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THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE TROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT CONVENTIONAL STATE-OWNED BANKS IN THE BEKASI AREA

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Abstract
This study aims to the influence of organizational culture on employee performance through job satisfaction as an intervening variable. This study was conducted using a quantitative approach. Organizational culture has a significant positive effect on performance, which can be interpreted that the organizational culture variable has a positive effect on the performance variable or it can be said that the higher the organizational culture, the higher the performance, conversely the lower the organizational culture, the lower the performance. Job satisfaction has a significant positive effect on performance, which can be interpreted that the job satisfaction variable has a positive effect on the performance variable or it can be said that the higher the job satisfaction, the higher the performance, conversely the lower the job satisfaction, the lower the performance. Organizational culture has a significant positive effect on job satisfaction, which can be interpreted that the organizational culture variable has a positive effect on the job satisfaction variable or it can be said that the higher the organizational culture, the higher the job satisfaction, conversely the lower the organizational culture, the lower the job satisfaction. Organizational culture has a significant effect on performance which is positively mediated by job satisfaction.
Keywords: Organizational Culture, Job Satisfaction, Employee Performance

INTRODUCTION

The banking industry plays a crucial role in a country's economy as a financial institution that provides various services, such as savings, credit, and payments. In recent decades, the banking business in Indonesia has experienced rapid development, especially with the adoption of digital technology and innovation in financial services. This transformation is inseparable from the increasing need for people to have easy access to more practical and efficient banking products and services. Since the beginning of the digital era, there has been a trend of digital banks or "neobanks" that offer services without physical branches. This innovation makes it easier for people to access banking services simply by using an application on their mobile phones. On the other hand, competition in the banking industry is getting tighter, with the emergence of new players not only from the traditional banking sector, but also financial technology (fintech) companies. This change requires conventional banks to adapt in order to remain relevant and competitive amidst digital disruption. However, digital transformation in the banking sector also raises new challenges, such as data security, privacy protection, and the risk of cybercrime. In addition, although banking digitalization brings many benefits, not all segments of society are able to access this technology, resulting in a gap in financial inclusion. In this context, many banks face a dilemma between pursuing

technological innovation and maintaining inclusion for all levels of society. Given the existing developments and challenges, this research is important to further explore how banks in Indonesia maintain their competitiveness in an increasingly dynamic market and its impact on financial inclusion and the sustainability of the banking business in the future.

LITERATURE REVIEW

Organizational Culture

Organizational culture is a set of values, beliefs, norms, and practices that are internalized and applied by members of an organization. This culture shapes the identity of the organization and influences the way it works, interacts, and makes decisions. According to (Luthans, 2011) Organizational culture is an understanding of the values and norms that are important in the organization, which direct the behavior of members of the organization. According to (Fuad et al., 2020) Organizational culture is a basic pattern of organizational values and assumptions that direct employees in the organization to think and act on problems and opportunities. According to (Ikhsan, 2016) Culture is a pattern of shared values and assumptions about how things can be done in an organization

Job Satisfaction

Job satisfaction is a positive feeling felt by a person towards their job, reflecting how various aspects of the job such as tasks, work environment, relationships with colleagues, work-life balance, and recognition received, meet their expectations and needs. According to (Sutanto et al., 2013) Job satisfaction is the extent to which an individual feels positive or negative about work, which is an emotional response to one's tasks and the physical and social conditions in the workplace. According to (Nabawi, 2019) Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work and an indicator of job satisfaction itself. According to (Nazenin, 2014) High levels of job satisfaction tend to have better physical health, learn new job-related tasks more quickly, have fewer work accidents, file fewer complaints and lower stress levels. Employee performance is a measure of how well a person fulfills their responsibilities and achieves the goals set by the organization.

Performance

This performance covers various aspects, including productivity, work quality, fulfillment of schedules, and contribution to the overall culture and goals of the organization. According to (Sitinjak et al., 2021) Performance is the result of work in terms of quality and quantity achieved by an employee in carrying it out according to the responsibilities given to him. According to (Setiawan, 2015) performance is the result that can be achieved by an employee within a certain period of time according to instructions that lead to an organizational goal. According to (Indrasari et al., 2017) Performance is defined as the result of a person's efforts achieved with abilities and actions in certain

situations.

