work according to SOP (Akbar, Musadieg, and Mukzam 2017), meaning that each employee can complete his work properly and by following existing company SOPs.</p> <p>Y_{1.2} = Ability to complete work according to deadlines (Akbar, Musadieg, and Mukzam 2017), meaning that each employee can complete the work for which he is responsible on time even at the start of the predetermined deadline.</p> <p>Y_{1.3} = Ability to achieve targets (Akbar, Musadieg, and Mukzam 2017), meaning that in their work, employees can achieve predetermined targets.</p> <p>Y_{1.4} = High work commitment (Akbar, Musadieg, and Mukzam 2017), meaning that every employee has a high work commitment in carrying out his job functions.</p>
2.	Organizational culture is a pattern of beliefs and values within an organization that is understood, imbued, and practiced by members of the organization so that this pattern gives its meaning to the organization concerned and becomes the basis for rules of conduct. This means that each organization has a different meaning system. (Sumanto 2014;138) explains that "Organizational culture is defined as the values that guide human resources in carrying out their obligations and also their behavior in an organization."	<p>X_{1.1} = Freedom of opinion (Susetyo, Kusmaningtyas, and Tjahjono 2014), meaning that the distance from superiors, each employee can freely express opinions and ideas that differ from those of his superiors.</p> <p>X_{1.2} = Openness regarding work issues (Susetyo, Kusmaningtyas, and Tjahjono 2014), meaning that employees' trust is open to other employees.</p> <p>X_{1.3} = The rules apply regardless of strata (Susetyo, Kusmaningtyas, and Tjahjono 2014), meaning that the rules are implemented uniformly (indiscriminately) to all parties without regard to certain conditions or problems.</p>
3.	Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior as well as an effort to increase awareness and willingness to comply with all company regulations and applicable social norms (Veithzal Rivai and Sagala 2010).	<p>X_{2.1} = Obey the rules of time (Edi. Sutrisno 2009), meaning that seen from work hours, home hours, and rest hours that are on time according to the rules that apply in the company.</p> <p>X_{2.2} = Obey company rules (Edi. Sutrisno 2009), meaning basic rules about how to dress and behave at work.</p> <p>X_{2.3} = Obeying the rules of behavior at work (Edi. Sutrisno 2009), meaning that it is shown by ways of doing jobs according to position, duties, and responsibilities as well as how to relate to other work units.</p> <p>X_{2.4} = Obey other regulations in the company (Edi. Sutrisno 2009), meaning the rules about what can and cannot be done by employees in the company.</p>

4.	According to (Handoko 2000), job satisfaction is an emotional state as a reflection of feelings and is closely related to the employee's attitude, work situation, and cooperation between leaders and employees. According to (Veithzal Rivai 2005), job satisfaction is an evaluation that describes a person's feelings of attitude, happy or unhappy, satisfied, or dissatisfied at work.	<p>$X_{3.1}$ = Satisfaction with Work (Robbins Stephen and Judge 2009), meaning that an employee's work is by following the wishes or interests and abilities of the employee himself.</p> <p>$X_{3.2}$ = Satisfaction with Rewards (Robbins Stephen and Judge 2009), meaning that employees feel that the salary or wages they receive are by following their workload and are balanced with other employees working in the organization.</p> <p>$X_{3.3}$ = Satisfaction with Superior Supervision (Robbins Stephen and Judge 2009), meaning that employees feel they have a superior who can provide technical assistance and motivation.</p> <p>$X_{3.4}$ = Satisfaction with Colleagues (Robbins Stephen and Judge 2009), meaning that employees are satisfied with co-workers who can provide each other with technical assistance and social encouragement.</p> <p>$X_{3.5}$ = Promotion Opportunity (Robbins Stephen and Judge 2009), meaning that employees have the opportunity to increase their position in the organizational structure.</p>
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Source: Data processed in 2023.

3. THEORETICAL BASIS

3.1. Employee Performance

(Wibowo 2007) mentions that performance comes from performance terms. There is the meaning of performance that is part of the work or work performance. But actually the performance has a broad meaning, not just the work, but includes how the work process takes place. According to (Sedarmayanti. 2011), employee performance is the result of one's work of the person who is shown by concrete evidence. (Moeheriono 2014) states that performance or performance is an overview of the level of achieving (Rahaman et al. 2023) implementation of activities or policies in realizing the objectives, targets, vision, and mission of organizations that have been poured through strategic planning of an organization.

(Moeheriono 2014:61) stated that performance individuals can be influenced by several factors including, expectations regarding rewards, incentives, abilities, needs and traits, perceptions towards tasks, internal and external rewards and perceptions of level rewards and job satisfaction.

