

# **THE ROLE OF JOB SATISFACTION AS AN INTERVENING VARIABLE ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE**

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## **ABSTRACT**

Employee planning is considered important in the plans carried out by an organization to achieve vision, mission and goals so that the organization is able to survive in competition with the competitors. The purpose of the study was to determine whether there was a direct effect of organizational culture in the BPR office on employee engagement in improving the performance of BPR employees, if job satisfaction was used as a mediator. The study was conducted at BPR Artha Mranggenjaya, BPR Artamas, BPR Arthanugraha Makmur Sejahtera. All of these BPRs are located in Mranggen District, Demak Regency. The research conducted was quantitative. The research respondents numbered 112 employees. Primary data from the questionnaire were tested with IBM AMOS software version 23. The study found that organizational culture did not have an effect on employee performance at BPR. Employee engagement has a direct effect that affects the performance of BPR employees. Job satisfaction is also a mediator of organizational culture and employee engagement which has an effect on the performance of people at BPR. The research obtained has theoretical and practical implications.

**Keywords:** organizational culture, employee engagement, employee performance, job satisfaction

## **INTRODUCTION**

Human resource management is a plan to acquire, develop, maintain, and use human resources to help the company achieve its goals (Satri, Adil, & Suardi, 2023). Without HR support, company activities will not be carried out properly (Satri, Adil, & Suardi, 2023). Companies with optimal Employee Performance (EP) will survive and thrive in globalization (Budiarto, Rahayu, & Robin, 2023). Companies that want to achieve their goals must pay attention to EP which is the result of employee achievements based on certain criteria that apply to a job (Khasanah & Abadiyah, 2022).

Research result Abdullahi et al. (2021) shows that EP is influenced by Organizational Culture (OC) research on staff at Malaysian Private Universities. Research of Satri et al. (2023) at PDAM in Luwu. That showed EP influence OC. The author also found different research results conducted by Setiani et al. (2023) that EP was not influence OC. This research was conducted at PT Magnum Attack Indonesia with a total of 89 respondents.

Other research by Jindain and Gilitwala (2023) with the results that EP can be influenced by Employee Engagement (EE). Research in Bangkok, Thailand with 370 employee respondents. Another research by Yulita et al. (2023) at the Regional Development Planning Agency of Seluma Regency, with 122 employee respondents. The results of the study showed that EP can be influenced by EE.

Dharma et al. (2023) conducted research that provided Job Satisfaction (JS) results can be

influenced OC, research at PT. Bank Nagari West Sumatra with 323 employees. Another research by Shoaib et al. (2023) was conducted at a pharmaceutical company in Pakistan with 338 respondents. The study provided results that JS was significantly positively influenced by OC.

Research by Sarumpaet and Tajib (2023) showing JS influenced by EE. The study was conducted at PT Generasi Buana Technology in Jakarta with 195 respondents. Research by Khasanah and Abadiyah (2022) was conducted at PT Sekar Katokichi Sidoarjo with a sample of 141 employees. The results showed a positive influence between JS and EE.

EP can also be influenced by JS, the results of this study were carried out Indrayani et al. (2023) research on employees in Batam City with 205 respondents. Research by Ngwenya and Pelsler (2020) gave the same results, EP can also be influenced by JS. Research in 15 manufacturing companies in Bulawayo, Zimbabwe with 257 respondents.

The author found different research results that EP is not influenced by JS. Research by Sunarsih and Helmiatin (2017) was conducted at the Open University in Bogor with 120 respondents. The findings of the research that vary, provide an indication that the influence of OC and EE on EP can be mediated by certain variables. By the way, from the review of previous research, the author found that JS mediates the relationship between OC and EE on EP.

Ahmad et al.'s (2023) research shows that JS mediating EP towards OC, research at the PT. PLN Ternate office. The results of other research conducted by Ali (2023) show the role of mediation JS on the relationship between EP and OC, research at PT. Permodalan Nasional Madani Jakarta.

Meanwhile, research by Fidyah and Setyawati (2019) shows the role of mediation JS on EP towards EE. The research at PT Telkom Yogyakarta. Diem et al. (2023) conducted research at BTN Syariah Palembang, the results of the study showed role mediation JS on EP towards EE. The object of the study was BPR in Mranggen District, Demak Regency including BPR Artamas, BPR Artha Mranggenjaya, BPR Arthanugraha Makmur Sejahtera. From the pre survey conducted, EP at the BPR was not as expected. More details about the pre survey results can be seen in the table below.

