

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON PERFORMANCE THROUGH JOB SATISFACTION AT PT BANK BPD BALI DENPASAR HEAD OFFICE

Volume: 4
Number: 1
Page: 81 - 93

I Putu WISMAYADI¹, Endang SUSWATI², M. Jamal Abdul NASIR³

¹Program Master of Management Gajayana University, Malang, Indonesia

Corresponding author: I Putu Wismayadi

Email: putu_wisma@yahoo.com

Article History:

Received: 2022-10-18

Revised: 2022-12-26

Accepted: 2023-01-17

Abstract:

Performance is the result of the work of employees or groups of employees during a specific period compared to the performance standards that the company has determined. Many variables influence it, including organizational culture, organizational citizenship behavior, and job satisfaction. This study aims to examine and analyze the effect of 1) organizational culture on performance, 2) organizational citizenship behavior on performance, 3) organizational culture on job satisfaction, 4) organizational citizenship behavior on job satisfaction, 5) job satisfaction on performance, 6) organizational culture on performance through job satisfaction, 7) organizational citizenship behavior on performance through job satisfaction. This research was conducted at The Bali Regional Development Bank Denpasar Head Office using an explanatory research approach with a census sample technique obtained by as many as 57 employees. Data were collected using a questionnaire method given directly to respondents, then analyzed using path analysis. The results conclude that all the proposed hypotheses are accepted, namely: 1) organizational culture has a significant effect on performance, 2) organizational citizenship behavior has a significant effect on performance, 3) organizational culture has a significant effect on job satisfaction, 4) organizational citizenship behavior has a significant effect on job satisfaction, 5) Job satisfaction has a significant effect on performance, 6) organizational culture has a significant effect on performance through job satisfaction, 7) organizational citizenship behavior has a significant effect on performance through job satisfaction.

Keywords: Organizational Culture, Performance, Job Satisfaction, Influence

Cite this as: WISMAYADI, I. P. (2022). "The Influence of Organizational Culture and Organizational Citizenship Behavior on Performance Through Job Satisfaction at Pt Bank BPD Bali Denpasar Head Office." International Journal of Environmental, Sustainability, and Social Sciences, 4 (1), 81 - 93.



INTRODUCTION

One of the most critical management in banking, besides bank marketing, is the management of human resources. This is because H.R. is the backbone of a bank's operational activities. For this reason, the provision of Banker H.R. as the driving force for bank operations must be prepared as early as possible.

In addition, the human resources owned by the bank must have the ability to carry out every banking transaction, bearing in mind that the service provided by these employees will determine the success or failure of the bank in the future. Therefore, the owned capabilities must be continuously honed through work experience, employee training, and development.

The main challenge that must be answered by companies in the future, including the banking industry, is to increase their ability to create better organizations and manage them with higher efficiency, effectiveness, and productivity levels. These challenges arise due to changing human dynamics, which in turn bring about various types of changes, both internal to the company and external.

About H.R. in the banking industry, it is necessary to pay attention to the variables of Organizational Culture, Organizational Citizenship Behavior (OCB), Job Satisfaction, and Performance. Organizational culture leads to appropriate behaviors, binds and motivates every individual, and directs efforts to find solutions in ambiguous situations (Turner & Lawner, 2018). Humans, or someone in organizational life, tries to determine and form an activity plan for all parties so that activities do not conflict with each individual's various attitudes and behaviors. Something that is meant is Organizational Culture, where individuals are, such as beliefs, values, assumptions, hopes, and so on (Dessler, 2017).

Furthermore, performance is a function of motivation and the ability to complete a task or job. One must have a certain degree of willingness and level of willingness. A person's willingness and skills are only effective enough to do something with a clear understanding of what to do and how to do it (Hersey & Blanchard, 2018). In line with this, Malthis and Jackson (2016) said that the level of success of a person in carrying out their work tasks is called the level of performance. A person whose level of performance is high is called a productive person, whereas someone whose level does not reach the standard is said to be a person who is unproductive or has low performance.

The reality in the company, based on the results of questions and answers conducted by researchers to several employees in the Marketing Division, is that the performance of existing employees varies and tends to decrease. Many variables affect Employee Performance, including Organizational Culture, Organizational Citizenship Behavior (OCB), and Job Satisfaction.

Organizational Culture has shared patterns, values, and beliefs that help people understand organizational functions and provide them with organizational behavior norms (Davis & Newstrom, 2017). Dessler (2017) also stated that organizational culture is a shared philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, and norms that unite employees.

Aldag and Resckhe (2017) explain that Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of roles in the workplace. Organizational Citizenship Behavior (OCB) involves several behaviors, including helping others, volunteering for extra tasks, and complying with workplace rules and procedures. These behaviors describe "employee added value," which is a form of prosocial behavior, namely social behavior that is positive, constructive, and meaningful to help.

