

The Influence of Organizational Culture and Organizational Commitment on Employee Performance and Job Satisfaction as a Moderating Variable at PT. Bank Mandiri (Persero), Tbk

Erna Paramita¹, Prihatin Lumbanraja², Yeni Absah²

¹Postgraduate student in Management Science, Faculty of Economics & Business, Universitas Sumatra Utara-Indonesia

²Postgraduate Program in Management Science, Faculty of Economics & Business, Universitas Sumatra Utara-Indonesia

Corresponding Author: Erna Paramita

ABSTRACT

The current research is based on the organizational transformation of PT. Bank Mandiri (Persero) in order to improve the performance of the company. New culture adopted by PT. Bank Mandiri (Persero), Tbk certainly affects the future of the company alone. Company is committed to improving the performance and job satisfaction of their employees in pursuit of organizational goals. Several factors have influenced employee performance and job satisfaction, and in this study were limited to two factors, organizational culture & organizational commitment. The present study aimed to test the relationship between organizational culture and organizational commitment to employee performance and to test the effect of job satisfaction on the relationship among organizational culture, organizational commitment and employee performance. The research data was obtained from primary and secondary data through the dissemination of questionnaires to employees, which contained various statements related to the variables studied. The subject of this research is the entire staffs of 40 people at PT Bank Mandiri (Persero), Tbk. Data analysis in this study uses moderated regression analysis. The study concludes that organizational commitment has a significant impact on employee performance, while organizational culture does not significantly affect employee performance. Organizational culture and organizational

commitment simultaneously impact employee performance. Job satisfaction influences the relationship between organizational culture and performance and job satisfaction is a moderating variable rather than an independent variable

Keywords: Organizational Culture, Organizational Commitment, Job Satisfaction, Employee Performance.

INTRODUCTION

Financial institutions in the economy of a country play a role in accelerating economic, business growth and advancing business competition. Financial institutions should be more responsive to sustainability and continue to grow in stimulating economic activity. Financial institutions face challenges and ultimately create competition among financial institutions. Indirectly this situation will encourage the company to survive in the midst of competition and they will continue to strive to become the leading financial institution.

The growth of the banking world in Indonesia certainly has consequences. One of the problems that banking companies may face today is the handling of human resources. In addition to quality, the amount of human resources invested will effectively and efficiently support the banking industry in Indonesia. The quality of human resources is the driving force behind the

company's operations and sustainability. As a production factor that has a dominant influence on other production factors (Deddy, 2011).

Human resources are the determinants of an organization's success. Organizations are required to manage their human resources for the survival and development of their organizations (Val & Berna, 2010). Employees as corporate assets are an important element in determining a company's future goals. In order to achieve the goals of the company, employees need to meet the requirements of the company, and can perform the tasks specified by the company. Usually every company will always strive to improve the performance of its employees. Hopefully, it's in line with what the company wants to achieve.

Employee capabilities are reflected in their performance. Good performance shows optimal performance. Good employee performance is the capital for the company to achieve its goals, which is something that corporate leaders should be aware of (Rais, et al. 2016). The quality of human resources is related to their performance. The term employee performance is always correlated with output, efficiency and effectiveness. High performance and work ethic are often associated with productivity (Mangkunegara, 2012).

Organizational performance is actually the result of work requirements that employees must meet, such as high quality employee requirements (Fauzi, et al., 2016). Organizations seeking qualified employees must abandon functional management practices policies, transition to new practices in more innovative management areas, and be adaptive in responding to the rapidly changing environment. As Mappamiring (2015) points out, performance is defined as the amount of work that results from physical or non-physical work. While performance limitations are a measure of the level at which an individual's work is performed. Employee performance is something that

corporate leaders should note (Rahardjo, et al., 2015), where performance is a record of results derived from specific employee functions or activities performed during a given time period (Sulistiyani and Rosidah (2003) in Rifansyah (2016).

The current banking climate in the era of "disruption" of technology has caused all private banks and governments to compete for the best. Creating a more competitive and transparent competition that requires each company to respond in a changing environment. Globalization has created a business environment that requires a re-evaluation of the human resource quality management system to improve employee performance.

