

The Influence of Work Discipline and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable

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ABSTRAK

Penelitian ini dilatarbelakangi oleh pentingnya memahami hubungan antara budaya perusahaan, disiplin kerja, dan kepuasan kerja karyawan dalam meningkatkan prestasi kerja. Tujuan utama penelitian ini adalah untuk menyelidiki dampak budaya organisasi dan disiplin kerja terhadap tingkat kepuasan kerja karyawan, serta menguji apakah kepuasan kerja berperan sebagai mediator dalam hubungan antara disiplin kerja dan prestasi kerja karyawan. Jenis penelitian ini adalah penelitian kuantitatif dengan pendekatan deskriptif. Populasi penelitian ini terdiri dari seluruh karyawan di PT. Bank Nagari Sumatera Barat, dan sampel yang terlibat dalam penelitian ini berjumlah 323 karyawan. Pengumpulan data dilakukan menggunakan kuesioner sebagai instrumentasi. Hasil penelitian menunjukkan adanya hubungan positif antara budaya organisasi dan tingkat kepuasan kerja karyawan. Disiplin kerja juga berhubungan positif dengan tingkat kepuasan kerja karyawan, dengan kepuasan kerja berperan sebagai mediator dalam hubungan tersebut. Ditemukan pula bahwa budaya organisasi memiliki dampak positif terhadap prestasi kerja karyawan. Selanjutnya, disiplin kerja juga berhubungan positif dengan prestasi kerja karyawan. Keberhasilan dalam menciptakan budaya organisasi yang positif dan mendorong disiplin kerja di lingkungan kerja dapat meningkatkan kepuasan kerja dan kinerja karyawan secara keseluruhan. Simpulan dari penelitian ini adalah pentingnya peran budaya organisasi dan disiplin kerja dalam meningkatkan kepuasan kerja dan prestasi kerja karyawan di PT. Bank Nagari Sumatera Barat.

ABSTRACT

This research is motivated by the importance of understanding the relationship between company culture, work discipline, and employee job satisfaction in improving job performance. The main objective of this study was to investigate the impact of organizational culture and work discipline on employee job satisfaction levels, as well as test whether job satisfaction plays a mediator in the relationship between work discipline and employee work performance. This type of research is quantitative research with a descriptive approach. The population of this study consisted of all employees at PT. Bank Nagari West Sumatra, and the sample involved in this study amounted to 323 employees. Data collection was carried out using questionnaires as instrumentation. The results showed a positive relationship between organizational culture and employee job satisfaction levels. Work discipline is also positively related to employee job satisfaction levels, with job satisfaction acting as a mediator in the relationship. It was also found that organizational culture has a positive impact on employee performance. Furthermore, work discipline is also positively related to employee work performance. Success in creating a positive organizational culture and encouraging work discipline in the work environment can improve job satisfaction and overall employee performance. The conclusion of this study is the importance of the role of organizational culture and work discipline in increasing job satisfaction and employee performance at PT. Bank Nagari West Sumatra.

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1. INTRODUCTION

One way in which a bank contributes to a country's economic growth is by acting as a financial intermediary, or by moving money from well-off individuals and businesses to others who are less well-off. As described in previous research that one of the performances of a business organization often lies in the quality of its human resources to obtain good performance (Hakim et al., 2022; Yani & Kristanto, 2016). Because of the importance of the role of human resources in organizations, the organization's attention to human resources is often more intensive than other factors of production. Success in improving company performance is strongly influenced by individual employee performance. Good performance is an important capital that must be owned by employees who work in a company because it involves the provision of services from the entity. In producing optimal performance, work discipline is needed so that organizational goals can be achieved. Discipline is the awareness and willingness of an employee to obey all the rules and norms that exist in a government organization, this will encourage passion or enthusiasm for work, and encourage the realization of organizational goals (Astutik, 2016; Feel et al., 2018). In addition to work discipline, organizational culture is also one of the factors that can produce optimal performance. Organizational culture reflects the traits and characteristics that are felt to exist in the work environment and arise because of organizational activities that are carried out consciously or not and are considered to affect behavior and personality. Organizational culture is also very important in improving employee performance. Organizational culture is formed through interactions between employee actors who are influenced by the values, beliefs, and attitudes inherent in individuals combined with the desired ideal organizational culture (Budiono, 2016; Hakim et al., 2022).