Research Hypotheses

The following is an explanation of the results of the hypothesis test, where there is a significant influence if the significance value is below 0.05. The results above conclude that:

1. Organizational culture has a significant effect on performance with a coefficient of 0.321. This is evidenced by the p-values of 0.000 so that the significance value is smaller than 0.05. The coefficient value is positive, which can be interpreted that the organizational culture variable has a positive effect on the performance variable or it can be said that the higher the organizational culture, the higher the performance will be, conversely the lower the organizational culture, the lower the performance will be.
2. Organizational culture has a significant effect on job satisfaction with a coefficient of 0.500. This is evidenced by the p-values of 0.000 so that the significance value is smaller than 0.05. The coefficient value is positive, which can be interpreted that the organizational culture variable has a positive effect on the job satisfaction variable or it can be said that the higher the organizational culture, the higher the job satisfaction will be, conversely the lower the organizational culture, the lower the job satisfaction will be.
3. Job satisfaction has a significant effect on performance with a coefficient of 0.330. This is evidenced by the p-values of 0.000 so that the significance value is smaller than 0.05. The coefficient value is positive, which can be interpreted that the job satisfaction variable has a positive effect on the performance variable or it can be said that the higher the job satisfaction, the higher the performance will be, conversely the lower the job satisfaction, the lower the performance will be.
4. Organizational culture has a significant effect on performance mediated by job satisfaction with a coefficient of 0.165. This is evidenced by the p-values of 0.000 so that the significance value is smaller than 0.05. The coefficient value is positive, which can be interpreted that there is positive mediation.

METHOD

Research Location and Time

The type of research used in this study is quantitative research. According to Sugiyono (2016:13) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of describing and testing established hypotheses. This research was conducted at conventional state-owned banks in the Bekasi area.

Data Analysis Techniques

The analysis method used is Partial Least Squares (PLS) through software called SmartPLS version 3. In PLS and SEM, there are two steps in model estimation. The first step is to evaluate the measurement model (outer model), which consists of validity and reliability tests. The second step is the structural model (inner model). In the internal model research, the criteria will have several components, namely the RSquared value which measures the degree of variation in changes in the independent variable to the dependent variable, with an R-Square value of 0.75, 0.50. and 0. 25 This indicates a strong, moderate or weak model. Then, significant estimates (two-tailed) T-values of 1.65 (10%), 1.96 (5%) and 2.58 (1%) are used (Hamid & Anwar, 2019). In addition, the Q-Square score is in the form of predictive relevance, where the model can predict each indicator of the endogenous latent construct.

1. Evaluation Model (Outer Model)

   The measurement model is a construct validity test technique. The goal is to evaluate the quality and accuracy of the measurement model used in the study. The evaluation of the measurement model (outer model) is carried out to determine the validity and reliability that connects the indicators with their latent variables. Outer model, first is the validity of the construct indicator (discriminant validity and convergent validity) and second is the reliability test of the construct indicator. The convergent validity test is carried out based on the factor loading value and the average variance extracted (AVE) value. An item is said to be valid if its value is greater than 0.70 and based on the AVE value, it is good if it has a value greater than 0.50 (Ghozali & Latan, 2015). The discriminant validity test is based on the cross loading value of the measurement with the construct (Ghozali & Latan, 2015).

Table 1. Outer Model Test Results (Validity and Reliability)

Item	**Factor Loading**			**AVE**	**Reliability**	
	X	**Z**	**Y**		**CR**	**CA**
X.1.1	**0.793**	0.439	0.337	0.604	0.972	0.970
X.1.2	**0.758**	0.351	0.372			
X.1.3	**0.817**	0.389	0.313			
X.1.5	**0.788**	0.456	0.480			
X.2.1	**0.761**	0.329	0.342			
X.2.3	**0.777**	0.401	0.382			
X.2.5	**0.783**	0.345	0.480			
X.3.1	**0.742**	0.312	0.417			
X.3.3	**0.789**	0.345	0.397			
X.3.4	**0.760**	0.406	0.371			
X.3.5	**0.784**	0.380	0.345			
X.4.1	**0.792**	0.404	0.438			
X.4.4	**0.769**	0.413	0.368			
X.4.5	**0.755**	0.282	0.352			
X.5.1	**0.766**	0.406	0.312			
X.5.2	**0.808**	0.389	0.380			