Wexley and Yukl (2017) explain that Job Satisfaction is a generalization of attitudes toward work based on aspects of their work, namely: (a) job satisfaction is a person's feeling that arises when what is felt from work done is considered adequate when compared to what has been done or the work charged; (b) the level of job satisfaction experienced by each person will vary according to the perception of each individual. It is not pleasant where employees perceive their work. Job Satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is faced in the work environment.

Variables that affect employee performance, including organizational culture and job satisfaction, have been proven by Zulkarnain et al.'s research. (2020), which proves that Organizational Culture and Job Satisfaction as independent variables affect performance as the

dependent variable. Furthermore, Anwar and Ahmadi's research (2021) proves that organizational citizenship behavior affects employee performance. However, current research is different from previous research. The difference lies in the analysis tool. Current research uses path analysis, while previous research uses multiple linear regression analysis. The novelty of the current research is that there is a mediating variable in the form of job satisfaction, Organizational Culture and Organizational Citizenship Behavior (OCB) variables as the independent variable and performance as the dependent variable, and the analysis tool uses path analysis.

Current research is essential to provide empirical evidence about the effect of Organizational Culture and Organizational Citizenship Behavior (OCB) on Performance through Job Satisfaction at P.T. Bank BPD Bali Denpasar Head Office so that the results can be used as information in H.R. management, primarily related to the variables Organizational Culture, Organizational Citizenship Behavior (OCB), Job Satisfaction and Performance.

Based on the background stated above, the purpose of this research is to be able to test and analyze the influence of Organizational Culture on Performance, to test and analyze the effect of Organizational Citizenship Behavior (OCB) on performance, to test and analyze the influence of Organizational Culture on Job Satisfaction, to test and analyze the effect of Organizational Citizenship Behavior (OCB) on Job Satisfaction, to test and analyze the effect of Job Satisfaction on Performance, to test and analyze the influence of Organizational Culture on Performance through Job Satisfaction, to test and analyze the effect of Organizational Citizenship Behavior (OCB) on Performance through Job Satisfaction.

The results of this study are expected to contribute to the science of H.R. Management, especially in identifying the variables of Organizational Culture, Organizational Citizenship Behavior (OCB), Job Satisfaction, and Employee Performance. It can also be a reference for other researchers who intend to conduct studies in the field of H.R. and organizational behavior, particularly on Organizational Culture, Organizational Citizenship Behavior (OCB), Job Satisfaction, and Employee Performance. The results of this study are also expected to be input and suggestions for the management of P.T. Bank BPD Bali Denpasar Head Office, significantly to strengthen and improve employee performance in order to improve service quality so that it can help develop optimization of service management at P.T. Bank BPD Bali Denpasar Head Office. Furthermore, this research is expected to find concepts that can be used by management in order to establish policies related to improving employee performance.

It can also be used as a reference, especially for students, lecturers, and subsequent researchers, as scientific support and to sharpen analysis related to the influence of Organizational Culture and Organizational Citizenship Behavior (OCB) on Performance through Job Satisfaction.

Research Dr. Dyah Sawitri, Dr. Endang Suswati, and Khasbulloh Huda (2016) entitled, The Impact of Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior (OCB) on Employees Performance. Variables: job satisfaction, organizational commitment, organizational citizenship behavior (OCB), and performance. Analysis tool: Multivariate regression with SEM (structural equation modeling). Organizational citizenship behavior (OCB) mediates (strengthens) the effect of job satisfaction and organizational commitment on performance.

Research by Lestari and Ghaby (2018), Effects of Organizational Citizenship Behavior (OCB) and Leadership Style on Job Satisfaction and Performance. Variables: organizational citizenship behavior (OCB), leadership style, job satisfaction, and performance. Analysis tool: A

path analysis. Job satisfaction mediates (strengthens) the effect of organizational citizenship behavior (OCB) and leadership style on performance.

Brahmachari and Suprayetno's research (2019) entitled, Effects of Work Motivation, Leadership and Organizational Culture on Job Satisfaction and Their Impact on Performance. Variables: work motivation, leadership, organizational culture, job satisfaction, and performance Analysis tool: A path analysis. Job satisfaction mediates (strengthens) the influence of organizational culture and leadership motivation on performance.

Source: Dr. Dyah Sawitri, Dr. Endang Suswati, and Khasbulloh Huda (2016), Lestari and Ghaby (2018), Chaerani and Nimran (2018), Brahmasari and Suprayetno, (2019), Ariantonio (2020), Prasetyo et al. (2020), Al-Paksi (2020), Setiawan et al. (2020), Zukarnaen et al. (2020), Surya. and Wijaya (2020), Anwar and Ahmadi (2021), and Indra Setiawan Alhasani, Endang Suswati, and G. Budi Wahyono (2021).