**Table 1. BPR Publication Report published by the Financial Services Authority**

No	Reporting Year	NPL (Non Performing Loan)	ROA (Return on Assets)
PT BPR Arthamas			
1	2020	4.82	5.41
2	2021	12.96	5.18
3	2022	18.1	3.87
4	2023	25.21	0.98
PT BPR Arthanugraha Makmur Sejahtera			
1	2020	7.25	2.69
2	2021	9.89	3.11
3	2022	9.35	3.05
4	2023	10.8	2.95
PT BPR Artha Mranggenjaya			
1	2020	9.01	2.79
2	2021	11.42	2.05
3	2022	18.84	(3.34)
4	2023	27.09	0.52

Source: <https://www.ojk.go.id/id/kanal/perbankan/data-dan-statistik/laporan-keuangan-pertanian/Default.aspx>

Bank Indonesia Regulation No. 17/11/PBI/2015 dated June 25, 2015. NPL ratio < 2% (bank is categorized as very healthy). Ratio between 2 until 5% (bank is categorized as healthy). NPL ratio > 5% (bank is categorized as unhealthy). Return on Asset according to Thionita (2020), it is an indicator that measures how well a company utilizes assets to generate profits. The higher the ROA, the better the company's performance.

The purpose of the study is to analyze the influence of OC and EE on EP. The study also analyzes the mediating role of JS on the relationship between OC and EE on EP.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### Employee Performance

EP is the result of an employee's achievements in working based on certain criteria that apply to a

particular job (Khasanah & Abadiyah, 2022). Research by Satri, Adil, & Suardi (2023) states that EP is very necessary, because from performance, the employee's ability to carry out tasks to achieve work targets will be known.

## **Job Satisfaction**

According to Robbins and Judge (2017) JS is a positive feeling towards work and not just doing the job only. Work requires interaction with colleagues and superiors, following rules, organizational policies, meeting performance standart, adapting to new technologies.

Employees with high JS are expected to devote all their abilities to completing work, in order to provide the best efficiency for the company (Abadi, 2024).

## **Organizational Culture**

A well developed and well maintained OC can drive the organization towards better development (Syardiansyah, 2020). An organization plays an important role because a good culture can provide comfort that supports performance, conversely a poor OC will trigger a decline in performance (Habudin, 2020).

## **Employee Engagement**

EE is a proactive work behavior, focused on goals and trying to make efforts to achieve success for himself and the organization. An employee who has a high level of attachment to the organization has an understanding and concern for the organization's operational environment and is able to work together (Meutia and Ulfa, 2020).

## **Hypothesis Development**

### **1) The Influence of OC (X1) on EP (Y2)**

OC is an internal company factor that affects EP. OC can be created to improve performance. This is in line with several previous research results which show that OC has a positive and significant effect on EP (Ali, 2023).

OC is a set of company values that are determined and upheld by all members of the organization. The results of the study by Satri et al. (2023) OC has a positive and significant effect on EP. Likewise, the study by Hasan et al. (2020) shows that OC has a direct and significant positive effect on EP. The study by Bhardwaj and Kalia (2020) OC helps improve contextual and task performance on EP. The study by Abdullahi et al. (2021) provides significant results regarding OC on EP.

H1: OCe (X1) has a significant positive influence on EP (Y2)

### **2) The influence of EE (X2) on EP (Y2)**

EE is something important for EP in an organization, experts determine a number of factors that are considered in determining EP, including EE (Budiarto et al., 2023).

Ramadhan's research (2023) was conducted at PT Indo Kordsa with a sample of 137 employees, the results showed that EE had a positive effect on EP. Meanwhile, Yulita et al.'s research (2023) at the Seluma Regency Regional Development Planning Agency with a sample of 122 respondents. The results of the study showed that EE had a positive effect on EP.

H2: EE (X2) has a positive influence on EP (Y2)

### **3) The Influence of OC (X1) on JS (Y1)**

JS is directly or indirectly influenced by OC, the success of HR management in an organization implemented through OC will have an impact on JS (Silalahi et al., 2021). Research by Shoaib et al. (2023) shows that OC has a significant effect on JS. Research in the Pakistan Pharmaceutical sector with a sample of 338 employees. Similar research by Dharma et al. (2023) was conducted at PT. Bank Nagari West Sumatra with 323 respondents. The results of research by Silalahi et al. (2021) show that OC has a positive and significant effect on JS. The research was conducted at the Ministry of Religion in Simalungun.

H3: OC (X1) Has a Positive Influence on JS (Y1)

### **4) The Influence of Employee Engagement (X2) on Job Satisfaction (Y1)**

EE is an important role because basically the nature of the relationship between the organization or company and employees can increase JS (Khasanah and Abadiyah, 2022). EE is the degree to which

employees are engaged with their work and devote time and energy to their work and view work as an important part of their lives (Bagis et al., 2021).

The results of the study by Sarumpaet and Tajib (2023) obtained a positive influence between EE and JS. Research at PT Generasi Teknologi Buana, Jakarta with 195 respondents. Research by Sulistiono et al. (2019) at PT Perkebunan Nusantara V Riau with a sample of 360 employees, obtained results that EE had a significant positive effect on JS.

H4: EE (X2) Has a Positive Influence on JS (Y1)

## 5) The Influence of JS (Y1) on EP (Y2)

Employees whose work is appreciated, given freedom, motivated to work, and always given guidance, then the employee's JS will grow, thereby increasing the employee's organizational commitment to the company. Employees who are satisfied with their work will increase EP (Satri et al., 2023).