Item	Factor Loading			AVE	Reliability	
	X	Z	Y		CR	CA
X.5.3	**0.728**	0.416	0.431			
X.5.5	**0.743**	0.418	0.438			
X.6.1	**0.807**	0.365	0.354			
X.6.4	**0.789**	0.392	0.309			
X.6.5	**0.791**	0.355	0.311			
X.7.1	**0.772**	0.417	0.335			
X.7.3	**0.797**	0.452	0.327			
Z.1.1	0.480	**0.815**	0.494	0.613	0.977	0.976
Z.1.2	0.317	**0.786**	0.394			
Z.1.3	0.360	**0.774**	0.363			
Z.1.4	0.403	**0.820**	0.517			
Z.1.5	0.417	**0.796**	0.470			
Z.1.6	0.336	**0.784**	0.418			
Z.1.7	0.490	**0.782**	0.441			
Z.1.8	0.377	**0.791**	0.395			
Z.2.1	0.382	**0.795**	0.424			
Z.2.2	0.329	**0.794**	0.428			
Z.2.3	0.401	**0.839**	0.430			
Z.2.6	0.422	**0.828**	0.472			
Z.2.7	0.316	**0.790**	0.381			
Z.3.1	0.321	**0.786**	0.394			
Z.3.4	0.449	**0.799**	0.466			
Z.3.5	0.409	**0.799**	0.517			
Z.3.6	0.324	**0.759**	0.177			
Z.3.7	0.462	**0.792**	0.288			
Z.4.1	0.412	**0.757**	0.302			
Z.4.2	0.489	**0.775**	0.347			
Z.4.4	0.384	**0.750**	0.266			
Z.4.5	0.477	**0.755**	0.312			
Z.4.7	0.318	**0.767**	0.202			
Z.5.1	0.306	**0.754**	0.247			
Z.5.4	0.285	**0.747**	0.299			
Z.5.6	0.330	**0.741**	0.290			
Z.5.7	0.390	**0.752**	0.276			
Y.1.1	0.428	0.405	**0.746**	0.551	0.964	0.961
Y.1.4	0.327	0.421	**0.723**			
Y.1.6	0.383	0.441	**0.712**			
Y.1.7	0.426	0.449	**0.745**			
Y.2.1	0.437	0.344	**0.748**			
Y.2.3	0.384	0.421	**0.717**			
Y.2.5	0.274	0.326	**0.706**			
Y.2.6	0.398	0.352	**0.770**			
Y.2.8	0.351	0.319	**0.747**			
Y.3.1	0.307	0.315	**0.740**			
Y.3.3	0.241	0.330	**0.731**			
Y.3.5	0.305	0.424	**0.751**			
Y.3.7	0.375	0.354	**0.731**			
Y.4.1	0.392	0.299	**0.772**			
Y.4.4	0.315	0.321	**0.727**			

Item	Factor Loading			AVE	Reliability	
	X	Z	Y		CR	CA
Y.4.5	0.423	0.325	**0.760**			
Y.4.7	0.403	0.424	**0.780**			
Y.5.1	0.236	0.238	**0.728**			
Y.5.3	0.355	0.369	**0.732**			
Y.5.5	0.372	0.324	**0.744**			
Y.5.6	0.337	0.360	**0.750**			
Y.5.7	0.320	0.315	**0.771**			

Source: Data Processed by Researchers (2025)

The factor loading value on all items in stage 2 is above 0.7 so that all items in each variable are valid. Validity based on the AVE value also shows that the AVE value is above 0.5 so that all are valid. This means that the instrument or questionnaire used is suitable for use. Discriminant validity shows that the measures of a different construct should not be highly correlated. The discriminant validity test is assessed based on cross loading which has a value >0.7. Reliability testing attempts to determine whether the information provided is credible or reliable. The cronbach's alpha and composite reliability values of the research model indicate that each variable has a cronbach's alpha and composite reliability value above 0.70 so that the research model has met the cronbach's alpha and composite reliability values and this research is declared reliable.