Table 2.1 above shows that the difference between the current study and several previous studies lies in the population, sample, location, year, and some of the independent, dependent, and mediating variables. With these differences, the results of the current study can complement the results of several previous studies.

METHOD

The place for carrying out this research is at P.T. Bank BPD Bali Denpasar Head Office, Jalan Raya Niti Mandala Renon, Denpasar, with the consideration that: (1) P.T. Bank BPD Bali is the only Conventional Commercial Bank headquartered in Bali Province, so that resources are needed good human resources, in the sense of being professional and having good performance to be able to carry out their responsibilities in the banking sector. This is because the achievement of the vision, mission, and objectives of P.T. Bank BPD Bali is primarily determined by the excellent performance of all its employees, (2) to the best of the author's knowledge, meanwhile, at P.T. Bank BPD Bali Denpasar Head Office there has never been researched on Organizational Culture, Organizational Citizenship Behavior (OCB), Job Satisfaction and Performance. Therefore, by conducting this research, the results can be used by companies in H.R. management to improve employee performance. The time for research starts in May-June 2022.

The population is the entire research subject or the number of analysis units whose characteristics will be suspected (Singarimbun & Effendi, 2017). The population in this study were all employees of P.T. Bank BPD Bali Denpasar Head Office with a total number of employees of P.T. Bank BPD Bali Denpasar Head Office for the Marketing Division of 57 employees, with details: 23 people in the credit department, 20 in funds and services and treasury division of 14 people. According to Hermawan and Amirullah (2016), the sample is a sub-group of the population selected for use in research. The sampling technique uses census sampling (saturated sample), where the entire population can be used as a sample. According to Hermawan and Amirullah (2016), the census includes all population or research object elements. Thus, the sample in this study was 57 employees.

This study uses qualitative data types sourced from primary data, namely respondents. In addition, the qualitative data is related to the research variables, namely: Organizational Culture, Organizational Citizenship Behavior (OCB) (as independent variables: x1 and x2), Job Satisfaction (as mediating variable: y1), and Employee Performance (as dependent variable: y2), sourced from employees of P.T. Bank BPD Bali Denpasar Head Office. This qualitative data is then quantified using a Likert scale so that it can be analyzed using parametric statistics (Ferdinand, 2018, p. 213) with the help of SPSS software version 26.

RESULT AND DISCUSSION

Variable Data X1 (Organizational Culture)

Table 1. Variable Data Frequency Distribution X1 (Organizational Culture)

Item	Description	Quantity		Average
		Frequency	Percentage	
<i>Competent.</i>				
I conduct evaluations for continuous improvement of the execution of work.				
X1.1	a. Strongly Disagree (score 1)	2	3.5	
	b. Disagree (score 2)	30	52.6	
	c. Agree (score 3)	13	22.8	
	d. Agree (score 4)	9	15.8	
	e. Strongly Agree (score 5)	3	5.3	
Quantity and average		57	100	2.67
<i>Integrity.</i>				
I am honest and do not receive rewarding work-related services.				
X1.2	a. Strongly Disagree (score 1)	7	12.3	
	b. Disagree (score 2)	21	36.8	
	c. Agree (score 3)	15	26.3	
	d. Agree (score 4)	9	15.8	
	e. Strongly Agree (score 5)	5	8.8	
Quantity and average		57	100	2.72
<i>Teamwork.</i>				
I assist colleagues when needed.				
X1.3	a. Strongly Disagree (score 1)	9	15.8	
	b. Disagree (score 2)	23	40.4	
	c. Agree (score 3)	14	24.6	
	d. Agree (score 4)	3	5.3	
	e. Strongly Agree (score 5)	8	14.0	
Quantity and average		57	100	2.61
<i>Customer Awareness.</i>				
I still maintain a good relationship with my clients.				
X1.4	a. Strongly Disagree (score 1)	2	3.5	
	b. Disagree (score 2)	19	33.3	
	c. Agree (score 3)	22	38.6	
	d. Agree (score 4)	7	12.3	
	e. Strongly Agree (score 5)	7	12.3	
Quantity and average		57	100	2.96
Average organizational culture				2.74

Source: primary data processed by researchers in 2022, in appendix 2.

Table 2. it appears that the distribution of the average score of answers from 57 respondents to the organizational citizenship behavior (OCB) variable of 2.92, based on Darmadi et al. (2017), is in the range of the average value of $2.60 < N.R. \leq 3.40$, so it can be stated that the approval is sufficient. Therefore, in the future, it will need to be increased so that the approval is high

Table 3. Variable Data Frequency Distribution Y1 (Job Satisfaction)