From the research (Satri, Adil, & Suardi, 2023) shows that JS affects EP is an expression of the hopes of an employee who has completed his obligations to the company. If the employee's JS is good, it will affect EP.

Research by Indrayani and Nurhatisyah (2023) shows that JS has a significant positive effect on EP. Research used 205 respondents in Batam City showed that JS results had a significant effect on EP. Research by Syardiansah et al. (2020) on The Royal Hotel in East Aceh Regency with a sample of 42 employees showed the same results.

H5: JS (Y1) Has a Positive Influence on EP (Y2)

## 6) The mediating role of JS (Y1) in the relationship between OC (X1) and EP (Y2)

EP can be increased if employees are satisfied with their jobs. JS is a factor required from employees by the company (Satri et al., 2023). JS can be increased by creating positive OC (Dharma et al., 2023).

Several studies show that JS mediates the relationship between OC and EP. Ali (2023) conducted research in PT. Permodalan Nasional Madani Jakarta, totaling 1,552 people with a research sample of 200 employees. The study showed that JS mediates the relationship between OC and EP.

Similar research by Ahmad, Arilaha, and Soleman (2023) that the influence of OC on EP through JS mediation as an intervening variable on PT. PLN employees in Ternate showed significant positive results.

H6: JS (Y1) Mediates the Relationship Between OC (X1) and EP (Y2)

## 7) The mediating role of JS (Y2) on the relationship between EE (X2) and EP (Y2)

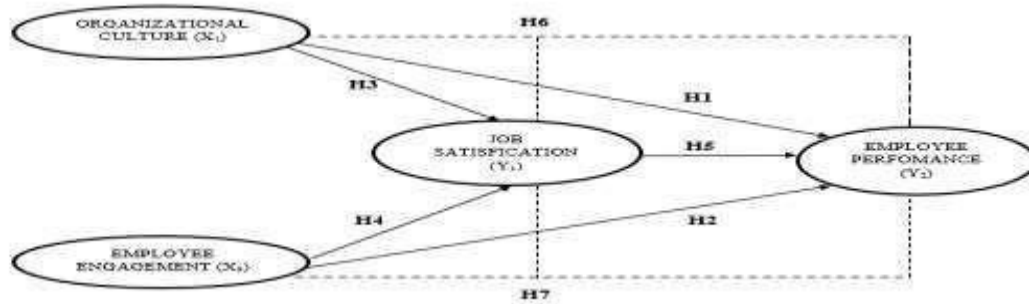
Employees who like their jobs will carry out tasks according to organizational goals (Sarumpaet & Tajib, 2023). JS is obtained when individuals in the organization have EE (Abadi, 2024). Abadi's research results (2024) showed that JS mediates the relationship between EE and EP. The study used 87 respondents in PT Angkasa Pura I Surabaya. Meanwhile, Fidyah and Setyawati's research (2019) conducted at PT Telkom Indonesia showed that JS mediates between EE and EP. Diem et al. (2023) conducted a study with the results that EE has a significant positive influence on EP with JS as a mediating variable, research in PT BTN Palembang.

H7: JS (Y1) Mediates the Relationship Between EE (X2) and EP (Y2)

## RESEARCH METHOD

The study is a quantitative analysis with AMOS. The questionnaire uses a Likert Scale of 1-5, a score of 1 means "strongly disagree" (STS) to a score of 5 means "strongly agree" (SS). Sampling using purposive sampling technique. Total of 112 respondents (BPR Artamas 36 respondents, BPR Arthanugraha Makmur Sejahtera 31 respondents and BPR Artha Mranggenjaya 45 respondents).