The success of an organization is influenced by employee performance, and every company will try to improve the performance of its employees in achieving organizational goals that have been set (Lestari & Suryani, 2018; Widayati et al., 2017). To improve the performance of employees, presumably the problem of work discipline and work culture in the company PT. Bank Nagari West Sumatra must be fully considered by the company leadership for the creation of employee job satisfaction (Madjid & Hidayanto, 2017; Oktavia & Yanuar, 2022). The role of work discipline and organizational culture will not be optimal in improving employee performance if employees do not have good job satisfaction. In this case, job satisfaction in the organization is a very appropriate variable in mediating the relationship between the two variables above. Job satisfaction is a positive or negative attitude of an employee's emotional view of his work, whether shown in a pleasant state or not (Madikizella & Astuti, 2022; Nugrahaningsih & Julaela, 2017). Employee job satisfaction is closely related to employees' attitudes towards psychological factors, which are factors related to employees' psychology, including interests, peace at work, attitude towards work, talents, and skills (Laras & Susanti, 2021; Mustika & Utomo, 2014). Physical factors are related to the physical conditions of the work environment and employees, including the type of work, work time and rest time arrangements, work equipment, room conditions, temperature, lighting, age, health, and so on. Social factors are related to social interactions between colleagues, superiors, as well as employees with different types of work. And financial factors are related to employee security and welfare, which include the salary system and amount, social security, promotions, various allowances, and provided facilities.

The results of the previous study show that organizational culture and work discipline have an effect on employee performance (Hidayah & Utari, 2020; Rahmawati & Yusuf, 2021). The magnitude of the influence of organizational culture and work discipline on employee performance is 63.4%. Partially, organizational culture has a greater influence than work discipline in improving employee performance. The research has paid attention to job satisfaction as an intervening variable. The results of similar study prove that work discipline has a significant effect on job satisfaction (Astuti & Rahardjo, 2021; Nugrahaningsih & Julaela, 2017). Work discipline has a significant effect on employee performance. Job satisfaction has no significant effect on employee performance. Work Discipline Interventions on Employee Performance can increase the strength of the influence of Work Discipline on Employee Performance through Job Satisfaction. Supported by several research results, one of them is stuck showing that work discipline (X1) and organizational culture (X2) have a positive and significant effect on employee performance (Y), either partially or jointly. In contrast to the results of previous research shows that Organizational Culture has a positive and insignificant effect on employee performance (Fauzief & Yanuar, 2021; Sasuwe et al., 2018). It is shown by the result of $t\text{-count} > t\text{-table}$ ($1.968 > 1.67258$), so H1 is accepted. Partially, work discipline has no positive effect on employee performance. It is shown by the results of $t\text{-count} < t\text{-table}$ ($1.118 < 1.67258$), so H1 is rejected. Partially, organizational culture has no positive effect on job satisfaction. This is indicated by the results of $t\text{-count} < t\text{-table}$ ($0.129 < 1.6749$), so that H1 is rejected. Partially, work discipline has no positive effect on job satisfaction. It is shown by the results of $t\text{-count} < t\text{-table}$ ($-1.878 < 1.6749$), so that H1 is rejected. Partially, job satisfaction has no positive effect on employee performance. This is indicated by the results of $t\text{-count} < t\text{-table}$ ($1.437 < 1.67258$), so H1 is rejected.

Based on the previous research conducted at PT. Arief Nirwana Utama, each variable was separately tested in terms of work discipline, resulting in the following conclusions: first, there is a significant influence of work discipline on employee job satisfaction; second, there is a significant simultaneous influence of work discipline and employee job satisfaction; third, in terms of performance, there is a significant influence of work discipline on employee performance; fourth, there is a significant simultaneous influence of work discipline and employee performance; fifth, there is a significant indirect influence of work discipline on performance through employee job satisfaction (Pratama & Dihan, 2017; Surito et al., 2020). In terms of organizational culture, the results of this study show that organizational culture has a positive and significant effect on job satisfaction, organizational culture and job satisfaction each work has a positive and significant effect on the performance of employees at PT. Champion Kurnia Djaja Technologies, Job satisfaction is able to act as an intervening variable to mediate the relationship of organizational culture to employee performance, the effect of job satisfaction as an intervening variable is not as large as its direct effect (Feri et al., 2020; Prasetyo et al., 2023).