Item	Description	Quantity		Average
		Frequency	Percentage	
<i>The Job It Self.</i>				
I am satisfied to be given a job according to my talents and interests.				
Y1.1	a. Strongly Disagree (score 1)	7	12.3	
	b. Disagree (score 2)	21	36.8	
	c. Agree (score 3)	16	28.1	
	d. Agree (score 4)	8	14.0	
	e. Strongly Agree (score 5)	5	8.8	
Quantity and average		57	100	2.70
<i>Salary.</i>				
I am satisfied with the salary delivery system that follows the SOP.				
Y1.2	a. Strongly Disagree (score 1)	4	7.0	
	b. Disagree (score 2)	17	29.8	
	c. Agree (score 3)	12	21.1	
	d. Agree (score 4)	18	31.6	
	e. Strongly Agree (score 5)	6	10.5	
Quantity and average		57	100	3.09
<i>Promotion.</i>				
I am satisfied with the promotion policy following the SOP.				
Y1.3	a. Strongly Disagree (score 1)	6	10.5	
	b. Disagree (score 2)	20	35.1	
	c. Agree (score 3)	13	22.8	
	d. Agree (score 4)	11	19.3	
	e. Strongly Agree (score 5)	7	12.3	
Quantity and average		57	100	2.88
<i>Supervision.</i>				
I am satisfied because the superior in assessing work performance is carried out objectively.				
Y1.4	a. Strongly Disagree (score 1)	4	7.0	
	b. Disagree (score 2)	17	29.8	
	c. Simply Agree (score 3)	15	26.3	
	d. Agree (score 4)	15	26.3	
	e. Strongly Agree (score 5)	6	10.5	
Quantity and average		57	100	3.04
Y1.5	<i>Co-Worker.</i>			
I feel satisfied because the family atmosphere at work is well-built.				
	a. Strongly Disagree (score 1)			
	b. Disagree (score 2)			
	c. Simply Agree (score 3)	9	15.8	
	d. Agree (score 4)	12	21.1	
	e. Strongly Agree (score 5)	17	29.8	
		12	21.1	
		7	12.3	

Quantity and average	57	100	2.93
Average job satisfaction			2.93

Source: primary data processed by researchers in 2022, in appendix 2.

It appears that the distribution of the average score of answers from 57 respondents to the job satisfaction variable of 2.93, based on Darmadi et al. (2017), is in the range of the average value of $2.60 < N.R. \leq 3.40$, so it can be stated that the approval is sufficient. Therefore, it will be necessary to increase the approval is high in the future.

Table 4. Y2 Variable Data Frequency Distribution (Performance)

Item	Description	Jumlah		Average
		Frequency	Percentage	
	Quality of work.			
	I have the skills and prowess to get the job done.			
Y2.1	a. Strongly Disagree (score 1)			
	b. Disagree (score 2)	3	5.3	
	c. Simply Agree (score 3)	19	33.3	
	d. Agree (score 4)	23	40.4	
	e. Strongly Agree (score 5)	8	14.0	
		4	7.0	
	Quantity and average	57	100	2.84
	Continued.....			
continued 1			
Item	Information	Number		Average
		Frequency	Percentage	
	Work Completion Time.			
	I completed the work thoroughly without any delay according to the bank's business plan.			
Y2.3	a. Strongly Disagree (score 1)	5	8.8	
	b. Disagree (score 2)	20	35.1	
	c. Simply Agree (score 3)	18	31.6	
	d. Agree (score 4)	8	14.0	
	e. Strongly Agree (score 5)	6	10.5	
	Quantity and average	57	100	2.82
	Cost Efficiency.			
	In completing the work, I have my creativity and authority that can be accounted for according to the bank's business plan.			
Y2.4	a. Strongly Disagree (score 1)	4	7.0	
	b. Disagree (score 2)	16	28.1	
	c. Simply Agree (score 3)	21	36.8	
	d. Agree (score 4)	10	17.5	
	e. Strongly Agree (score 5)	6	10.5	
	Quantity and average	57	100	2.96
Y2.5	Work Supervision.			
	I have always adhered to the rules that apply within the			

	organization, including punctuality and attendance.			
	a. Strongly Disagree (score 1)			
	b. Tidak Setuju (skor 2)	5	8.8	
	c. Cukup Setuju (skor 3)	23	40.4	
	d. Agree (score 4)	17	29.8	
	e. Strongly Agree (score 5)	6	10.5	
		6	10.5	
	Quantity and average	57	100	2.74
	Employment Relations.			
	I can work with other employees in completing specific work in a team.			
Y2.6	a. Strongly Disagree (score 1)	4	7.0	
	b. Disagree (score 2)	18	31.6	
	c. Simply Agree (score 3)	19	33.3	
	d. Agree (score 4)	10	17.5	
	e. Strongly Agree (score 5)	6	10.5	
	Jumlah dan rata-rata	57	100	2.93
	Rata-rata kinerja			2.86

Source: primary data processed by researchers in 2022, in appendix 2.

It appears that the distribution of the average score of answers from 57 respondents to the performance variable is 2.86, based on Darmadi, et al. (2017) is in the range of average values of $2.60 < N.R. \leq 3.40$, so it can be stated that the approval is sufficient. Therefore, in the future, it needs to be increased so that the approval is high.