**Figure 1.**  
**Research Graphic Model**

**RESULTS**

**Assumption Test and CFA (Confirmatory Factor Analysis) Test**

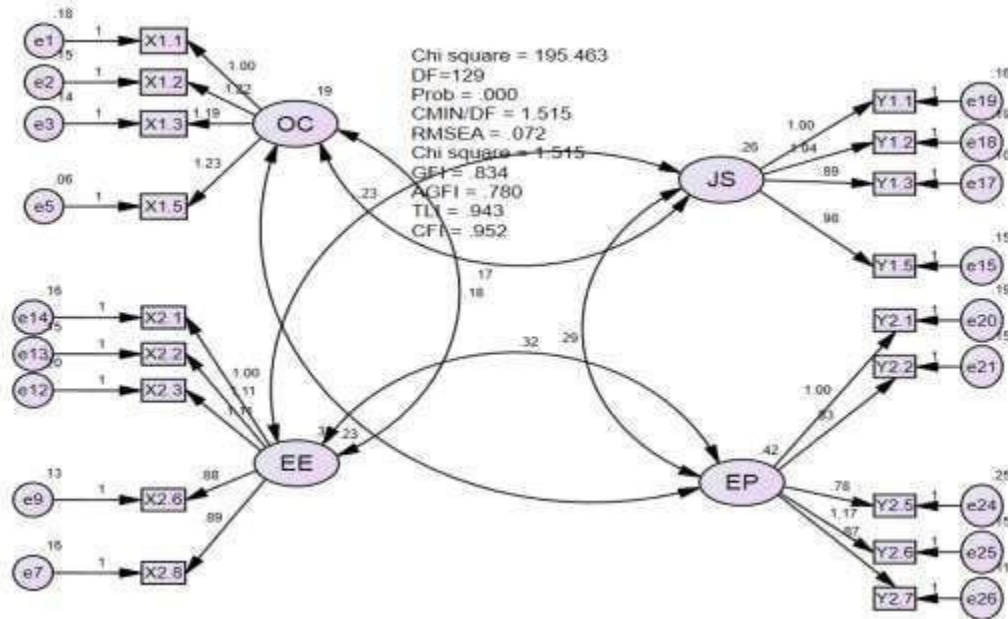
The results of the multivariate normality test for data 112, the critical ratio (CR) Kurtosis value is 13,248. According to Kline (2015) the CR Kurtosis value > 8 indicates a normality problem. Data normalization uses the trimming method, namely eliminating extreme data. After the outliers are removed, the remaining data is 100, so the CR Kurtosis value is 6.941 < 8. This indicates that the data is normally distributed.

The full CFA model loading factor values for the research variables are as follows:

**Table 2. Loading Factors from CFA of All Latent Variables**

	<b>OC</b>	<b>EE</b>	<b>JS</b>	<b>EP</b>
X1.1 ← O.C.	0.730			
X1.2 ← O.C.	0.794			
X1.3 ← O.C.	0.800			
<b>X1.4 ← O.C.</b>	<b>0.539</b>			
X1.5 ← O.C.	0.905			
<b>X2.9 ← EE</b>		<b>0.663</b>		
X2.8 ← EE		0.777		
<b>X2.7 ← EE</b>		<b>0.623</b>		
X2.6 ← EE		0.788		
<b>X2.5 ← EE</b>		<b>0.520</b>		
<b>X2.4 ← EE</b>		<b>0.620</b>		
X2.3 ← EE		0.805		
X2.2 ← EE		0.843		
X2.1 ← EE		0.848		
Y1.5 ← JS			0.788	
<b>Y1.4 ← JS</b>			<b>0.609</b>	
Y1.3 ← JS			0.831	
Y1.2 ← JS			0.771	
Y1.1 ← JS			0.781	
Y2.1 ← EP				0.836
Y2.2 ← EP				0.806
<b>Y2.3 ← EP</b>				<b>0.613</b>
<b>Y2.4 ← EP</b>				<b>0.531</b>
Y2.5 ← EP				0.707
Y2.6 ← EP				0.882
Y2.7 ← EP				0.854
<b>Y2.8 ← EP</b>				<b>0.592</b>

There are 9 variables with loading factors < 0.70, so they are not used for further analysis.



**Figure 2.**  
**Full CFA Model after Dropping Indicators**

***Univariate Outlier***

A z-score value far from  $\pm 3$  indicates the presence of an outlier. The identification results from SPSS show that there are z-score numbers above  $\pm 3$ . However, univariate normality is still met. So outlier data is not discarded.

***Multivariate Outlier***

The Mahalanobis distance of each observation is calculated and will show the distance of an observation from the mean of all variables in a multidimensional space. To calculate Mahalanobis distance based on the chi-square value (calculated by the formula) at degrees of freedom of 18 (number of indicators) at the  $p < 0.001$  level is  $X^2(18,0.001) = 42,312$ . From data processing, it is known that the maximum Mahalanobis distance is 33,764 which is still below the maximum limit of Multivariate Outliers.

***Evaluation of Multicollinearity and Singularity***

The indication of multicollinearity and singularity is known through the value of the determinant of the covariance matrix which is close to zero. From Amos the value of the determinant of sample covariance matrix = 0.000.

***Composite Reliability and Variance Extract***

The minimum reliability value of the latent variable forming dimensions can be accepted at 0,70. The variance extract measurement shows the amount of variance from the indicators extracted by the latent construct/variable developed. The minimum acceptable variance extract value is 0,50. The value  $\lambda$  obtained from the output results of Amos on Estimate.