3.2. Culture Organizational

Robbins (2006) mentions that organizational culture is a value system that is done and held by organ

members, so that such things can distinguish the organization from other organizations. (Sumanto 2014 ;138) explains that organizational culture is defined as the values that become the Hold of Human Resources in carrying out its obligations and also their behavior within an organization.

3.3. Work Discipline

Work discipline is a tool used by managers to communicate with employees so they are willing to change a behavior as well as an effort to raise awareness and willingness to obey all applicable corporate rules and social norms (Veitzal Rivai 2004). According to (Hasibuan 2004) argues that discipline is a consciousness and a person's willingness to observe all corporate rules and social applicables. According to (Sinambela and Poltak 2018), the discipline is work awareness and employee willingness to observe all organizational regulations or companies and applicable social norms.

3.4. Job Satisfaction

Job satisfaction is a person's behavior towards the work they have. That way employee productivity can be increased by making employees in an organization feel satisfied, empowered by the organization, and fulfilling all their social needs (Bagis et al. 2021). According to (Handoko 2000) work satisfaction is an

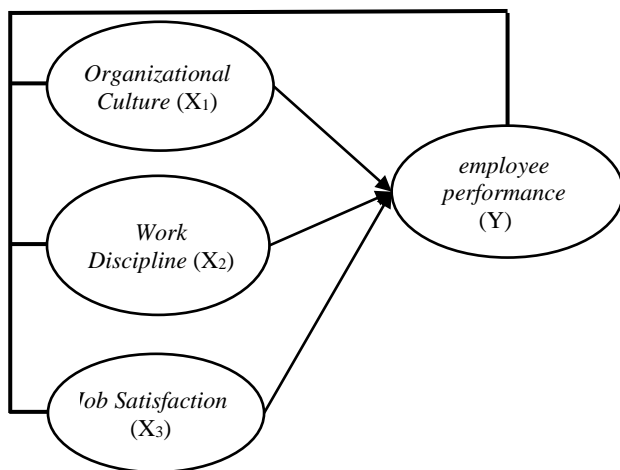
emotional condition as a reflection of feeling and relatively close to his own employee attitude, working situation, and cooperation between leadership and employees. According to (Veithzal Rivai 2005), work satisfaction is an evaluation that describes someone over his feelings, happy or unpleasant, satisfied, or dissatisfied with work. (Fauziridwan, Adawiyah, and Ahmad 2018) explains that the feelings of employees are important because they will have a good impact on mental health or able to lower the wishes of employees to leave their work. This is following (Stephen P . Robbins 2013) statement that employees are not satisfied with potentially abandoning the work he has done.

3.5. Theoretical Thinking Framework

Based on the literature review, the previous research results and the issues that have been put forward, the model of the theoretical thinking framework underlying this study. This study analyzes the influence of organizational culture, work discipline, and job satisfaction on employee performance in the Bank Syariah Indonesia Office of Semarang City Area. The frame of thought in this study can be seen in Figure 3.5.

Figure 3.5. Theoretical Thinking Framework

H1



4. RESULT AND DISCUSSION

4.1. Research Result

Validity Test Results

Number	Indicator	r count	r table	Information
1	X _{1.1}	0,796	0,3388	Valid
2	X _{1.2}	0,768	0,3388	Valid
3	X _{1.3}	0,629	0,3388	Valid

Number	Indicator	r count	r table	Information
1	X _{2.1}	0,877	0,3388	Valid
2	X _{2.2}	0,911	0,3388	Valid
3	X _{2.3}	0,877	0,3388	Valid
4	X _{2.4}	0,768	0,3388	Valid

Number	Indicator	r count	r table	Information
1	X _{3.1}	0,724	0,3388	Valid
2	X _{3.2}	0,790	0,3388	Valid
3	X _{3.3}	0,867	0,3388	Valid
4	X _{3.4}	0,763	0,3388	Valid
5	X _{3.5}	0,801	0,3388	Valid

Number	Indicator	r count	r table	Information
1	Y ₁	0,795	0,3388	Valid
2	Y ₂	0,760	0,3388	Valid
3	Y ₃	0,688	0,3388	Valid
4	Y ₄	0,726	0,3388	Valid

From the four tables above, it can be concluded that all indicators of each variable have a calculated r count that is greater than the r table. Therefore, it can be said to be **valid**.