2. Evaluation Structur Equation Model (Inner Model)

According to Ghozali (2011:22), the inner model specifies the relationship between latent variables and their indicators or manifest variables (measurement model). Structural model evaluation can be done by looking at the R2 value for the dependent latent construct, and goodness of fit. Then, the estimation activity is evaluated using the t-statistic test obtained through the bootstrapping procedure.

R-Square Values

The structural model using PLS is assessed by looking at the R-Squares value for each endogenous latent variable as the predictive power of the structural model. The change in the R-Squares value can be used to explain the influence of certain exogenous latent variables on endogenous latent variables whether they have a substantive influence. Then, the results of the PLS R-Squares are able to represent the amount of variance of the construct explained by the model (Ghozali and Latan, 2015).

Table 2. R Square Values

Variabel	R Square
Job Satisfaction	0.250
Performance	0.317

Source: Data Processed by Researchers (2025)

The job satisfaction variable has an R square value of 0.250, which means that organizational

culture can influence job satisfaction by 25%. The performance variable has an R square value of 0.317, which means that organizational culture and job satisfaction can influence performance by 31.7%.

Q Square Value (Q^2)

Q-Square value (<0), then shows the model has predictive relevance. If the Q-Square value is between 0 and 0.25 indicates poor prediction quality. Then if the Q-Square value is between 0.25 and 0.5 indicates fairly good prediction quality. If the Q-Square value is between 0.5 and 0.75 indicates good prediction quality. And if the Q-Square is more than 0.75 means very good prediction quality. The higher the Q-Square value produced, the better the prediction quality of the model. The results of the Q2 calculation are as follows:

$Q^2 = 1 – (1 – R1^2) (1 – R2^2)$

$Q^2 = 1 – (1 – 0,250) (1 – 0,317)$

$Q^2 = 0,488$

Based on the results of the predictive relevance (Q2) calculation above, it shows a value of 0.488. In this research model, the endogenous latent variable has a predictive relevance (Q2) value greater than 0 (zero) so that the exogenous latent variable is suitable as an explanatory variable that is able to predict its endogenous variable, in other words, proving that this model is considered to have good predictive relevance.

Uji *Goodness of Fit Index*

According to Yahaya, et.al (2019), the purpose of conducting the Goodness of Fit Index (GoF) test is to validate the combined performance of the measurement model (outer model) and the structural model (inner model) obtained through the following calculations :

GoF = $\sqrt{AVE\ x\ R^2}$

GoF = $\sqrt{0,589x\ 0,284}$

GoF = 0,409

Information :

AVE = average ave = 0,589

R square = average r square =0,284

The calculation result of Goodness of Fit Index (GoF) shows a value of 0.409. Based on these results, it can be concluded that the combined performance between the measurement model (outer model) and the structural model (inner model) as a whole is good because the Goodness of Fit Index (GoF) value is more than 0.25 (moderate scale).

RESEARCH RESULTS AND DISCUSSION

Validity and Reliability Test Results

A measurement instrument is said to be valid if the instrument can measure something exactly what is to be measured. An item is said to be valid if the factor loading value is above 0.70.