Bank Nagari, previously the West Sumatra Regional Development Bank/BPD West Sumatra, is the only regional bank that is effective for strengthening the economy, particularly in the West Sumatra Region, and plays an important role in the lives of the people of West Sumatra. Every major city in West Sumatra is served by a local branch of Bank Nagari. A wide variety of banking services, including savings accounts, checking accounts, time deposits, transfers, financing for working capital, financing for investments, financing for house purchases, and bank guarantees, are all available from Nagari Bank. The job standards established by PT. Bank Nagari West Sumatra serve as a guide for what constitutes successful performance in each position and as a yardstick against which others may be measured. A task performed by a bank employee may be assessed by the quantity, quality, accuracy, time to complete it, attendance, and capacity to collaborate that a certain job requires. This makes it easier to examine the performance of Nagari Bank personnel. An employee's performance may be evaluated in relation to the quantity of work they have performed in a certain time frame, as is the case with performance appraisals. Good performance is awarded to workers who accomplish tasks in quantities above and beyond what is expected, as well as to those whose labor produces outcomes of a quality that is also above and above what is expected.

From this explanation, the purpose of this study is to prove the effect of increasing employee performance through job satisfaction as an intervening variable. This can be done by building work discipline and a healthy organizational culture through increasing job satisfaction. West. Based on the description of the background above, the research is interested in analyzing whether work discipline and organizational culture affect employee performance with job satisfaction as an intervening variable at Bank Nagari West Sumatra.

2. METHODS

This study using quantitative methods with a descriptive approach (Sugiyono, 2018). This study employs a descriptive method to provide a detailed account of the research's subject or its outcomes. The descriptive understanding is a method used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations (Sugiyono, 2018). This research examine the link and effect of four independent factors (organizational culture, talent management, work discipline, and remuneration) on one bound variable (employee performance) via one intermediary (reciprocal/intermediate) variable (job satisfaction) (dependent variable).

This research used structural equation modeling (SEM) methods and the software package Smart PLS 3.0 to examine the association and impact of the study's variables. Using IBM's SPSS Statistics, version 24 for descriptive analysis of variables. The likert scale controller was the primary data collection tool for this investigation. The information gathered during a single round of questionnaire distribution at any particular time.

The population is a combination of all elements that have a similar set of characteristics that include for the benefit of marketing research issues. In Table 1 it has been presented that the population in this study is employees of PT. Nagari bank West Sumatra with 1691 employees.

Table 1. Description of Population Research

No.	Office Name	Number of Employees
1	Head Office	303
2	Branch Offices	1388
	Total	1691

The sample is a population that is determined to participate in the study, the size of the sample has an important role in the interpretation of SEM results (Hair et al., 2014). The determination of samples in this study used Proportional Random Sampling, namely the determination of respondents from each (Sugiyono, 2018).

The determination of the number of samples in this study was carried out using statistical calculations, namely using the Slovin formula. Based on the results of the calculation of the number of samples, the sample size calculation is then carried out at each Nagari Bank office which is the object of data collection as shown in Table 2.

Table 2. Sample Size for Each Office at PT. Bank Nagari West Sumatra 2020

No.	Office Name	Number of Employees Against the Total Population (%)	Sample Size Calculation	Sum Sample
1	Head Office	$(303/1691) \times 100 = 17.9\%$	$17.9\% \times 323 = 57.8$	58
2	Branch Offices	$(1388/1691) \times 100 = 82\%$	$82\% \times 323 = 264.86$	265
Total Sample				323

To gather information for a dissertation, researchers often do field research by traveling to the study's subject in question and conducting in-person interviews or observational studies. Three common methods of gathering information include observation, interviews, and questionnaires filled out online. After an online questionnaire has been completed, the collected data is checked for accuracy and validity. The Validity and Reliability tests are as follows. SEM is a combination of factor analysis with path analysis, which is developed into a complete statistical methodology. SEM has several advantages including: (1) It is possible to utilize SEM to investigate latent variable causal linkages amongst variables; (2) SEM is capable of precisely gauging the measurement error between latent variables; (3) SEM's use of goodness-of-fit to decide whether a model is good or bad is a distinct benefit (Goodness of fit); (4) SEM may integrate theoretical and empirical/analytical methods, provide confirmation of the relationship between theory and data, and further the theoretical and empirical/analytical methodologies; (5) SEM may be used to determine whether postulated theoretical models are consistent with empirical evidence.