Furthermore, based on Table 4.10, the direct and indirect effects can be seen, with the explanation that the direct influence path coefficient $X1 \Rightarrow Y2$ is 1.303, while the indirect influence path coefficient $X1 \Rightarrow Y1 \Rightarrow Y2 = 1.528 \times 2.283 = 3.488 > 1.303$. Thus, organizational culture influences performance through job satisfaction. This is because the path coefficient is greater than the direct effect.

And the direct influence path coefficient $X2 \Rightarrow Y2$ is 1.432, while the indirect influence path coefficient $X2 \Rightarrow Y1 \Rightarrow Y2 = 1.786 \times 2.283 = 4.077 > 1.432$. Thus, organizational citizenship behavior (OCB) must affect performance through job satisfaction. This is because the path coefficient is greater than the direct effect.

Furthermore, based on the Sobel test, the path $X1 \Rightarrow Y1 \Rightarrow Y2$ has a probability value smaller than alpha 0.05. This shows that organizational culture influences performance through job satisfaction. Likewise, based on the Sobel test, the path $X2 \Rightarrow Y1 \Rightarrow Y2$ has a probability value smaller than alpha 0.05. This shows that organizational citizenship behavior (OCB) affects employee performance through job satisfaction.

RESULT AND DISCUSSION

Organizational Culture influences performance. This study proves that organizational culture influences performance. Furthermore, empirical evidence proves that respondents' answers to organizational culture indicators are stated to be sufficiently. Therefore, in the future organizational culture needs to be improved so that performance increases, as follows:

Competent. Based on the results of the questionnaire, it can be seen that competent indicators in organizational culture are in the approved category by Bank BPD Bali employees of 43.86% while 56.14% are in the disagree category, so competent indicators in organizational culture are still not considered something that should be mandatory in improving performance, although

on average the approval is quite feasible, namely 2.67, however, in the future, it is necessary to improve the mindset because empirical evidence shows that competent indicators in this organizational culture can improve employee performance.

Integrity. Based on the questionnaire results, it can be seen that the indicators of integrity in organizational culture are in the category of approval by Bank BPD Bali employees by 50.88% while 49.12% are in the category of disagreeing, so the indicators of integrity in organizational culture are considered mandatory. On average, the approval is feasible in improving performance, namely 2.72. However, improving the mindset in the future is necessary because, empirically, the indicator of integrity in organizational culture can improve employee performance.

Teamwork. Based on the results of the questionnaire, it can be seen that the teamwork indicator in organizational culture is in the category approved by Bank BPD Bali employees by 43.86% while 56.14% are in the disagree category, so the teamwork indicator in organizational culture is still not considered something mandatory in improving performance, although on average the approval is quite feasible, namely 2.61, however, in the future it is necessary to improve the mindset because empirical evidence shows that teamwork indicators in this organizational culture can improve employee performance.

Customer Awareness. Based on the results of the questionnaire, it can be seen that the indicator of customer awareness in organizational culture is in the category approved by Bank BPD Bali employees by 63.16% while 36.84% are in the category of disagreeing so the indicator of customer awareness in organizational culture is considered something mandatory in improving performance, although on average the approval is quite feasible, namely 2.96, however, in the future it is necessary to improve the mindset because empirical evidence shows that customer awareness indicators in organizational culture can improve employee performance.

Organizational Citizenship Behavior (OCB) affects performance.

This study proves that organizational citizenship behavior (OCB) affects performance. Empirical evidence proves that respondents' answers to organizational citizenship behavior (OCB) indicators are sufficient. Therefore, in the future organizational citizenship behavior (OCB) needs to be improved so that performance increases, taking into account the factors that influence organizational citizenship behavior (OCB).) as follows:

Altruism. Based on the results of the questionnaire, it can be seen that the altruism indicator in organizational citizenship behavior (OCB) is in the category approved by Bank BPD Bali employees by 56.14% while 43.86% is in the disagree category, so the altruism indicator in organizational citizenship behavior (OCB) this has been considered as something mandatory in improving performance, even though on average the approval is quite feasible, namely 2.88, however, in the future it is necessary to improve the mindset because empirically the altruism indicator in organizational citizenship behavior (OCB) can improve performance employee.

Conscientiousness. Based on the results of the questionnaire, it can be seen that the indicators of conscientiousness in organizational citizenship behavior (OCB) are in the category approved by Bank BPD Bali employees by 50.88% while 49.12% are in the category of disagreeing, so the conscientiousness indicators in organizational citizenship behavior (OCB) this has been considered as something mandatory in improving performance, even though on average the approval is quite feasible, namely 2.81, however in the future it is necessary to improve the mindset because empirically the conscientiousness indicator in organizational citizenship behavior (OCB) can improve performance employee.