Table 3 Results of Phase 1 Validity Test

Item	FL	Information
X.1.1	0.734	v
X.1.2	0.763	v
X.1.3	0.750	v
X.1.4	-0.651	nv
X.1.5	0.736	v
X.1.6	-0.536	nv
X.2.1	0.715	v
X.2.2	-0.590	nv
X.2.3	0.706	v
X.2.4	-0.611	nv
X.2.5	0.741	v
X.2.6	-0.601	nv
X.3.1	0.747	v
X.3.2	-0.660	nv
X.3.3	0.765	v
X.3.4	0.742	v
X.3.5	0.780	v
X.3.6	-0.567	nv
X.4.1	0.756	v
X.4.2	-0.688	nv
X.4.3	-0.642	nv
X.4.4	0.745	v
X.4.5	0.740	v
X.4.6	-0.638	nv
X.5.1	0.743	v
X.5.2	0.769	v
X.5.3	0.703	v
X.5.4	-0.628	nv
X.5.5	0.715	v
X.5.6	-0.552	nv
X.6.1	0.735	v
X.6.2	-0.638	nv
X.6.3	-0.609	nv
X.6.4	0.776	v
X.6.5	0.762	v
X.6.6	-0.633	nv
X.7.1	0.763	v
X.7.2	-0.710	nv
X.7.3	0.789	v
X.7.4	-0.685	nv
Y.1.1	0.750	v
Y.1.2	0.072	nv
Y.1.3	-0.010	nv
Y.1.4	0.731	v

Item	FL	Information
Y.1.5	0.062	nv
Y.1.6	0.721	v
Y.1.7	0.749	v
Y.1.8	-0.033	nv
Y.2.1	0.738	v
Y.2.2	0.062	nv
Y.2.3	0.742	v
Y.2.4	0.009	nv
Y.2.5	0.701	v
Y.2.6	0.764	v
Y.2.7	-0.142	nv
Y.2.8	0.745	v
Y.3.1	0.732	v
Y.3.2	0.095	nv
Y.3.3	0.727	v
Y.3.4	0.019	nv
Y.3.5	0.757	v
Y.3.6	-0.048	nv
Y.3.7	0.723	v
Y.3.8	0.066	nv
Y.4.1	0.760	v
Y.4.2	-0.013	nv
Y.4.3	-0.133	nv
Y.4.4	0.711	v
Y.4.5	0.748	v
Y.4.6	0.085	nv
Y.4.7	0.783	v
Y.4.8	0.031	nv
Y.5.1	0.720	v
Y.5.2	-0.068	nv
Y.5.3	0.734	v
Y.5.4	0.028	nv
Y.5.5	0.735	v
Y.5.6	0.749	v
Y.5.7	0.760	v
Y.5.8	0.077	nv
Z.1.1	0.818	v
Z.1.2	0.783	v
Z.1.3	0.770	v
Z.1.4	0.819	v
Z.1.5	0.799	v
Z.1.6	0.787	v
Z.1.7	0.780	v
Z.1.8	0.790	v
Z.2.1	0.793	v
Z.2.2	0.790	v
Z.2.3	0.839	v
Z.2.4	-0.011	nv
Z.2.5	0.027	nv
Z.2.6	0.825	v

Item	FL	Information
Z.2.7	0.789	v
Z.2.8	-0.084	nv
Z.3.1	0.786	v
Z.3.2	-0.068	nv
Z.3.3	-0.087	nv
Z.3.4	0.799	v
Z.3.5	0.795	v
Z.3.6	0.752	v
Z.3.7	0.791	v
Z.3.8	0.068	nv
Z.4.1	0.760	v
Z.4.2	0.777	v
Z.4.3	-0.113	nv
Z.4.4	0.753	v
Z.4.5	0.762	v
Z.4.6	-0.083	nv
Z.4.7	0.767	v
Z.4.8	0.077	nv
Z.5.1	0.750	v
Z.5.2	-0.111	nv
Z.5.3	-0.059	nv
Z.5.4	0.740	v
Z.5.5	-0.090	nv
Z.5.6	0.737	v
Z.5.7	0.752	v
Z.5.8	-0.195	nv

Note:

X (Organizational Culture), Z (Job Satisfaction), Y (Performance) FL (Factor Loading), V (Valid), nv (Not Valid).

Validity testing obtained a factor loading value below 0.7 so that invalid items were deleted and retested. Based on the validity test, the work success variable was valid 23 items and invalid 17 items. The job satisfaction variable was valid 27 items and invalid 13 items. The performance variable was valid 22 items and invalid 18 items. Further analysis was carried out based on valid items.