3. RESULTS AND DISCUSSIONS

Results

Bank Nagari, previously the West Sumatra Regional Development Bank / BPD West Sumatra, is the only regional bank that is effective for strengthening the economy, particularly in the West Sumatra Region, and plays an important role in the lives of the people of West Sumatra. Every major city in West Sumatra is served by a local branch of Bank Nagari. A wide variety of banking services, including savings accounts, checking accounts, time deposits, transfers, financing for working capital, financing for investments, financing for house purchases, and bank guarantees, are all available from Nagari Bank. Standardized job descriptions and evaluation criteria are available at PT. Bank Nagari West Sumatra.

Evaluation of the Measurement Model (Outer Model)

The measurement model will be put through a battery of tests to ensure its validity and reliability. Research on the framework may be continued if it meets the necessary conditions. Two types of evaluation will be carried out in this validity test, namely:

Outer Loading Factor

Convergent validity of the measurement model can be seen from the relationship between the indicator scores and the variable scores. Explaining latent constructs. The loading factor value of 0.5 to more has a fairly strong validation value (Hair et al., 2014). The initial outer loading values for all variables. A loading factor of 0.5-0.6 is suitable for the indicator. The results of testing the outer model using the SmartPLS 3.0 analysis tool obtained the outer loading value as in Figure 1.

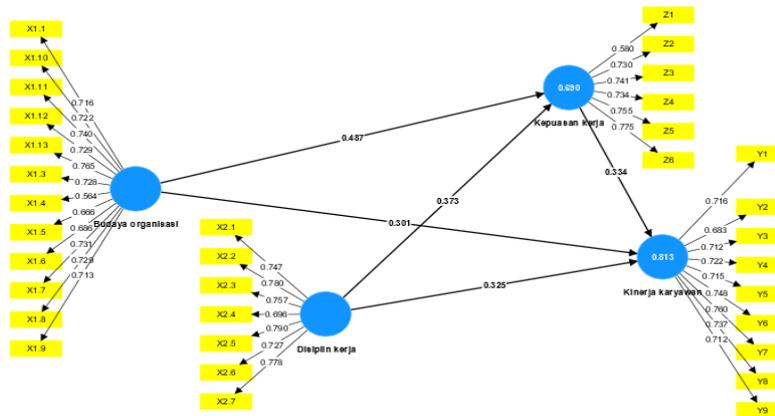


Figure 1. Outer Model Test Results

Outer model testing aims to see the correlation between the score of an item or indicator and the score of a variable or its construct. In the development stage a correlation of 0.5 to 0.6 is considered still adequate or still acceptable, meaning that a statement item is said to be valid if it has a convergent validity value above 0.5. The following are the results of data processing from SmartPLS. The analysis in Figure 1, shows that the loading factor value of all research variable constructs there is one invalid statement, namely in statements X1.2 and Y10 because the loading factor value is < 0.5 and while in other statements it is valid because the loading factor value is > 0.5.

Reliability and Validity Test

In this study, we calculated the instrument's reliability using Cronbach's alpha and a composite reliability score. Cronbach's alpha tends to overestimate the dependability of variables with high Composite Reliability when measuring its reliability. In general, a credible measurement will have a Cronbach's Alpha of 0.70 or above. The variable is declared reliable if the Composite Reliability value is above 0.70.

