

Model of Job Satisfaction and Employee Performance At Bank Jatim Malang Branch

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Abstract: Increasing competition in banking so that competition is no longer in price competition but also in non-price competition. The problem of the quality of human resources is one of the most important things to consider, because it is one of the assets that determines the success of a banking industry. The important thing to consider is how to increase job satisfaction and employee performance through organizational culture, training and compensation. Research purposes; (1) Analyzing the influence of organizational culture, training, and compensation has a significant effect on job satisfaction, (2) Analyzing the influence of organizational culture, training, compensation, and job satisfaction has a significant effect on organizational performance, (3) Analyzing the influence of organizational culture, training, and compensation has a significant effect on employee performance and job satisfaction as an intermediate variable. The population used is all permanent and non-permanent employees of the Bank JatimBranch Malang, totaling 212 employees. The sampling technique uses purposive sampling. The number of samples in this study amounted to 160 people. Data collection techniques using a questionnaire. The data analysis technique used in this study is the Structural Equation Model (SEM). Research Results: Perception of employees of Bank JatimBranch Malang of the most important performance supported by organizational culture, especially regarding business and organizational interventions. Organizational culture, training and compensation directly influence job satisfaction and employee performance at Bank JatimBranch Malang. Job satisfaction can mediate the influence of organizational culture, training, compensation directly affect employee performance.

Keywords: organizational culture, training, compensation, job satisfaction, employee performance

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I. Introduction

Increasingly fierce competition is experienced by banking companies with many competitors making competition not only in price competition but also in non-price competition. To achieve organizational goals, employees are required to maximize the performance that employees have. According to Moeheriono (2012: 95), performance is a picture of the level of achievement of the implementation of a program of activities in realizing the strategic planning of an organization. "According to Dessler (2009: 133), performance indicators: work quality, productivity, work knowledge, reliable, attendance and independence. Job satisfaction is an important thing that must be considered. Job satisfaction is an important thing that must be considered. Robbins and Judge (2008: 98) define "Job satisfaction is a positive feeling about one's work that is the result of an evaluation of its characteristics". Indicators of job satisfaction according to Handoko (2000: 193), namely: promotion of positions, coworkers, superiors, work and work environment. Dizgah research results (2012), job satisfaction has a significant effect on employee performance.

Organizational culture is one of the important things in increasing job satisfaction and employee performance. Organizational culture is the norm, beliefs, attitudes and organizational philosophy (Siswadi, 2012: 71). According to Wibowo (2011: 370), indicators of organizational culture: Mission and strategy, Leadership and management effectiveness, Communication and decision making, Knowledge and competence, Business and organizational interventions, Innovation and risk taking, Change readiness and management. According to Rawashdeh (2015), organizational culture has a significant effect on job satisfaction and according to (Zariyah et al., (2015), organizational culture has a significant effect on employee performance. In addition to organizational culture, training is one of the interventions in developing human resources. According to Tanujaya (2015), training indicators: quality of training materials, quality of training methods, quality of training instructors, quality of training facilities and facilities. According to Huang & Su, (2016), training is able to increase job satisfaction and according to Anitha & Kumar, (2016), training is influential significant to employee performance. Organizational culture, training, and compensation are also important things that must be

considered. According to Hasibuan (2011: 118), compensation is income in the form of money, direct or indirect goods received by employees in return for services rendered to company According to Hasibuan (2012: 108), indicators of compensation: salary, wages, u Incentives, insurance, office facilities, benefits. Zubair, Ali and Arslan (2014), stated that compensation has a significant effect on employee performance and compensation has a significant effect on job satisfaction (Putri (2014). This study aims to examine the influence of organizational culture, training, compensation on employee performance through job satisfaction at the Bank JatimBranch Malang.

Based on this background, this research is important to answer the following issues: (1) How does the influence of organizational culture, training, and compensation have a significant effect on job satisfaction of Bank JatimBranch Malang?(2) How does the influence of organizational culture, training, compensation, and job satisfaction has a significant effect on organizational performance of the Bank JatimBranch Malang? (3) How does the influence of organizational culture, training, and compensation have a significant effect on employee performance and job satisfaction as a variable between the Bank JatimBranch Malang?

Based on the above problems, the objectives of this study are as follows: (1) Analyzing the influence of organizational culture, training, and compensation has a significant effect on job satisfaction of the Bank JatimBranch Malang, (2) Analyzing the influence of organizational culture, training, compensation, and job satisfaction has an effect significantly to the organizational performance of the Bank JatimBranch Malang, (3) Analyzing the influence of organizational culture, training, and compensation has a significant effect on employee performance and job satisfaction as a variable between the Bank JatimBranch Malang.