**Table 3. Reliability and Variance Extract**

Variables	$\lambda$	$\lambda^2$	$1 - \Sigma \lambda^2$	Reliability	Variance Extract
<b>O.C.</b>					
X1.1	0,712	0,507	0,493	0,88	0,66
X1.2	0,806	0,650	0,350		
X1.3	0,811	0,658	0,342		
X1.5	0,906	0,821	0,179		
$\Sigma \lambda$	3,235	2,635	1,365		
$(\Sigma \lambda)^2$	10,465				
<b>EE</b>					
X2.1	0,823	0,677	0,323	0,72	0,68
X2.2	0,859	0,738	0,262		
X2.3	0,826	0,682	0,318		
X2.6	0,817	0,667	0,333		
X2.8	0,796	0,634	0,366		
$\Sigma \lambda$	4,121	3,399	1,601		
$(\Sigma \lambda)^2$	16,982641				
<b>JS</b>					
Y1.1	0,791	0,626	0,374	0,70	0,63
Y1.2	0,773	0,598	0,402		
Y1.3	0,825	0,681	0,319		
Y1.5	0,790	0,624	0,376		
$\Sigma \lambda$	3,179	2,528	1,472		
$(\Sigma \lambda)^2$	10,106041				
<b>EP</b>					
Y2.1	0,827	0,683929	0,316071	0,72	0,68
Y2.2	0,813	0,660969	0,339031		
Y2.5	0,709	0,502681	0,497319		
Y2.6	0,891	0,793881	0,206119		
Y2.7	0,863	0,44769	0,255231		
$\Sigma \lambda$	4,103	3,386	1,614		
$(\Sigma \lambda)^2$	16,834609				

The results of the reliability and variance extract tests on latent variables show that all variables have a reliable measure because the minimum value is 0,70. The variance extract test shows that each latent variable is a sufficient extraction result, as seen from the variance extract value 0,50.

## SEM Model Analysis

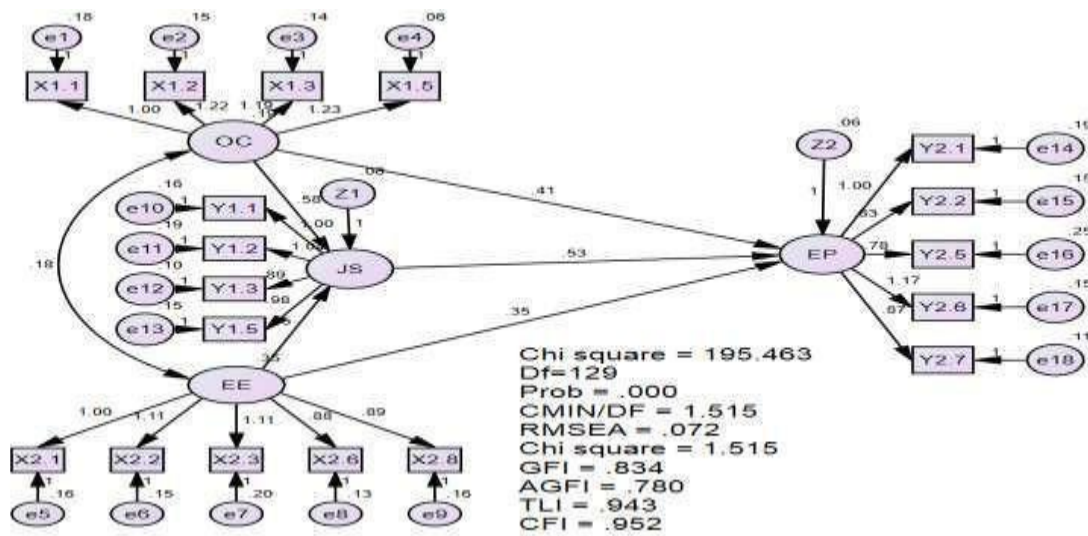


Figure 3.  
Model Before Modification

Chi square value of 195.463 means the model is not fit. Model modification is carried out referring to the modification indices value.