Descriptive Analysis

Descriptive analysis is used to find out the description of the research data. The first descriptive analysis is interval. The number of samples is 149 respondents. Ideally, the minimum value is 1 and the maximum value is 5 so that the range is 5-1 = 4. Then by using the Sturgess formula, namely K = 1 + 3.3 log (N), with K = number of interval classes and N = number of observation data, 8 interval classes are obtained with a class length of 4/8 = 0.5. The second descriptive analysis is descriptive based on the average of each indicator. Value Scale Category on the average quantitative score:

4.20-5.00: Very Good

3.40-4.19: Good

2.60-3.39: Fair/Fair

1.80-2.59: Poor

1.00-1.70: Very Poor

Organizational culture variables

The following are the descriptive results of the organizational culture variables, shown in the following table:

Table 4. Results of Frequency Distribution of Organizational Culture Variables

No	Interval	Frequency	Percent
1	1.00-1.50	0	0.00
2	1.50-2.00	4	2.68
3	2.00-2.50	17	11.41
4	2.50-3.00	16	10.74
5	3.00-3.50	14	9.40
6	3.50-4.00	9	6.04
7	4.00-4.50	58	38.93
8	4.50-5.00	31	20.81
Total		149	100

Source: Data Processed by Researchers (2025)

Based on the data distribution table, it was obtained that in general the respondents had the most average Organizational Culture in the range of 4.00-4.50, which was 57 respondents or 38.26%. This illustrates that the employee's Organizational Culture is generally high. The average score results for each indicator of the organizational culture variable can be seen in the table below:

Table 5. Results of Frequency Distribution of Organizational Culture Variables

No	Indicator	Mean	Category
X.1	Innovation and Risk Taking	3.68	Good
X.2	Attention to Detail	3.86	Good
X.3	Results Orientation	3.72	Good
X.4	Human Orientation	4.01	Good
X.5	Team Orientation	3.95	Good
X.6	Aggressiveness	3.50	Good
X.7	Stability	3.54	Good
Mean Culture Organization		3.75	Good

Source: Data Processed by Researchers (2025)

The three indicators show good achievements, so overall it can be interpreted that employees generally have a good organizational culture.

Job Satisfaction Variables

The following are the descriptive results of the job satisfaction variables, shown in the following table:

Table 6. Frequency Distribution Results of Job Satisfaction Variables

No	Interval	Frequency	Percent

No	Interval	Frequency	Percent
1	1.00-1.50	0	0.00
2	1.50-2.00	8	5.37
3	2.00-2.50	13	8.72
4	2.50-3.00	7	4.70
5	3.00-3.50	17	11.41
6	3.50-4.00	14	9.40
7	4.00-4.50	61	40.94
8	4.50-5.00	29	19.46
Total		149	100

Source: Data Processed by Researchers (2025)

Based on the data distribution table, it is obtained that in general the respondents have the most average Job Satisfaction in the range of 4.00-4.50, which is 61 respondents or 40.94%. This illustrates that employee job satisfaction is generally high. The average score results for each job satisfaction variable indicator can be seen in the table below:

Table 7. Frequency Distribution Results of Job Satisfaction Variables

No	Indicator	Mean	Category
z.1	Salary/Wages received	3.70	Good
z.2	The Job Itself	3.75	Good
z.3	Work colleague	3.92	Good
z.4	Superior	3.88	Good
z.5	Promotion	3.94	Good
Mean Job Satisfaction		3.84	Good

Source: Data Processed by Researchers (2025)

The three indicators show good achievements, so overall it can be interpreted that employees generally have good job satisfaction.