Sportsmanship. Based on the results of the questionnaire, it can be seen that the sportsmanship indicators in organizational citizenship behavior (OCB) are in the category approved by Bank BPD Bali employees by 49.12% while 50.88% are in the disagreed category, so

the sportsmanship indicators in organizational citizenship behavior (OCB) this is still not considered as something mandatory in improving performance, even though on average the approval is quite feasible, namely 2.75, however in the future, it is necessary to improve the mindset because empirically the indicators of sportsmanship in organizational citizenship behavior (OCB) can improve employee performance.

Courtesy. Based on the results of the questionnaire, it can be seen that the courtesy indicator in organizational citizenship behavior (OCB) is in the category approved by Bank BPD Bali employees by 66.67% while 33.33% are in the disagree category, so the courtesy indicator in organizational citizenship behavior (OCB) this has been considered as something mandatory in improving performance, even though on average the approval is quite feasible, namely 3.09, however, in the future it is necessary to improve the mindset because empirically the courtesy indicator in organizational citizenship behavior (OCB) can improve performance employee.

Civic Virtue. Based on the results of the questionnaire, it can be seen that the indicators of civic virtue in organizational citizenship behavior (OCB) are in the category approved by Bank BPD Bali employees by 57.89% while 42.11% are in the category of disagreeing, so the indicators of civic virtue in organizational citizenship behavior (OCB) is already considered as something mandatory in improving performance, even though on average the approval is quite feasible, namely 3.07, however in the future it is necessary to improve the mindset because empirically the indicators of civic virtue in organizational citizenship behavior (OCB) can improve employee performance.

Organizational Culture influences Job Satisfaction. This study proves that organizational culture influences job satisfaction. Empirical evidence proves that respondents' answers to organizational culture indicators are stated to be sufficient. Therefore, in the future organizational culture needs to be improved, so that job satisfaction increases. The standardized path coefficient of the effect of x_1 on y_1 is positive at 1.528, with a significance level below 5%. This means that organizational culture is positively related to job satisfaction. Therefore, if the indicators of organizational culture are improved, job satisfaction will also increase.

Organizational Citizenship Behavior (OCB) influences Job Satisfaction. This study proves that organizational citizenship behavior (OCB) influences job satisfaction. Empirical evidence proves that respondents' answers to organizational citizenship behavior (OCB) indicators are sufficient. Therefore, in the future organizational citizenship behavior (OCB) needs to be improved, so that job satisfaction increases. The standardized path coefficient of the effect of x_2 on y_1 is positive at 1.786, with a significance level below 5%. This means that organizational citizenship behavior (OCB) positively relates to job satisfaction. If the indicators of organizational citizenship behavior (OCB) increase, job satisfaction will also increase.

Job Satisfaction. Affects performance. This study proves that job satisfaction affects performance. Empirical evidence proves that respondents' answers to job satisfaction indicators are stated to be sufficient. Therefore, in the future, job satisfaction needs to be increased so that performance increases, taking into account the following factors:

The Job It Self. Based on the results of the questionnaire, it can be seen that the job itself indicator in job satisfaction is in the category approved by Bank BPD Bali employees by 50.88% while 49.12% is in the disagrees category, so the job itself indicator in job satisfaction is already considered as something mandatory in improving performance, even though on average the approval is quite feasible, namely 2.70, however in the future it is necessary to improve the mindset because empirically the job itself indicator in job satisfaction can improve employee performance.

Salary. Based on the results of the questionnaire, it can be seen that the salary indicator on job satisfaction is in the category approved by Bank BPD Bali employees by 63.16% while 36.84% are in the disagree category, so the salary indicator on job satisfaction is considered a mandatory thing in improving performance, even though on average the approval is quite decent, namely 3.09, however in the future it is necessary to improve the mindset because empirically the salary indicator in job satisfaction can improve employee performance.

Promotions. Based on the questionnaire results, it can be seen that the promotion indicator in job satisfaction is in the category approved by Bank BPD Bali employees by 54.39% while 45.61% is in the disagree category, so the promotion indicator in job satisfaction is considered mandatory. Therefore, in improving performance, even though, on average, the approval is quite decent, namely 2.88, in the future, it is necessary to improve the mindset because empirically, the promotion indicator in job satisfaction can improve employee performance.

Supervision. Based on the questionnaire results, it can be seen that the supervision indicator in job satisfaction is in the category approved by Bank BPD Bali employees by 63.16% while 36.84% are in the disagree category, so the supervision indicator in job satisfaction is considered mandatory. Therefore, in improving performance, even though on average the approval is quite decent, namely 3.04, however, in the future, it is necessary to improve the mindset because empirical evidence of supervision indicators in job satisfaction can improve employee performance.