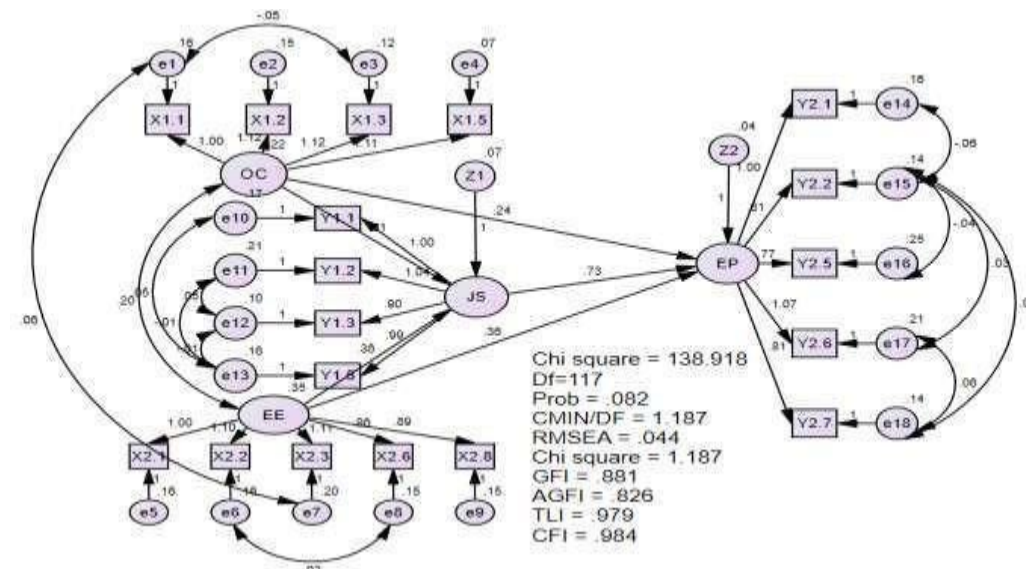


Figure 4.  
Model after Modification

Table 4. Results of Feasibility Testing of Structural Equation Models

Goodness of Fit Index	Cut-off Value	Results	Model Evaluation
Chi-Square	Small (< 143,246)	138,918	Good fit
Probability	≥ 0,05	0,082	Good fit
RMSEA	≤ 0,08	0,044	Good fit
Chi square / df	≤ 2,00	1,187	Good fit
GFI	≥ 0,90	0,881	Marginal Fit
AGFI	≥ 0,90	0,826	Marginal Fit
TLI	≥ 0,95	0,979	Good fit
CFI	≥ 0,95	0,984	Good fit



**Hypothesis Testing**

**Table 5. Regression Weight Structural Equation Model**

			Estimate	SE	CR	P
JS	←	O.C.	0,513	0,142	3,621	***
JS	←	EE	0,364	0,104	3,516	***
EP	←	JS	0,735	0,236	3,106	0,002
<b>EP</b>	←	<b>O.C.</b>	<b>0,235</b>	<b>0,173</b>	<b>1,364</b>	<b>0,173</b>
EP	←	EE	0,359	0,125	2,871	0,004

The structural equation model based on these results can be written as follows

$$JS = 0.513 OC + 0.364 EE + e1$$

$$EP = 0.735 JS + 0.235 OC + 0.359 EE + e2$$

**The effect of OC on JS**

Testing the influence of OC on JS shows a coefficient with a positive direction. Testing the significance of the influence obtained a CR value of 3,621 with a probability of  $0,000 < 0,05$ . A significance value of less than 0,05 indicates that OC has a significant positive influence on JS.

**The influence of EE on JS**

Testing the influence of EE on JS shows a coefficient with a positive direction. Testing the significance of the influence obtained a CR value of 3,516 with a probability of  $0,000 < 0,05$ . A significance value of less than 0,05 indicates that EE has a significant positive influence on JS.

**The influence of JS on EP**

Testing the influence of JS on EP shows a coefficient with a positive direction. Testing the significance of the influence obtained a CR value = 3,106 with a probability =  $0,002 < 0,05$ . A significance value smaller than 0,05 indicates that JS has a significant positive influence on EP.

**The effect of OC on EP**

Testing the influence of OC on EP shows a coefficient with a positive direction. Testing the significance of the influence obtained a CR value = 1,361 with a probability =  $0,173 > 0,05$ . A significance value greater than 0,05 indicates that OC does not have a significant influence on EP.

**The influence of EE on EP**

Testing the influence of EE on EP shows a coefficient with a positive direction. Testing the significance of the influence obtained a CR value = 2,871 with a probability =  $0,004 < 0,05$ . A significance value smaller than 0,05 indicates that EE has a significant positive influence on EP.

**Testing of JS Mediating Variables on OC against EP**

This research model has a path that allows indirect influence of OC on EP through JS. The results of AMOS analysis and manual calculations, the estimate value of OC → JS is 0,513; JS → EP is 0,735; OC → EP is OC → EP, so the total effect value is 0,612.

$$(Total\ effect = (indirect\ effect) + (direct\ effect) = (0,513 * 0,735) + 0,235 = 0,612)$$

The calculation of the total effect is known that the increase in OC if not considering the mediation variable JS has an impact on increasing EP by 0,235. If the role of the mediation variable JS is added, it can increase EP by 0,612.

Sobel test result is  $3,2236 > 1,96$  with p value one-tailed probability of 0,00063 and p value two-tailed probability of  $0,00126 < 0,05$ . This means that JS fully mediates the relationship between OC and EP.

**Testing of JS Mediating Variables on EE against EP**

This research model has a path that allows for an indirect influence of EE on EP through JS. The results of AMOS and manual calculations, obtained an estimate value of EE → JS of 0,364; JS → EP of 0,735; EE → EP of 0,359, and a total effect of 0,626.

$$(Total\ effect = (indirect\ effect) + (direct\ effect) = (0,364 * 0,735) + 0,359 = 0,626)$$

The calculation of the total effect is known to increase the quality of EE if it does not consider

the mediation variable JS, it will have an impact on increasing EP by 0,359. If the role of the mediation variable JS is added, it can increase EP by 0,626.

The mediation variable JS has an important role in connecting EE and EP. This is evident from the results of the Sobel test of  $2,3266 > 1,96$  with a one-tailed probability p value of  $0,00999$  and a two-tailed probability p value of  $0,01998 < 0,05$ . This means that the JS variable fully mediates the relationship between EE and EP.