Performance Variables

The following are the descriptive results of the performance variables, shown in the following table:

Table 8. Frequency Distribution Results of Performance Variables

No	Interval	Frequency	Percent
1	1.00-1.50	1	0.67
2	1.50-2.00	17	11.41
3	2.00-2.50	3	2.01
4	2.50-3.00	0	0.00
5	3.00-3.50	10	6.71
6	3.50-4.00	58	38.93
7	4.00-4.50	46	30.87
8	4.50-5.00	14	9.40
Total		149	100

Source: Data Processed by Researchers (2025)

Based on the data distribution table, it was obtained that in general the respondents had the most average Performance in the range of 3.50-4.00, which was 58 respondents or 38.93%. This

illustrates that employee Performance is generally high. The category of the average score results for each performance variable indicator can be seen in the table below:

Table 9. Frequency Distribution Results of Performance Variables

No	Indicator	Mean	Category
y.1	Work Quality	3.71	Good
y.2	Work Quantity	3.67	Good
y.3	Work Effectiveness	3.76	Good
y.4	Work Efficiency	3.81	Good
y.5	Work Productivity	3.75	Good
Mean Performance		3.74	Good

Source: Data Processed by Researchers (2025)

The three indicators show good achievements, so overall it can be interpreted that employees generally have good performance.

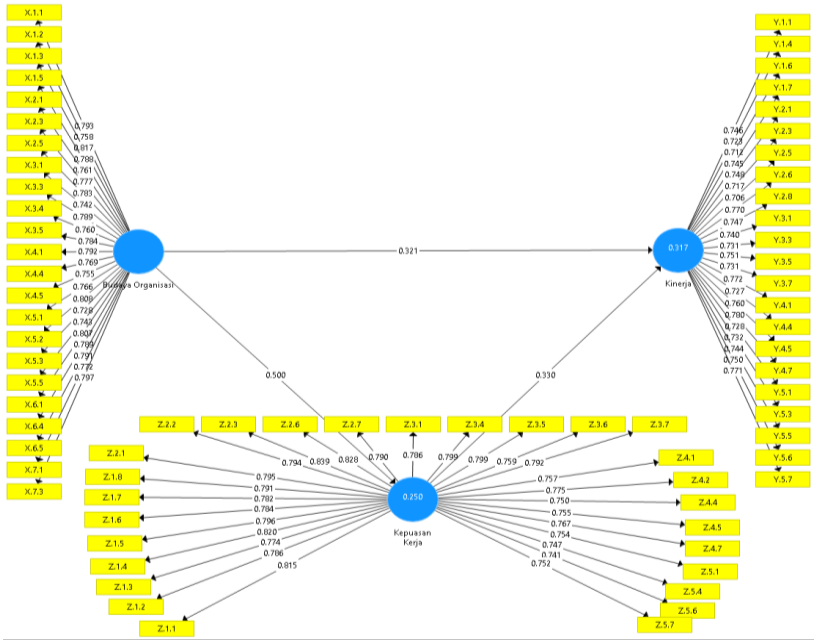

Figure 1. Structural Model

Based on the analysis results, the following SEM results were obtained :

Tabel 10. *Path Coefficient* dan *P-Values*

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Ket.
Direct Influence						
X → Y	0.321	0.323	0.075	4.249	0.000	H1 Accepted
Z → Y	0.330	0.338	0.066	4.998	0.000	H2 Accepted
X→ Z	0.500	0.510	0.073	6.828	0.000	H3 Accepted
Indirect Influence						
X → Z → Y	0.165	0.171	0.038	4.298	0.000	H4 Accepted

Notes :

X= Organizational Culture

Y= Performance

Z=Job Satisfaction

CONCLUSION

Based on research on the performance of organic employees of Bank BUMN located in the Bekasi area, the following conclusions can be drawn:

1. Organizational culture has a significant positive effect on performance, which can be interpreted that the organizational culture variable has a positive effect on the performance variable or it can be said that the higher the organizational culture, the higher the performance, conversely the lower the organizational culture, the lower the performance.
2. Job satisfaction has a significant positive effect on performance, which can be interpreted that the job satisfaction variable has a positive effect on the performance variable or it can be said that the higher the job satisfaction, the higher the performance, conversely the lower the job satisfaction, the lower the performance.
3. Organizational culture has a significant positive effect on job satisfaction, which can be interpreted that the organizational culture variable has a positive effect on the job satisfaction variable or it can be said that the higher the organizational culture, the higher the job satisfaction, conversely the lower the organizational culture, the lower the job satisfaction.
4. Organizational culture has a significant effect on performance which is positively mediated by job satisfaction.

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