PT. Bank Mandiri (Persero), Tbk with the mission of becoming a market-oriented bank and maximizing profitability, strives to comply with international banking standards. Corporate Governance has become one of the leading government banks today. In line with the growth of the banking world and the competitiveness of the national banking business today, it is important that continuous improvement is made to address any shortcomings, especially from the human resource perspective. In terms of employee performance, the authors chose the research location in PT. Bank Mandiri (Persero), Tbk, Business Banking Area Medan, Imam Bonjol. It's because the author is an employee of the company. Credit target set by PT. Bank Mandiri (Persero), Tbk, Business Banking Area Medan, Imam Bonjol, for 2015 is Rp. 160 Billions/Month, allocated to 24 Relationship Managers and 16 Assistant Relationship Managers, unfortunately those targets are not met each month. In fact, the realization of lending tends to decline, for 2016 there has been a significant decline each month with no target achievement at all. Interestingly, in 2017, lending even increased compared to 2015 and 2016.

That happened as collaboration began to develop between the Relationship Manager and Customer Service at the

branch. Indeed, the loan has not reached its overall target. Indication of decline begins at the time of management reorganization. The Relationship Manager (RM) and Assistant Relationship Manager (ARM) tasks are shared by the jobdesk of the Customer Service Officer (CSO) and the Head of Branch. RM and ARM should raise funds and also evaluate potential lenders who will receive financing from Bank Mandiri. This led to an increase in the workload received by RM and ARM. Increased workloads make employees more likely to focus on work goals that ultimately lead to lower performance. This decrease in employee performance was quantified by the 2013-2015 performance appraisal as shown in the table below.

Table 1. Performance appraisal on PT. Bank Mandiri Tbk, Division of Business Banking Area Medan Imam Bonjol. Period 2013-2016

| Year | Assessment | | | | | | Total |
|------|------------|------|------|------|------|------|-------|
| | PL 1 | % | PL 2 | % | PL 3 | % | |
| 2013 | 8 | 20 | 18 | 45 | 14 | 35 | 40 |
| 2014 | 6 | 15 | 15 | 37,5 | 19 | 47,5 | 40 |
| 2015 | 5 | 12,5 | 14 | 35 | 21 | 52,5 | 40 |
| 2016 | 4 | 10 | 12 | 30 | 24 | 60 | 40 |
| 2017 | 4 | 10 | 11 | 27,5 | 25 | 62,5 | 40 |

The decline in employee performance and failure to meet the goals provided by Management is parallel to the decline in credit portfolio. An indication of a decline in the credit portfolio is due to the loss or acquisition of Debtors by the competitor Bank. Debtors are generally transferred to Competitor Bank as they are not well maintained by the Relationship Manager. This indication is likely to be related to the increased workload of the Relationship Manager which has led them to focus less on the achievement of credit targets. This is evidenced by the decline in performance and handling of debtors as reflected by the decline in the number of Credit Portfolios and the number of debtors simultaneously since reorganization in 2015.

LITERATURE REVIEW

Organizational culture and its relation to Employee Performance

Organizational culture relates to how employees understand the cultural characteristic of their organization, not whether they like it or not, in other words, culture is a descriptive term. Organizational culture is a perception shared by all members of the organization. Organizational culture is a set of important insights such as norms, values, attitudes and beliefs (Stoner, 1995), including principles, traditions, and ways of working that are shared by and influence the behavior and actions of members (Robbins & Coulter, 2010). Organizational culture is a psychological framework that is deeply embedded and shared by members of the organization (Asang, 2012). Organizational culture is an organizational personality that influences the way individuals act within an organization as noted by Gibson, Ivanichevich & Donnelly in Soetopo (2010).

Several research reports show that there is a positive relationship between organizational culture and performance (Wahyuni, 2015; Olanipekun & Falemu, 2013; Dewi, 2015). Organizational culture will relate to each area of employee performance with a significant contribution to organizational culture. The service and quality provided will be strongly influenced by the performance culture. Organizational culture will play a role in driving employees' innovative behaviors, as organizational culture builds commitment among members in the belief of innovation embedded within the organization. Committed employees are always willing to put in extra effort and creativity on behalf of the organization (Nurmantu, 2007).