**Table 6. Summary of Research Findings**

	<b>Research Hypothesis</b>	<b>P</b>	<b>Significance</b>
H1	EP ← OC	$0,173 > 0,05$	Not Significant
H2	EP ← EE	$0,004 < 0,05$	Significant
H3	JS ← OC	$0,000 < 0,05$	Significant
H4	JS ← EE	$0,000 < 0,05$	Significant
H5	EP ← JS	$0,002 < 0,05$	Significant
H6	EP ← JS, OC	$0,001 < 0,05$	Significant
H7	EP ← JS, EE	$0,019 < 0,05$	Significant

**DISCUSSION**

**H1: OC Has a Significant Positive Influence on EP**

From hypothesis test shows that OC has no significant effect on EP. The significance value is  $0,173 > 0,05$  so that H1 is not accepted. The research findings provide additional insight into the increasingly varied relationship between OC and EP. Some of research results show a significant effect, research by Abdullahi et al. (2021); Ahmad et al. (2023); Bhardwaj and Kalia (2020); Hasan et al. (2020); Khasanah and Abadiyah (2022); Satri Satri et al. (2023). But some others show the opposite, no effect (Setiani et al., 2023; Sarumpaet and Tajib, 2023).

Based on the respondents responses, it is known that the average value of the respondent response index for OC is 70,72 which indicates a moderate category. Based on observations and interviews, respondents perceived that good OC has been implemented sufficiently in BPR, for example the company respects individual rights, the company respects the right to tolerance. However, the implementation of this OC is not able to encourage EP. It could be because the culture of tolerance and individual appreciation outside of material is already good in the intrinsic sense (appreciation for completing work/tasks given, gratitude and the like). But it is not accompanied by extrinsic (in the form of financial incentives), so it is not able to encourage EP.

The above indications are reinforced by the research findings of Sarumpaet and Tajib (2023) conducted at PT Generasi Teknologi Buana in Jakarta. The results of the study showed that OC had no effect on EP. The research findings support the research findings of Setiani et al (2023) that culture in an organization is not one of the things that affects employee performance.

**H2: EE Has a Significant Positive Influence on EP**

Based on the hypothesis testing that EE has an influence on EP. It is known from the significance value of  $0,004 < 0,05$ , so H2 is accepted. The research findings provide the same results as what was predicted at the beginning, that the influence of EE on EP is believed to have a significant positive influence. The results of this study are in line with Ramadhan (2023) conducted at PT Indo Kordsa, the results of which showed that EE had a significant effect on EP. Yulita et al's research (2023) in Seluma Regency BPPD also got the same results.

Another study in Bangkok by Jindain and Gilitwala (2023) found a significant positive impact of EE on EP. Abdullahi et al (2021) research conducted in the Malaysian education sector. The results showed that EE had a significant effect on EP.

Sarumpaet and Tajib (2023) conducted a study at PT Generasi Teknologi Buana in Jakarta. The results showed that EE had a positive effect on EP. Another study at PT Sekar Katokichi Sidoarjo by Khasanah and Abadiyah (2022) showed that EE had an effect on EP. Abadi (2024) also conducted a study at PT Angkasa Pura I Surabaya, the results of which were EE affect EP.

**H3: OC Has a Significant Positive Influence on JS**

Based on the hypothesis testing conducted, OC has a significant positive influence on JS. This is known from the significance value of  $0,000 < 0,05$ , so it is concluded that the hypothesis is accepted. This means that the higher the implementation of good OC in the organization, the higher the employee's JS.

Several previous studies with similar results were conducted by Shoaib et al., (2023), OC has a significant positive effect on JS. The study was conducted on employees in the Pharmaceutical sector in Pakistan with a sample of 338 employees. Research with similar results was also conducted by Dharma et al., (2023) which was conducted on all employees at PT. Bank Nagari Sumatera Barat with 323 respondents.

In addition, research by Silalahi et al., (2021) also shows that OC has a positive and significant effect on JS. This research was conducted at the Ministry of Religion in Simalungun. The same results were obtained by Ahmad et al., (2023) research at PT. PLN Ternate.

**H4: EE Has a Significant Positive Influence on JS**

Based on the results of the hypothesis testing conducted, it is known that EE has a significant positive influence on JS. This is known from the significance value of 0.000 which is below the value of 0.05, so H4 is accepted.

The research findings support previous research conducted by Sarumpaet and Tajib (2023) which examined the role of EE on JS. Respondents were 195 at PT Generasi Buana Technology in Jakarta. The results of the study indicate that EE has a positive impact on JS.

The findings of this study are also in line with the findings of Khasanah and Abadiyah's (2022) study which examined EE and JS. This study was based on a survey with employees at PT Sekar Katokichi Sidoarjo. The results of the study indicate that EE has a positive impact on JS.

**H5: JS Has a Significant Positive Influence on EP**

JS significant effect on EP. The significance value of  $0,002 < 0,05$  then H5 is accepted. The JS variable contributes the most in driving EP. It is known from the coefficient value of 0,735 at a significance level of 0,000. This finding shows that the effectiveness of increasing JS can be done by increasing extrinsic rewards such as increasing salaries, bonuses and also promotion opportunities for high-achieving employees.