Reliability Test Result

Indicator	Cronbach's Alpha If Item Deleted	Minimum Standards	Information
X _{1.1}	0,740	0,70	Reliable
X _{1.2}	0,753	0,70	Reliable
X _{1.3}	0,890	0,70	Reliable

Indicator	Cronbach's Alpha If Item Deleted	Minimum Standards	Information
X _{2.1}	0,916	0,70	Reliable
X _{2.2}	0,905	0,70	Reliable
X _{2.3}	0,916	0,70	Reliable
X _{2.4}	0,949	0,70	Reliable

Indicator	Cronbach's Alpha If Item Deleted	Minimum Standards	Information
X _{3.1}	0,909	0,70	Reliable
X _{3.2}	0,897	0,70	Reliable
X _{3.3}	0,882	0,70	Reliable
X _{3.4}	0,902	0,70	Reliable
X _{3.5}	0,895	0,70	Reliable

Indicator	Cronbach's Alpha If Item Deleted	Minimum Standards	Information
Y ₁	0,825	0,70	Reliable
Y ₂	0,836	0,70	Reliable
Y ₃	0,868	0,70	Reliable
Y ₄	0,850	0,70	Reliable

Based on the table above, it can be concluded that all indicators of each variable have a Cronbach's Alpha If Item Deleted value that is greater than 0.70. Therefore, it can be said to be **reliable**.

Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		34
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.38141320
Most Extreme Differences	Absolute	.124
	Positive	.096
	Negative	-.124
Test Statistic		.124
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the table above, it can be concluded that a significance value of $0.200 > 0.05$ means that the residual values are **normally distributed**.

Multicollinearity Test Result

		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	2.207	1.962		1.125	.270	
	BDY ORGN	.145	.233	.117	.623	.538	.316 3.169
	DISIPLIN KRJ	.681	.169	.688	4.033	.000	.379 2.635
	KEPUASAN KRJ	.039	.159	.053	.247	.807	.243 4.115

a. Dependent Variable: KINERJA KRYWN

Based on the table above it can be concluded that all of each indicator has a VIF value < 10 , which means that there is **no multicollinearity** between the independent variables.

Heteroskedastisitas Test Result

Model Summary				
Model	R	Adjusted R Square	Std. the Error of the Estimate	
1	.509 ^a	.259	.060	2.39516

Predictors: (Constant), X1X2X3, DISIPLIN KRJ, BDY ORGN, KEPUASAN KRJ, X2_KUADRAT, X3_KUADRAT, X1_KUADRAT

From the display results of the Model Summary Table, it can be seen that the value of R Square is 0.259. So, how to find Chi Square count, namely:

$$\text{Chi-Square Count} = n \times R \text{ Square}$$

$$= 34 \times 0,259$$

$$= 8,806$$

$$\text{Chi-Square Table} = 14,067 \text{ (note: } dF = 7, \alpha = 0,05)$$

So, it can be obtained that the value of Chi-Square Count $<$ Chi Square Table = $8.806 < 14.067$, so it can be concluded that there is no symptom of heteroscedasticity.

Linearity Test Result

ANOVA Table			Sig.
Unstandardized Residual *	Between Groups	(Combined) Linearity	.671 1.000
Unstandardized Predicted Value		Deviation from Linearity	.638
	Within Groups		
	Total		

Based on the Anova Table above, it shows that the Sign value is obtained. The linearity is 1.000, which is 0.05 greater, so it can be concluded that **there is a linear relationship** between the independent variables and the dependent variable.

Results of Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.207	.491			4.499	.000
	BDY ORGN	.145	.058	.140		2.492	.018
	DISIPLIN KRJ	.681	.042	.829		16.133	.000
	KEPUASAN KRJ	.039	.040	.063		.987	.332

Based on the Coefficient table above, the multiple linear regression equation can be compiled as follows:

$$\text{Employee Performance} = 2.207 + 0.145 \text{ Organizational Culture} + 0.681 \text{ Work Discipline} + 0.039 \text{ Job Satisfaction} + e$$

Based on the regression equation above, it can be interpreted as follows:

a. Constant = 2.207

A constant of 2.207. This means that assuming the independent variables, namely organizational culture, work discipline, and job satisfaction are considered constant, then there is a positive employee performance variable of 2.207 units.

b. Organizational Culture Coefficient = 0.145

This shows that organizational culture variables have a positive effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office. Every time there is an increase in the organizational culture variable by 1 unit, the employee performance at PT Bank Syariah Indonesia Semarang City Area Office will increase by 0.145 units with other variables being constant.

c. Work Discipline Coefficient = 0.681

This shows that the work discipline variable has a positive effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office. Every time there is an increase in the work discipline variable by 1 unit, the employee performance at PT Bank Syariah Indonesia Semarang City Area Office will increase by 0.681 units assuming other variables are constant.

d. Job Satisfaction Coefficient = 0.039

This shows that the work discipline variable has a positive effect on employee performance at PT Bank Syariah Indonesia Semarang City Area

Office. Every time there is an increase in the work discipline variable by 1 unit, the employee performance at PT Bank Syariah Indonesia Semarang City Area Office will increase by 0.681 units assuming other variables are constant.