Organizational culture has emphasized that the impact of performance is related to stability, innovation, social responsibility and competitiveness. Dewi (2015) combines organizational culture with good and effective communication, consistent attitude in applying company culture, understanding customer needs, and feeling part of a team that can improve performance. Work should be procedural in nature, especially at work, adapt to any

policy changes, and competent in completing tasks such as collaborating with colleagues, good and effective communication, and problem-solving skills.

Organizational commitment and its relationship to Employee Performance

Management of an organization is demanded to drive growth and progress over time. It all depends on top management commitment and organizational commitment. Commitment is the determination to make decisions in pursuit of goals (Edison, et al., 2016). Organizational commitment is reflected in the desire of some workers to remain members of the organization (Colquitt, LePine & Wesson in Wibowo, 2016). Therefore, organizations need to be able to give their full attention and make employees trust in the organization to gain employee commitment (Lee, et al., 2012).

Organizational commitment as a guarantee of corporate survival. In commitment, there is an agreement between the individuals within who bind and direct the whole. An individual with high commitment tends to see himself or her as a true member of the organization and in the long run (Griffin, 2004). On the contrary, individuals with low commitment are more likely to see themselves as outsiders, and they do not want to be seen as members of the organization in the long run.

Employee commitment has two components: attitude and willingness to act. Attitude involves identifying an organization that is an acceptance of the goals of the organization and the basis of employee commitment. Employee identification emerges through an attitude of accepting organizational wisdom, the equality of personal values and organizational values, a sense of pride in being part of an organization (Zubair, et al., 2015).

Organizational commitment is one of the key drivers of employee satisfaction. When organizational commitment is high, it will be one of the direct and indirect factors

driving employee performance. Employees with high organizational commitment are more stable and productive employees who ultimately benefit the organization as well (Greenberg & Baron in Taurisa & Ranwati, 2012).

Organizational commitment has a positive and significant relationship to performance. Organizational commitment assessments generate higher categories, which means that there is a genuine effort by the employee and the willingness of the employee to carry out and achieve the agreed upon goals (Burhan, et al., 2013). Taurisa and Ratnawati (2012) acknowledge that organizational commitment is related to employee performance.

Job Satisfaction and its relation to Employee Performance

An individual group or organization is made up of individuals, and each individual often experiences different situations and perceptions, depending on how they look. If some of them are dissatisfied, this indicates that there is a disturbance or acceptance of dissatisfied perceptions.

Numerous scholars define job satisfaction as an effective or emotional response to various aspects of work (Kreitner and Kinicki, 2001); a set of employees' feelings about whether or not they enjoy their job (Davis and Newstrom, 1985). Robbins (2010) defines job satisfaction as the general attitude of the individual to the job, where in the job the individual has to interact with co-workers and superiors, follow organizational rules and policies, meet performance standards. Job satisfaction is a person's attitude toward a job as the difference between how much a worker earns and how much he or she should earn.

A productive work environment is created when the nature and type of work performed according to the needs and values of the employees. Thus, satisfied employees are more likely to choose their current job situation than dissatisfied employees.

Gibson, et.al., (2012) clearly describes the relationship between performance and job satisfaction related to each other. On the one hand it is stated that job satisfaction leads to improved performance, because it is the reason that satisfied workers will perform well. On the other hand there is job satisfaction due to job performance then the employees who perform well will be satisfied.

Rahardjo (2016) states that job satisfaction is related to employee performance, in other words employee performance will increase if there is an increase in job satisfaction. Job satisfaction is essentially an individual issue, each person having a different level of job satisfaction according to their preferences and value system. The more aspects of a job that meet the needs and values of an individual, the higher the level of satisfaction.

The relationship between organizational culture, job satisfaction and organizational commitment to employee performance

Edison, et al (2016) further explain the organizational culture level; (1) Artifacts, which include all phenomena that can be seen, heard, and felt as individuals discover new groups with other cultures. Artifacts include products that look like physical environment architecture, language, technology, style, karma, appearance, organizational story. (2) Beliefs and values embraced. If a manager persuades a group to act on their beliefs, the solution works and the group has the same perception of success, the value is that a good promotion gradually results in: first, it becomes a shared trust value that is ultimately made with a shared assumption. (3) The underlying assumption is that members' beliefs that tend to be non-confrontational, and not proven, will be more difficult to change. While beliefs and understandings are difficult to change, any approach can be interpreted differently or

create a negative perception for those who accept it.