Tabel 3. Value of Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Mean of Extracted Variance (AVE)
Organizational Culture	0.902	0.912	0.918	0.529
Work Discipline	0.873	0.875	0.902	0.569
Job Satisfaction	0.815	0.824	0.866	0.521
Employee Performance	0.902	0.903	0.919	0.531

Cronbach's Alpha value is more than 0.7 for all research variables, as shown in Table 3. As a result, the indicators used in this study can be considered credible. The AVE value was tested by applying a limit of 0.5 to see if it was a valid measure of variation. None of the variables in Table 3 have an AVE value lower than 0.50. Thus, all indicators and variables are considered valid.

Structural Model Evaluation (Inner Model)
R-Square (R²)

The predictive power of the structural model was measured using R-Square. R-Squares explains if exogenous latent factors have a substantive effect on endogenous latent variables.

Tabel 4. R-Square (R²)

Variable	R Square	R Square Adjusted
Job Satisfaction	0.690	0.688
Employee Performance	0.821	0.819

Source: SmartPLS 3 Processed Primary Data

Based on R-Square data [Table 4](#), it can be seen that the R-Square value of the job satisfaction construct is 0.690 or 69.0 % which illustrates the magnitude of the influence it receives by the job satisfaction construct from the organizational culture construct and work discipline or is an influence in simulating the organizational culture construct and work discipline on job satisfaction. Meanwhile, the R-Square value for employee performance constructs of 0.821 or 82.1% shows the magnitude of the influence exerted by organizational culture, work discipline and job satisfaction in explaining or influencing employee performance. The higher the R-Square value, the greater the ability of the exogenous construct to explain endogenous variables so that the better the structural equations formed.

Hypothesis Testing

Research factors were investigated to determine whether they could be explained by this structural connection model. The t-test was used to check the structural model's hypotheses. Directly testing the hypothesis relies on the output picture and the values included in the output path coefficient and indirect effects. Below is an explanation of how hypothesis testing works. T-statistics, p-values, and the significance value between constructs may be used to test hypotheses and decide whether they should be accepted or rejected. Estimates of measurements and standard errors, for instance, are calculated from actual data rather than based on statistical assumptions. When the t-value is more than 1.96 or the p-value is less than 0.05, it is determined that H_a is true, whereas H_o is rejected using the bootstrap resampling method used in this research. These are the theories that have been put out ([Hair et al., 2014](#)).

Direct Effect Analysis

In SmartPLS 3.0, the Bootstrap feature is used to test whether or not a hypothesis is accepted. When testing this hypothesis, if the t-value is larger than the critical value or the p-value is less than 0.05, we accept the null ([Hair et al., 2014](#)). The value of t statistics for a significance level of 5% is 1.96.

Table 5. Path Coefficient Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values
Organizational Culture -> Job Satisfaction	0.487	0.486	0.065	7.429	0.000
Organizational Culture -> Employee Performance	0.464	0.465	0.052	8.868	0.000
Work Discipline -> Job Satisfaction	0.373	0.370	0.064	5.854	0.000
Work Discipline -> Employee Performance	0.449	0.447	0.053	8.484	0.000
Job satisfaction -> Employee Performance	0.334	0.333	0.046	7.302	0.000

Based on the [Table 5](#), it can be seen that, of the 5 hypotheses stating a direct influence relationship, there are 5 significant hypotheses, namely where the P-Value < 0.05, namely where the P-Value < 0.05.

Indirect Effect Analysis (Mediation)

To see whether the Expected Value (Y1) variable can mediate the relationship between all exogenous variables to endogenous variables, namely Interest in Visiting (Y2). The relationship between exogenous variables and endogenous variables through mediating variables in this study can be seen in [Table 6](#).

Table 6. Indirect Effect Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Job Satisfaction -Employee Performance >	0.162	0.162	0.032	5.126	0.000
Work Discipline -> Job Satisfaction - Employee Performance >	0.124	0.123	0.027	4.675	0.000

Based on Indirect effect results in [Table 6](#), it can be seen that, of the 2 hypotheses stating the indirect influence relationship, there are 2 significant hypotheses, namely where P-Value <0.05, namely where P-Value <0.05.