Statistic F Test Result

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	127.144	3	42.381	323.038	.000 ^b
	Residual	3.936	30	.131		
	Total	131.080	33			

a. Dependent Variable: Y1

b. Predictors: (Constant), KEPUASAN KRJ, DISIPLIN KRJ, BDY ORGN

Proof of hypothesis 1 (one) is carried out by statistical test F. Based on the Annova table, it produces $F_{\text{count}} = 323.038 > F_{\text{table}} = 2.92$ or significance = $0.000 < 0.05$, which means that there is a significant influence between the variables of organizational culture, work discipline, and satisfaction work simultaneously on employee performance. Thus hypothesis 1 (one) which states "Allegedly the variables of organizational culture, work discipline, and job satisfaction simultaneously have a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office" is declared **accepted**.

Test Results of the Coefficient of Determination

Model Summary

Model	R	Adjusted R Square	Std. an Error of the Estimate
1	.985 ^a	.970	.967

Based on the test results of the coefficient of determination in the Model Summary Table, the Adjusted R Square value is 0.967 or 96.7%. This means that the variables of organizational culture, work discipline, and job satisfaction contribute to the

influence of employee performance by 96.7%. While the remaining 3.3% is influenced by other variables not examined in this study.

Statistic t-Test Result

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.207	.491		4.499	.000
	BDY ORGN	.145	.058	.140	2.492	.018
	DISIPLIN KRJ	.681	.042	.829	16.133	.000
	KEPUASAN KRJ	.039	.040	.063	.987	.332

a. Dependent Variable: Y1

- Proof of hypothesis 2 (two) is done by statistical test t. Based on the Coefficient Table (Table 4.21.) the resulting t count for organizational culture variables = 2.492 > t table = 2.042 or significance = 0.018 < 0.05, which means that there is a significant influence between organizational culture partially on employee performance. Thus hypothesis 2 (two) which states "Allegedly organizational culture variables partially have a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office" is declared **accepted**.
- Proof of hypothesis 3 (three) is done by statistical test t. Based on the Coefficient Table (Table 4.21.), the t count for the work discipline variable = 16.133 > t table = 2.042 or significance = 0.000 < 0.05, which means that there is a significant effect between work discipline partially on employee performance. Thus hypothesis 3 (three) which states "Allegedly the variable of work discipline partially has a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office" is declared **accepted**.
- Proof of hypothesis 4 (four) is done by statistical test t. Based on the Coefficient Table (Table 4.21.) it produces a count for the variable job satisfaction = 0.987 < t table = 2.042 or significance = 0.332 > 0.05, which means that there is no significant effect between job satisfaction partially on employee performance. Thus hypothesis 4 (four) which states "Allegedly the variable of job satisfaction partially has a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office" is declared **rejected**.

4.2. Discussion

The Effect of Organizational Culture on Employee Performance

The results of the study show that organizational culture has a positive and significant effect on employee performance, meaning that if organizational culture is improved, it will also be able to improve employee performance. Employees of Bank Syariah Indonesia Semarang City Area Office have and implement the organizational cultural values that exist in the company as well as possible. For example by expressing opinions openly, and believing that company regulations are implemented indiscriminately to all parties. If the organizational culture can be properly applied by every employee, then the performance will also be better.

The results of this study can also explain and strengthen the theories that organizational culture influences performance. Likewise, the theory put forward by (Sugiono and Lumban Tobing 2021), argued that organizational culture has a significant long-term impact and will be a factor in determining organizational success. A strong organizational culture will trigger people to think, behave and act by following organizational values. Conformity between organizational culture and organizational members who support it will lead to job satisfaction, thereby increasing overall performance.

The results of this study support previous research conducted by (Fadhilillah, Kholidah, and Hijriah 2023; Giantari and Riana 2017; Kusuma and Suharnomo 2015; Muis, Jufrizen, and Fahmi 2018) which state that organizational culture has a **positive and significant effect** on employee performance.

The Effect of Discipline Work on Employee Performance

The results of the study show that work discipline has a positive and significant effect on employee performance, meaning that if work discipline is improved, it will also be able to improve employee performance. Each employee at Bank Syariah Indonesia Semarang City Area Office is expected to be willing to apply discipline at work. For example, by obeying the rules in the company where he works, time discipline, and obeying other regulations in the company. If work discipline can be properly applied by each employee, then the performance will also be better.