Organizational commitment refers to three dimensions according to Allen and Mayer (1990) in Sunuhardho and Ruhana (2016). First, workers with strong affective commitment will continue to do work that will be their responsibility, as they want to do more for the organization. Second, workers engaged in the organization because it is based on a sustained commitment to the organization and third, workers with high normative commitment (feeling of defending the organization despite social pressure) feel necessary to maintain the organization. These findings indicate that job satisfaction and organizational commitment are significantly related to employee performance. Each employee has different policies and behaviors based on their organizational commitment.

Employees with organizational commitments on an affective basis behave differently than employees on a "continuance" basis. Employees who want to become members will have the desire to use their business to meet their organizational goals. On the other hand, those who are forced to become members will avoid financial losses and other losses, they are only trying to do as little as possible. Meanwhile, the normative component develops as a result of the socialization experience, depending on how far the employee feels. The normative component creates a sense of obligation to the employee to respond to what he or she receives from the organization.

Locke in Susetyo, et.al (2014) believes that job satisfaction depends on the difference between what should be (expectations, needs or values) and what he or she feels or achieves through work. Thus, people are satisfied when there is no difference between what they want and their perception of the fact that the minimum requirements are met. Fauzi, et al (2016) revealed in their study that there is a significant positive effect of organizational

culture, job satisfaction and organizational commitment on employee performance. Increased organizational commitment will be achieved as organizational culture and job satisfaction increase.

Developed research hypotheses

H1 Organizational culture and organizational commitment have a positive and significant relationship to employee performance.

H2 Organizational culture has a positive and significant relationship to employee performance

H3 Organizational commitment has a positive and significant relationship to employee performance

H4 Organizational culture and organizational commitment have a positive and significant relationship to job satisfaction

H5 Organizational culture has a positive and significant relationship to satisfaction

H6 Organizational commitment has a positive and significant relationship to job satisfaction

H7 Job satisfaction moderates the relationship of organizational culture and employee performance

H8 job satisfaction moderates the relationship of organizational commitment and employee performance

RESEARCH METHODS

This quantitative study aimed to find out the degree of relationship and pattern of influence between two or more variables. The research population is 40 employees at PT. Bank Mandiri (Persero), Tbk Business Banking Area Medan Imam Bonjol. Saturation sampling from a total population of 40 respondents. The likert-based measurement scale is used to measure the attitudes, opinions, and perceptions of individuals or groups of people about social phenomena. The five-point Likert scale enables respondents to answer research questionnaires on organizational culture, organizational commitment, job satisfaction and employee performance. Data were

analyzed using moderated regression analysis, which aims to measure the role of mediator variable.

RESULTS

Characteristics of respondents

The characteristics of the respondents in this study include gender, age, education level and duration of work. Based on the research results, the authors then identify the characteristics of the respondents as follows.

Table 2. Characteristics of respondents

| Description | Frequency | Percentage |
|----------------------|-----------|------------|
| Gender | | |
| Male | 17 | 42.5 |
| Female | 23 | 57.5 |
| Total | 40 | 100 |
| Age | | |
| 21 years to 30 years | 15 | 37.5 |
| 31 years to 40 years | 16 | 40 |
| 41 years to 50 years | 6 | 15 |
| Exceed 50 years | 3 | 7.5 |
| Total | 40 | 100 |
| Graduation | | |
| Diploma | 5 | 12.5 |
| Degree | 28 | 70 |
| Postgraduate | 7 | 17.5 |
| Total | 40 | 100 |
| Work Duration | | |
| Less than 1 year | 9 | 22.5 |
| 1 to 3 years | 8 | 20 |
| 3 to 5 years | 9 | 22.5 |
| 5 to 10 years | 6 | 15 |
| 10 to 15 years | 5 | 12.5 |
| More than 15 years | 3 | 7.5 |
| Total | 40 | 100 |

The majority of respondents were female 23 or 57.5%. it shows that female employees are dominant, this factor is likely to affect performance. Employees in the age group of 31 - 40 are the majority in the company of 16 or 40.0%. this indicates that Bank Mandiri requires employees with productive ages of 31 - 40, as employees of that age are considered young and motivated for a higher career. The education level of the employees is the majority of the degree graduates of 28 employees or 70.0%. This shows that the company has high recruitment standards and a high commitment to having potential employees. Lastly, the majority of employees have been working for over 5 years or 35.5%. This indicates that employees already understand

the work system based on their knowledge and experience.