Discussion

After the previous chapter presented the results of testing and statistical analysis of research data with the title The Influence of Determinants of Job Satisfaction and Their Implications for Employee Performance: Organizational Culture and Work Discipline at PT. Bank Nagari West Sumatra, several conclusions can be drawn as follows:

The Influence of Organizational Culture on Job Satisfaction

According to t-statistics or t-count with a t-table value of 1.96 at alpha 5%, the culture of PT. Bank Nagari West Sumatra has a positive and substantial effect on employee satisfaction on the work. For what values of t and t-table do the differences between 0.000 and 0.05 become statistically significant ($7.429 > 1.96$ or $t > 1.96$)? meaning that in certain ways, a positive and substantial effect may be seen in how content PT. Bank Nagari West Sumatra's employees are with their jobs. Every issue in the team is always well addressed (X1.13) forms the main dimension of organizational culture with a loading factor of 0.763, and colleagues are extremely supportive (Z.6) forms the dominating dimension of job satisfaction with a loading factor of 0.775.

The findings of this study are in line with several previous studies that have identified a relationship between organizational culture and employee job satisfaction. Previous research has also shown that a positive and inclusive organizational culture can improve job satisfaction, motivation, and employee performance ([Kontoghiorghes, 2016](#); [Tamimi et al., 2022](#)).

The Effect of Work Discipline on Job Satisfaction

At PT. Bank Nagari West Sumatra, a t-statistical or t-calculated value of 1.96 with an alpha of 5% indicates a positive and substantial effect of work discipline on employee job satisfaction. In what situations do t-statistics $> 5.854 > 1.96$ (t-table, 5% alpha = 0.000) is statistically significant (p 0.05). indicates that at PT. Bank Nagari West Sumatra, work discipline has a favorable and statistically significant impact on how satisfied workers are with their jobs. I always follow the rules set out by my employer (X2.5), which accounts for 0.790 of the loading factors for "work discipline," whereas "colleagues are highly supportive" (Z.6) accounts for 0.775 of the loading factors for "job happiness."

The results of this study are in line with the results of research conducted by previous research which states that work discipline has a positive and significant influence on employee job satisfaction ([Sekartini, 2016](#); [Yuliantini & Santoso, 2020](#)). Furthermore, similar studies concluded that work discipline has an effect on job satisfaction ([Indriati & Nazhifi, 2022](#); [Sabirin, S. & Ilham, 2020](#)).

The Influence of Organizational Culture on Employee Performance

At PT. Bank Nagari West Sumatra, the t-statistics or t-count with a t-table of 1.96 at alpha 5% indicate that organizational culture has a positive and significant effect on employee performance. In what situations do t-statistics $>$ The organizational culture of PT. Bank Nagari West Sumatra has a positive and substantial influence on employee performance, as shown by a t-table value of 1.96 at 5% alpha or $8.868 > 1.96$ and a significant 0.000 0.05. Every issue in the team is always well addressed (X1.13) forms the dominating organizational culture dimension with a loading factor of 0.765, and I feel a favorable influence personally on (Y7) forms the employee performance dimension with a loading factor of 0.760.

The results of this study are in line with the results of research conducted by previous research which states that organizational culture has a positive and significant influence on employee performance ([Budiono, 2016](#); [Yani & Kristanto, 2016](#)). Furthermore, similar research concluded that organizational culture has an effect on employee performance ([Feri et al., 2020](#); [Hakim et al., 2022](#)).

The Effect of Work Discipline on Employee Performance

According to t-statistics or t-count with a t-table value of 1.96 at alpha 5%, workplace discipline has a positive and substantial effect on productivity at PT. Bank Nagari West Sumatra. In what situations do t-statistics $>$ Work discipline has a positive and substantial influence on employee performance at PT. Bank Nagari West Sumatra, as shown by a t-table value of 1.96 at 5% alpha or $8,484 > 1.96$ and a significant 0.000 0.05. The loading factor value of 0.790 is assigned to the dimension of work discipline formed by my strict adherence to all established rules and policies at work (X2.5), while the loading factor value of 0.760 is assigned to the dimension of employee performance formed by my positive sense of influence on my work (Y7).

The results of this study are in line with the results of research conducted by previous studies which stated that work discipline has a positive and significant influence on employee performance (Hasibuan & Munasib, 2020; Iskamto, 2019). Furthermore, similar studies concluded that work discipline affects employee performance (Astuti & Rahardjo, 2021; Sekartini, 2016).