Co-Workers. Based on the results of the questionnaire, it can be seen that the co-worker indicators in job satisfaction are in the category approved by Bank BPD Bali employees by 63.16% while 36.84% are in the disagree category, so the co-worker indicators in job satisfaction are considered as something mandatory in improving performance, even though on average the approval is quite feasible, namely 2.93, however, in the future it is necessary to improve the mindset because empirically the co-worker indicator in job satisfaction can improve employee performance.

Organizational Culture influences Performance through Job Satisfaction. The results of this study indicate that job satisfaction mediates or increases the influence of organizational culture on performance. Therefore, job satisfaction in the future needs to be improved in order to further enhance the influence of organizational culture on performance. The direct influence path coefficient $X1 \Rightarrow Y2$ is 1.303, while the indirect influence path coefficient $X1 \Rightarrow Y1 \Rightarrow Y2 = 1.528 * 2.283 = 3.488 > 1.303$. Thus, organizational culture influences performance through job satisfaction. This is because the path coefficient is greater than the direct effect. Furthermore, based on the Sobel test, the path $X1 \Rightarrow Y1 \Rightarrow Y2$ has a smaller probability value of alpha 0.05, namely 0.002 and 0.005. This shows that organizational culture influences performance through job satisfaction.

Organizational Citizenship Behavior (OCB) affects Performance through Job Satisfaction. The results of this study indicate that job satisfaction mediates or increases the effect of organizational citizenship behavior (OCB) on performance. Therefore, future job satisfaction needs to be increased to increase the influence of organizational citizenship behavior (OCB) on performance. The direct influence path coefficient $X2 \Rightarrow Y2$ is 1.432, while the indirect influence path coefficient $X2 \Rightarrow Y1 \Rightarrow Y = 1.786 * 2.283 = 4.077 > 1.432$. Thus, organizational citizenship behavior (OCB) must affect performance through job satisfaction. This is because the path coefficient is greater than the direct effect. Furthermore, based on the Sobel test, the path $X2 \Rightarrow Y1 \Rightarrow Y2$ has a smaller probability value of alpha 0.05, namely 0.005 and 0.011. This shows that organizational citizenship behavior (OCB) affects employee performance through job satisfaction.

CONCLUSION

Based on the results of the analysis and discussion of the Influence of Organizational Culture and Organizational Citizenship Behavior on Performance through Job Satisfaction at P.T. Bank BPD Bali Denpasar Head Office, the conclusion in this study is that the results of the study indicate that Organizational Culture has a significant and positive effect on Employee Performance at P.T. Bank BPD Bali Denpasar Head Office, meaning that the better the Organizational Culture, the better the Employee Performance. In addition, the study results show that Organizational Citizenship Behavior (OCB) has a significant and positive effect on Employee Performance at P.T. Bank BPD Bali Denpasar Head Office, meaning that the better the Organizational Citizenship Behavior (OCB), the better the Employee Performance. Furthermore, the study results show that Organizational Culture has a significant and positive effect on Job Satisfaction at P.T. Bank BPD Bali Denpasar Head Office, meaning that the better the Organizational Culture, the higher Job Satisfaction. Furthermore, the study results show that Organizational Citizenship Behavior (OCB) has a significant and positive effect on Job Satisfaction at P.T. Bank BPD Bali Denpasar Head Office, meaning that the better the Organizational Citizenship Behavior (OCB), the more Job Satisfaction increases. The results of other studies indicate that Job Satisfaction has a significant and positive effect on Employee Performance at P.T. Bank BPD Bali Denpasar Head Office, meaning that the better the Job Satisfaction, the higher the Employee Performance. The results of further research show that Organizational Culture has a significant and positive effect on Employee Performance through Job Satisfaction at P.T. Bank BPD Bali Denpasar Head Office, meaning that high Organizational Culture is accompanied by Job Satisfaction and ultimately increases Employee Performance. Furthermore, the results of other studies show that Organizational Citizenship Behavior (OCB) has a significant and positive effect on Employee Performance through Job Satisfaction at P.T. Bank BPD Bali Denpasar Head Office, meaning that high Organizational Citizenship Behavior (OCB) is accompanied by Job Satisfaction which ultimately increases Employee Performance.