Analyze the quality of the data

Asymp. Sig. (2-tailed) is 0.772. The probability value of 0.772 is greater than the significance level of 0.05. That means the assumption of normality is fulfilled. The VIF value of organizational culture is 1.029 and the VIF value of organizational commitment is 1.029 and not greater than 10, which means no multicollinearity symptoms. The value of sig. Glejser of organizational culture was $0.525 > 0.05$ and organizational commitment was $0,101 > 0.05$, meaning that heteroskedasticity research did not occur.

The R-square value is 0.521, this can be interpreted as a variant of organizational

culture and organizational commitment can explain performance of 52.1%, and 47.9% explained by other factors outside of this research model.

Table 3. Simultaneous tests

| ANOVA ^b | | | | | |
|--------------------|---------------|----|-------------|--------|-------------------|
| Model | Sumof Squares | df | Mean Square | F | Sig. |
| Regression | 4.497 | 2 | 2.249 | 20.119 | .000 ^a |
| Residual | 4.135 | 37 | .112 | | |
| Total | 8.633 | 39 | | | |

The p-value of F is 0.000, at $\alpha = 0.05$ or $(0.000 < 0.05)$. It means that organizational culture and organizational commitment have a significant relationship with employee performance. Thus, the proposed Hypothesis is accepted.

Table 4. Multiple linear regression

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .051 | .538 | | .094 | .925 |
| Organizational Culture (X1) | .580 | .145 | .463 | 4.009 | .000 |
| Organizational Commitment (X2) | .430 | .103 | .481 | 4.171 | .000 |

The multiple linear regression equations of this study are as follows.

$$Y = 0,051 + 0,580X1 + 0,430X2 + e$$

Organizational cultural regression coefficient value was 0.580, which means positive and p-value was $0.000 < 0.05$. That means that organizational culture has a positive and significant relationship with performance. Similarly, the organizational commitment regression coefficient value was 0.430, which means that this value is positive and p-value is $0.000 < 0.05$. That means organizational commitment has a positive and significant relationship to performance.

Table 5. Moderated regression analysis (MRA)

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 6.042 | 6.659 | | .907 | .371 |
| Organizational Culture (X1) | 2.406 | 1.920 | 1.920 | 1.253 | .219 |
| Organizational Commitment (X2) | -2.684 | 1.536 | -3.003 | -1.748 | .089 |
| Job Satisfaction (Z) | -1.976 | 2.082 | -.985 | -.949 | .349 |
| X1Z | -.552 | .598 | -1.791 | -.924 | .362 |
| X2Z | .985 | .478 | 4.192 | 2.060 | .047 |

The MRA equation is as follows

$$Y = 6,042 + 2,406X1 - 2,684X2 - 1,976Z - 0,552x1Z + 0,985X2Z + e$$

The p-value of the X1Z variable was $0.362 > 0.05$, which means that job satisfaction did not moderate the relationship between organizational culture and performance. The p-values of the X2Z variables were $0.047 < 0.05$, which means that job satisfaction moderated

organizational culture and performance relationships.

A summary of the overall results is shown below. The R-Square value is 0.521, this is interpreted as a variant of organizational culture and organizational commitment can explain performance by 52.1%, and 47.9% is explained by other factors beyond the research model. Organizational culture and organizational

commitment have a simultaneous and significant relationship to employee performance. Organizational cultural regression coefficient value was 0.580, which means positive and p-value was $0.000 < 0.05$. This means that organizational culture has a positive and significant relationship to performance. Similarly, the organizational commitment regression coefficient value was 0.430, which means that the value was positive and the p-value was $0.000 < 0.05$. It means that organizational commitment has a positive and significant relationship to performance.

The p-value of the X1Z variable was $0.362 > 0.05$, which means that job satisfaction did not moderate the relationship between organizational culture and performance. The p-value of the X2Z variable was $0.047 < 0.05$, which means that job satisfaction moderated the relationship between organizational commitment and performance. Organizational commitment has the strongest impact on performance. The value of the organizational commitment standardized coefficient is 0.481, while the organizational culture standardized coefficient value is 0.463.