The results of this study can also clarify and strengthen theories that work discipline affects performance. Likewise, the theory put forward by (Singodimedjo 2010) suggests that discipline with good employees will accelerate company goals while declining discipline will become a barrier and slow down the achievement of company goals. Discipline tries to overcome errors and omissions caused by inattention, incompetence, and tardiness.

The results of this study support previous research conducted by (Hidayat, Lubis, and Majid 2019; Kurniawati 2021; Liyas 2019) which state that work discipline has a **positive and significant effect** on employee performance.

The Effect of Job Satisfaction on Employee Performance

The results showed that job satisfaction has a positive but not significant effect on employee performance. If the level of job satisfaction is high, it will also increase employee performance. Every employee at Bank Syariah Indonesia Semarang City Area Office is expected to feel satisfaction at work. For example, employees feel that the salary or wages they receive are by following the workload and are balanced/fair with other employees. However, most of the salary payments are adjusted to the position or position of each employee who works at Bank Syariah Indonesia, the Semarang City Area Office. If job satisfaction can be applied properly, then performance will also be better.

The results of this study can also explain and strengthen the theory that job satisfaction should affect performance. Likewise, the theory put forward by (Edy Sutrisno 2016;73) states that job satisfaction stimulates employee performance, which is quite an

interesting and important issue because it has proven to be of great benefit to the interests of individuals, industry, and society. The higher the level of job satisfaction, the higher the performance of employees in a company as well.

The results of this study support previous studies conducted by (Asmawiyah, Mukhtar, and Nurjaya 2020; Iis and Yanita 2021; Irfan 2020) which state that job satisfaction has a positive effect on employee performance.

5. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of the analysis and discussion that have been put forward, the following conclusions can be drawn:

- a. The variables of organizational culture, work discipline, and job satisfaction simultaneously have a significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office.
- b. Organizational culture variables partially have a positive and significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office.
- c. The work discipline variable partially has a positive and significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office.
- d. The variable job satisfaction partially has a positive but not significant effect on employee performance at PT Bank Syariah Indonesia Semarang City Area Office.

5.2. Suggestions

Based on the limitations of this study, the suggestions given to the BSI Semarang City Area Office and for further research are proposed as follows:

5.2.1. Suggestions for PT Bank Syariah Indonesia Semarang City Area Office

Suggestions for PT Bank Syariah Indonesia Semarang City Area Office are as follows:

- a. PT Bank Syariah Indonesia Semarang City Area Office must continue to improve the application of corporate organizational culture, namely by giving freedom of opinion to each employee, implementing an open attitude between employees regarding work issues, and enforcing rules fairly regardless of strata.

- b. PT Bank Syariah Indonesia Semarang City Area Office must continue to improve the company's work discipline by always adhering to the rules of good time and behavior at work, being able to create a comfortable work environment and space, listening to ideas and opinions from co-workers as well as holding training and motivational seminars.
- c. PT Bank Syariah Indonesia Semarang City Area Office must continue to increase job satisfaction by providing technical assistance, morale, and social motivation to employees, providing trust and responsibility by following the capabilities of each employee or equipping employees with supporting facilities and work support.

5.2.2. Suggestions for Further Research

Suggestions for further research are as follows:

- a. In connection with the tendency between the variables of organizational culture, work discipline, and job satisfaction which causes a high R² value causing the influence between the variables of organizational culture, work discipline, and job satisfaction on employee performance is 96.7% and shows that there is still 3.3% other independent variables that have not been explained in this study, it is suggested that further research can use other variables that are thought to influence employee performance such as leadership style, work motivation, and job training.
- b. In connection with the difficulty of collecting data due to the insufficient number of respondents, and the process of collecting data through distributing questionnaires, because the respondents in this study were employees who work at Sub-Branch Offices in the Semarang City area which are also quite complicated, busy with their respective jobs and it is quite a long wait for the process of submitting the distribution of the questionnaire and filling out the questionnaire, it is suggested that further research be carried out on larger objects such as Branch Offices and Regional Offices and always follow up from the BSI so that the process of filling out the questionnaire can be faster and time efficient.

6. THANK YOU-NOTE

The researcher would like to thank those who have assisted in the completion of this research and the preparation of this scientific journal article, and to the

management of JIEI (Scientific Journal of Islamic Economics) Department of Accounting, Semarang State Polytechnic who have agreed to publish this article.

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