The research findings support previous research by Syardiansah et al. (2020) examining the role of JS in EP. The results showed that JS significantly influenced EP. JS allows employees to be satisfied with their work, coworkers and superiors. In such an atmosphere, EP will increase.

This finding is in line with the research of Ngwenya and Pelsler (2020) which examined JS and EP. Research with a survey in 15 manufacturing companies in Bulawayo, Zimbabwe with, JS research results positively related to EP.

Another research by Indrayani et al. (2023) with 205 employees as respondents in Batam City. The results showed that JS influenced EP. Ahmad et al. (2023) conducted a study with the same results, with a sample of 52 employees in PT. PLN Ternate. The results showed that JS influenced EP.

**H6: The mediating role of JS in the relationship between OC and EP**

JS mediates OC and EP. The result of Sobel test, p value two tailed probability of  $0,00126 < 0,05$ . Shows OC has an indirect influence on EP through JS. Because, based on H1 OC has no effect on EP. So the JS variable fully mediates OC and EP.

Previous studies indicate that the influence of OC on and EP is indirect. However, a number of research results confirm that the influence of both variables is direct. The gap in research results provides an opportunity to conduct deeper exploration regarding the relationship between the two variables.

The results of Ali's (2023) research which examined OC and EP with JS as a mediator. Using a structural equation model, this study was conducted at PT Permodalan Nasional Madani in Jakarta using 200 respondents. The results of the study showed that there was an indirect influence between OC and EP through JS as a mediator variable.

The same results of research by Ahmad et al. (2023) in PT. PLN Ternate with 52 respondents,

findings indicate that JS fully mediates the effect of OC on EP.

### **H7: The mediating role of JS in the relationship between EE and EP**

Based on the mediation test, it is known that JS mediates the relationship between EE and EP. From the Sobel test, the p value of two-tailed probability of 0,01998 is smaller than the significance level of 0,05. The findings show that EE has an indirect influence on EP through JS. Based on Hypothesis 2 (H2), EE has an effect on EP. So the JS variable partially mediates the relationship between the EE and EP variables.

Several previous studies indicate that the influence of EE on EP is indirect and some are the opposite. The gap in research results provides a gap to conduct deeper exploration regarding the relationship between the two variables.

Abadi's research results (2024) examined EE and EP with JS as a mediator. Research at PT Angkasa Pura I Surabaya with 87 respondents. The results showed an indirect effect of EE and EP through JS as a mediator variable. The results of the study are in line with the research of Diem et al. (2023) which tested the influence of JS mediation on EE and EP, research at PT. BTN Syariah Palembang.

## **CONCLUSION, LIMITATIONS, SUGGESTIONS**

### **Conclusion**

- a. OC has no influence on EP. This finding provides an additional clearer picture of the relationship between OC and EP. A number of research results show a significant influence, while others show the opposite, namely no influence.
- b. The findings of this study prove that EE has a significant positive influence on EP. This condition can be explained that the BPR office which in its internal environment always respects the rights between individuals, its employees are diligent and enthusiastic about their work will increase the EP of BPR employee.
- c. OC has a significant positive influence on JS. This means that the higher the OC will follow the higher of JS. A good OC in BPR such as respect for individual rights, upholding tolerance will encourage employees to feel satisfied with their work, coworkers and superiors. This condition will produce a conducive climate for BPR and will have good implications for the company.
- d. The EE variable has a significant positive influence on JS. EE provides a clearer picture that BPR employees who are tough, diligent and enthusiastic in their work will feel satisfied with their work.
- e. JS variable has the biggest role in increasing EP. It is known from the estimated value of 0,735 and the significance level of  $0,002 < 0,05$ . Employees who are satisfied with their work, comfortable with coworkers and superiors encourage EP.
- f. JS fully mediate the relationship between OC and EP. The research findings are in line with the literature and empirical evidence of the relationship between JS, OC and EP. OC does not directly affect EP, but will affect through mediation of JS.
- g. JS mediates the relationship between EE and EP. This finding contributes to the relationship between EE and EP and JS as a partial mediating variable. The EE variable has a positive effect on EP with a significance value of 0,004, but if through the mediation of the JS variable, the significance value is greater, namely 0,019.

### **Limitations**

Goodness of Fit Index for GFI and AGFI is classified as marginal fit which may affect the level of fit of the model built. The results of this study are limited to the BPR environment and cannot be generalized to other banking organizations such as general banks that have different asset values and regulations from the organization in BPR. In addition, this study is in a certain area (Mranggen District) and cannot be generalized to other areas that may have different employee demographic characteristics.

### **Suggestion**

Further research can compare with general banks. Comparative research between general banks and



BPR can be conducted to provide a clearer picture of how OC and EE influence EP through JS mediation for employees in both different types of banks.

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