DISCUSSION

Organizational culture and organizational commitment have a positive and significant relationship to employee performance

Organizational culture and organizational commitment of PT Bank Mandiri (Persero) have a significant relationship with Employee Performance. Organizational culture consistently and strongly supported by organizational commitment tends to drive employee performance. The more employees support the company culture, the easier it is to improve their performance. The most prominent performance dimension is Customer Focus, with proactive and responsive indicators in customer service. It explains why there was a significant decrease in customer numbers during the reorganization period at PT Bank Mandiri

(Persero). In addition, it is an organizational commitment in which prominent normative and affective dimensions influence performance. Employees feel less loyal because of a lack of emotional connection with the organization. Increasing the "jobdesk" of employees without increasing compensation due to inconsistencies with the company's initial commitment that has been a catalyst for this failure.

The empirical study has confirmed and supported previous research (Syauta, et al., 2012; Hakim, 2015; Burhan Arif, et al., 2013). Organizational culture is positively related to employee performance. Conducive organizational culture and consistent organizational commitment are the driving force behind employee behavior towards achieving performance that ultimately achieves organizational goals. The attitude and behavior of the employees became the initial stimulus for full employment. Organizational culture should be an asset that enhances the performance of the organization and its employees, which will impact the positive work environment of the company

Organizational culture is positively related to Employee Performance

Empirical findings have shown that organizational culture is significantly related to employee performance. Contrary to the results of the study (Syauta, et al., 2012). Their report shows that organizational culture is not positively or significantly related to employee performance in the context of leadership style. Our study has confirmed what Robbins (2008) states that a strong organizational culture is needed to enhance employee satisfaction and performance that ultimately affects the overall performance of the organization. Therefore, organizations need to provide their core values to all employees. These values will apply to each member of the organization, and this will impact the attitude and behavior of each member of the organization.

Organizational commitment is positively related to Employee Performance

Consistency in current organizational commitment will improve employee performance at PT. Bank Mandiri (Persero) Tbk. The empirical findings have been validated and supported by previous research (Okta, et al., 2015; Syauta, et al., 2012; Rais, et al., 2016; and Burhan Arif, et al., 2013). Organizational commitment is significantly related to employee performance. Organizational commitment derives from "affective commitment" or "continuity commitment." Both will contribute significantly to employee performance. Through a strong commitment, employees will be encouraged to work hard to make progress toward achieving their desired goals. That the performance of high quality employees is achieved through direct or continuous organizational commitment. Commitment should be the driving force for reducing turnover in the company.

Organizational culture and organizational commitment are positively related to employee job satisfaction.

Organizational culture and organizational commitment are simultaneously related to employee satisfaction at PT. Bank Mandiri (Persero), Tbk. it can be interpreted that if the organizational culture is consistent and supported by organizational commitment, it is driven by intrinsic value that ultimately increases employee satisfaction. Increasingly and consistently the current organizational culture will be able to increase employee satisfaction in PT. Bank Mandiri (Persero), Tbk. These findings confirm and support prior study (Syauta, et al., 2012; Hakim, 2015 dan Burhan Arif, et al., 2013). Empirically, organizational culture is significantly related to employee job satisfaction.

Organizational culture is positively and significantly related to employee job satisfaction

Organizational culture is positively and significantly related to employee satisfaction at PT. Bank Mandiri (Persero), Tbk. The study report explains why

organizational culture has a significant relationship with employee satisfaction and this result supports previous research findings, such as Burhan Arif, et al (2013). It is important that the entire organization needs to build a strong organizational culture and pass on its core values to all employees. These values will be embedded in the behavior and attitudes of each member of the organization in turn consistent with their level of job satisfaction.

Organizational commitment is positively and significantly related to job satisfaction

Organizational commitment is positively and significantly related to employee job satisfaction at PT. Bank Mandiri (Persero), Tbk. As organizational commitment increases, employee satisfaction increases. The results of this study support previous research by (Okta et al., 2015; Syauta, et al., 2012; Rais, et al., 2016) dan Burhan Arif, et al, 2013). Empirically, it has been proven that organizational commitment is significantly related to employee satisfaction. Strong commitment motivates employees to achieve the best possible performance for their company. This drives the achievement of employee satisfaction and performance in line with organizational expectations.