The Effect of Job Satisfaction on Employee Performance

A t-table value of 1.96 with alpha = 5% indicates that work satisfaction has a positive and significant effect on PT. Bank Nagari West Sumatra's performance. In what situations do t-statistics > Job satisfaction at PT. Bank Nagari West Sumatra has a positive and substantial influence on employee performance, as shown by a t-table t-value of 1.96 at 5% alpha, or 7.302 > 1.96, and a p-value of 0.000 0.05. Colleagues in the workplace are highly supportive (Z.6), with a loading factor of 0.775, is a key component in job satisfaction, whereas I feel a positive personal effect value on (Y7), with a loading factor of 0.760, is a key factor in employee performance.

The results of this study are in line with the results of research conducted by previous studies which stated that job satisfaction has a positive and significant influence on employee performance (Fauziek & Yanuar, 2021; Sekartini, 2016). Furthermore, similar studies concluded that job satisfaction affects employee performance (Astuti & Rahardjo, 2021; Laras & Susanti, 2021).

The Influence of Organizational Culture on Employee Performance through Job Satisfaction

The data testing findings utilizing the SmartPLS program tools show that the organizational culture construct has a significant effect on employee performance via work satisfaction at PT. Bank Nagari West Sumatra, with a value of 0.162. Specifically, with a t-statistical or t-count value of 5.126 and a standard error value of 0.032, where the latter is an estimated error rate that cannot be explained by this construct. If you want to know whether or not this hypothesis is accepted, compare the t-statistical or t-count value to the t-table cutoff of 1.96 at an alpha of 5%. For PT. Bank Nagari West Sumatra, where the t-statistical value > t-table is 1.96 at 5% alpha or 5.126 > 1.96 and significant 0.000 0.05, we infer that a good organizational culture significantly influences employee performance by way of work satisfaction.

Results This study is in line with the results of research conducted by previous research which states that organizational culture has a positive and significant influence on employee performance through job satisfaction (Feri et al., 2020; Lestari & Suryani, 2018). Furthermore, similar research concluded that organizational culture affects employee performance through job satisfaction (Lestari & Suryani, 2018; Mustika & Utomo, 2014).

The Effect of Work Discipline on Employee Performance through Job Satisfaction

The degree of the effect offered by the work discipline construct on employee performance via job satisfaction at PT. Bank Nagari West Sumatra is calculated to be 0.124 based on the findings of data testing utilizing the SmartPLS software tools as described. In this case, the t-statistic or t-count value is 4.675, and the standard error value is 0.027, representing the anticipated error rate that cannot be explained by this construct. If you want to know whether or not this hypothesis is accepted, compare the t-statistical or t-count value to the t-table cutoff of 1.96 at an alpha of 5%. In the case of PT. Bank Nagari West Sumatra, where the t-statistical value is greater than the t-table by 1.96 at 5% alpha (or 4.675 1.96), and the significance level is 0.000 0.05, we may infer that work discipline has a considerable impact on employee performance via job satisfaction.

The results of this study are in line with the results of research conducted by previous studies which stated that work discipline has a positive and significant influence on employee performance through job satisfaction (Alwi & Suhendra, 2019; Safitri et al., 2021). Furthermore, similar studies concluded that work discipline affects employee performance through job satisfaction (Munir et al., 2020; Safitri et al., 2021).

4. CONCLUSION

The findings of this research may be utilized as a basis for recommendations, particularly those that aim to boost work happiness and productivity at PT Bank Nagari in West Sumatra. This allows for the ranking of policy priorities to be suggested. The study's findings have important significance for boosting the efficiency of PT Bank Nagari's West Sumatran staff. According to the results of this research, organizational culture and work discipline have a moderate effect on employees' levels of job satisfaction, especially with regard to the target value of their jobs. However, these factors still need to be strengthened if the management of Nagari Bank is to achieve its stated goals. Employee performance at PT Bank Nagari in West Sumatra was found to be partially influenced by organizational culture, work discipline, and job satisfaction. This was especially true for management policies that need to be improved again if Bank

Nagari's management is to improve employee performance, particularly in the element of achieving targets, and is supported by improving organizational culture in the aspect of aggressiveness and improving work discipline in the aspect of consistency.

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