REFERENCES

- Abrar, U. and Isyanto (2019). The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance (Study at PT Urchindize Madura Branch). *Journal of Business Behavior and Strategy*, Vol. 7, No. 2, pp. 106-114.
- Adag, R. and Reschke, W. (2017). *Employee Value Added: Measuring Discretionary Effort and its Value to the Organization*. Center for Organizational Effectiveness. McGraw Hill Companies: New York.
- Ariantonio, D. A. N. (2020). The Influence of Motivation, Organizational Culture, and Job Satisfaction on Employee Performance at P.T. Nyonya Meneer Semarang. *Journal of Economic & Business Dynamics*, Vol. 5, No. 2, October 2020, pp. 159-174.
- Bernadin. H. J. and Russel, J. E. A. (2017). *Human Resources Management*. Mc. McGraw-Hill. Inc. Singapore. Indonesian Edition. Jakarta: Salemba Empat.
- Darmadi, D., Sugiarto, & Sitingjak, T. (2017). *Strategy to Conquer the Market Through Equity Research and Brand Behavior*. Jakarta: Gramedia.
- Davis, K. & Newstrom, J. W. (2017). *Human Behavior at Work: Organizational Behavior*. New Delhi: McGraw Hill. Series In Management.
- Dr. Dyah Sawitri, Dr. Endang Suswati, and Khasbulloh Huda (2016). The Impact of Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior (OCB) on Employees Performance. *The International Journal of Organizational Innovation*, Vol. 9, No. 2, October 2016, pp. 24-32.

Ghozali, I. (2017). *Multivariate Analysis Application with SPSS program*. Semarang Agency: UNDIP Publisher.

Gibson, J. L., Evansevich, J. M. & Donnelly, J. H. (2016). *Organization, Behavior, Structure, Process*. Jakarta: PT Bina Rupa Script.

Handayani and Fuady, R. F. (2020). The Effect of Organizational Culture, Work Motivation, and Job Satisfaction on Employee Performance (Case Study at PT FRJ Global Concept Jepara), *Journal of Management Economics and Accounting*, No. 48/Th. XXVII/April, pp. 1-10.

Hayes, A. F. & Preacher, K. J. (2016). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*. New York: The Guilford Press.

Hermawan, S and Amirullah (2016). *Business Research Methods, Qualitative and Quantitative Approaches*. Malang: Media Nusa Creative.

Hersey, P., and Blanchard, K. H. (2018). *Managing of Organizational Behavior: Utilizing Human Resort*. New Jersey: Prentice-Hall Inc.

Indra Setiawan Alhasani, Endang Suswati, and G. Budi Wahyono (2021). The Effect of Competence and Organizational Commitment on Employee Performance Through Organizational Citizenship Behavior (OCB) as Mediation. *Journal of Social and Technology (SOSTECH)*, Vol. 1, No. 9, September 2021, pp. 1106-1120.

Krisnayani, T. (2019). Ways to Increase Employee Job Satisfaction. <https://www.sakura-system.co.id/blog/7-cara-mudah-untuk-meningkatkan-kepuasan-kerja-karyawan/article-sss00015/>

Lestari, E.R., and Ghaby, N.K.F. (2018). The Influence of Organizational Citizenship Behavior (OCB) and Leadership Style on Job Satisfaction and Employee Performance. *Industria: Journal of Agro-industry Technology and Management*, Vol. 7, No. 2, pp. 116-123.

Muhdar, H. M. (2019). *Company Organizational Citizenship Behavior*. IAIN Sultan Amai Gorontalo: Sultan Amai Press.

Organ, D. W. (1990). The Motivational Basis of Organizational Citizenship behavior. In: B.M. Staw and L.L. Cummings (Eds), *Research in Organizational Behavior*. Vol. 12, p. 43-72.

Pool, S. W. (2016). Organizational culture and its relationship between job tension in measuring outcomes among business executives, *Journal of Management Development*, Vol. 19, No. 1, pp. 32-49.

Prasetyo, H. B., Hartati, C. S and Soenarmi. (2020). The Effect of Work Environment and Organizational Culture on Employee Performance Through Job Satisfaction of Bank Jatim Bojonegoro Branch Employees. *JMM Online*, Vol. 4, No. 3. March 2020, pp. 449-462.

Setyawan, N. F. B. & Sahrah, A. (2018). Organizational Citizenship Improvement for Employees Through Training. *Insights*. Vol. 10, No. 1, pp. 112-128.

Stolovitch, H. D., Erica J. K. (2017). *Handbook of Human Performance Technology A Comprehensive Guide for Analysis and Solving Performance Problems in Organizations*. San Francisco: Journey-Bass Publishers.

Surya, M. I and Wijaya, O. H. (2020). The Influence of Organizational Culture and Work Motivation on Job Satisfaction at P.T. Planet Selancar Mandiri in Jakarta. *Journal of Managerial and Entrepreneurship*, Vol. II No. 4, pp. 1044-1050.

Wexley, K. N. & Yukl, G. A. (2017). *Organizational Behavior and Personnel Psychology*. Indonesian Edition. Jakarta: Rineka Cipta.

Yamin, S and Kurniawan, H. (2018). *SPSS Complete: Complete Analysis Techniques with SPSS Software*. Jakarta: Salemba Indotek.

Zukarnaen, Purwana, D. and Saptono, A. (2020). The Influence of Organizational Culture and Work Environment on the Performance of Naval Command and Staff College (Seskoal) with

Job Satisfaction. International Journal on Advanced Science, Education, and Religion, Vol. 3, No. 2, July 2020, pp. 34-45.