Job satisfaction moderates the relationship between organizational culture and employee performance

The results of this study have found that job satisfaction is not able to moderate organizational culture and performance. The results of this study are not in line with empirical findings of Seno Sumowo (2016) who found that interactions between job satisfaction and organizational culture have a significant positive impact on employee performance. Organizational culture is a value that helps organizational members understand what actions are acceptable and which are not acceptable in an organization or organizational value system. It will affect how the job is done and how the employee behaves. That having leaders who

encourage their employees to actively create new ideas for organizational development has shaped their employees' interests in the field of work. The active attitude of the employees and their interest in the work contribute to the fulfillment of the organization's vision and mission and to support the work program within the organization. A leader's motivation to perform tasks faster has shaped his employees' willingness to complete their tasks, and with the encouragement of a leader and employee commitment will create a timely workload and ultimately lead to increased quantity and quality of work. Co-ordination with co-workers to complete work within the organization builds mutual support among their employees at work, this attitude is crucial in shaping employee commitment to their organization. Established and helpful coordination among its employees will play a key role in developing a commitment that ultimately creates the ability and program of work in line with the organization's expectations of improving overall performance..

Job satisfaction moderates the relationship of organizational commitment and employee performance

Job satisfaction is able to moderate the relationship of organizational commitment and performance. Organizational commitment has the strongest impact on performance. The findings of this study confirm the empirical findings from previous research by Debora, et al (2014). The interaction between job satisfaction and organizational commitment drives strong and positive employee performance. Organizational commitment as a measure of employees' trust and willingness to accept organizational goals and whether they will leave the organization, in other words, a desire to have a strong commitment to maintaining membership in the organization. Understanding each rule is used as a guide to reviewing and completing tasks or tasks even when a leader is out of office, creating a proactive attitude toward finding new jobs

and creativity in helping to improve organizational integrity, and creating extra readiness or effort alongside work. The goal is to support the success of the organization and to increase the reach of work that meets the expectations of the organization.

CONCLUSION

From the results of the research and discussion described earlier, it is possible to draw the following conclusions. Organizational culture and organizational commitment are positively and simultaneously related to employee performance. Organizational culture is positively related to employee performance. Organizational commitment is positively related to employee performance. Organizational culture and organizational commitments are positive and simultaneous to employee satisfaction. Organizational culture is positively related to Employee satisfaction. Organizational commitment is positively related to Job Satisfaction. Job satisfaction is not able to moderate the relationship between organizational culture and employee performance. Job satisfaction is able to moderate the relationship between organizational commitment and employee performance at PT. Bank Mandiri (Persero), Tbk.

Based on sample responses and research hypotheses, the following may be recommended to Management of PT. Bank Mandiri (Persero), Tbk, Medan. Organizational cultural consistency can be implemented by enhancing the role model of leader, sharing sessions related to organizational culture with regular two-way communication and continuity.

Adding a "jobdesk" that doesn't match the potential of your employees makes them less focused on providing the best service to their customers. Collaboration is needed to serve the customer faster, proactively, and effectively beyond what the customer expects, which in turn creates customer satisfaction and loyalty. Therefore, it is advisable for Management to establish the relationship

between Relationship Manager and Customer Service in accordance with the business potential of their respective Branch Offices. By enhancing collaboration between Relationship Manager and Customer Service by providing targeted mirroring without neglecting key tasks, banking products can be offered simultaneously and can provide the best solutions for customers. By managing the Credit and Funding Portfolio at the same time, it means that the Relationship Manager is responsible for the Customer Service Portfolio and the Branch Office.

Organizational commitment to increasing employee loyalty, pride and building emotional closeness, the authors recommend management to implement a fair and objective Performance Evaluation. Increase the role of leaders as Role Models, leaders who are able to inspire and motivate employees, leaders who provide solutions and direct employees to work hard and love their work. This allows them to develop emotional relationships to achieve their goals. It's important to maintain the company's reputation by building a positive image that makes employees feel proud of their work. The hard work of the employees is not only personal but also for our beloved nation, Indonesia. Form a company slogan that can motivate employees, for example "Spirit Builds the Nation" atau "Our Work is Nation Performance."

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