II. Literature Review

2.1 Performance

Definition of Performance

Performance according to Mangkunegara (2010: 67) is a form of business activity or program initiated and implemented by the leadership of the organization / company to direct and control employee performance.

Performance Indicator

According to Dessler (2009: 133) performance indicators are as follows:

- (1) Quality of work is accuracy, accuracy, and is acceptable for the work performed.
- (2) Productivity is the quantity and efficiency of work produced within a certain time period.
- (3) Job knowledge is practical or technical skills and information used on the job.
- (4) Reliable is the extent to which an employee can be relied upon for completion and follow-up on tasks.
- (5) Attendance is the extent to which employees are on time, observing the specified rest or meal periods and overall attendance records.
- (6) Independence is the extent of work carried out with or without supervision.

2.2 Job Satisfaction

Definition of Job Satisfaction

Robbins and Judge (2008:98) define "Job satisfaction is a positive feeling about one's work that is the result of an evaluation of its characteristics".

Job Satisfaction Indicator

Job satisfaction indicators according to Handoko (2000: 193) consist of:

- (1) Salary, i.e. the amount of payment received by someone due to the implementation of work whether it is according to need and is felt to be fair.
- (2) Co-workers, is a factor related to the relationship of employees with superiors and with other employees, both the same or different types of work.
- (3) Superiors, that is someone who always gives orders in carrying out work. Ways employers can be unpleasant to someone or fun it can affect job satisfaction.
- (4) Work, every job requires a certain skill. Difficult whether or not a job and someone's feeling that their expertise is needed in doing the work will increase or reduce job satisfaction.
- (5) Work environment, namely physical and psychological environment. The physical environment, including temperature, air, atmosphere of the workplace, while psychological, including work time and rest time.

2.3 Organizational Culture

Understanding Organizational Culture

According to Robbins and Coulter (2010: 63) organizational culture is a set of values, principles, traditions, and ways of working that are shared and influence the behavior and actions of members of the organization.

Organizational Culture Indicator

Organizational culture indicators according to Wibowo (2011: 370) consist of:

- (1) Mission and strategy.
- (2) The effectiveness of leadership and management.
- (3) Communication and decision making.
- (4) Knowledge and competence.
- (5) Business and organizational interventions.
- (6) Innovation and risk taking.
- (7) Change readiness and management.

2.4 Training

Definition of Training

Training is an activity carried out by the company as an effort to improve the abilities, skills, performance, and achievements of its employees (Yuniarti, et al. 2013). In accordance with its nature, human needs are very diverse, both types and levels, humans have needs that tend to be unlimited. That is, the needs always increase from time to time.

Training Indicator

Training indicators according to Tanujaya (2015), consisting of:

- (1) The quality of training material is the quality of the good and bad of the material used by instructors or trainers in conducting job training.
- (2) The quality of training methods is the effectiveness of a method / method used by management in the delivery of training materials.
- (3) The quality of training instructors is the ability of instructors in the delivery of training materials using existing methods.
- (4) The quality of training facilities and facilities is the quality, completeness of training support that supports the improvement of employee performance.
- (5) The quality of training participants is the ability of trainees to absorb, receive all training programs provided by company management.

2.5 Compensation

Definition of Compensation

Basically compensation is a reward or reciprocity from the company to an employee for all efforts and achievements made by the employee in advancing the company. For companies compensation has its own important meaning in order to maintain, welfare of its employees. According to Hasibuan (2014) compensation is all income in the form of money, direct / indirect goods received by employees in return for services provided to the company.

Compensation Indicator

Indicators of compensation according to (Hasibuan, 2012: 108) consist of:

- (1) Salary, is money given every month to employees as a remuneration for their contribution.
- (2) Wages, are rewards given directly to employees based on working hours.
- (3) Incentives, are financial rewards given to employees whose performance exceeds specified standards.
- (4) Insurance, is a form of protection / security guarantee for employees.
- (5) Benefits, compensation is given to certain employees in return for their sacrifice.
- (6) Office Facilities, are supporting facilities provided by the organization.

2.6 Hypothesis

Based on the theoretical foundation and relevant previous research described above, a research hypothesis can be made as follows:

- (1) Organizational culture, training, and compensation have a significant effect on job satisfaction of Bank JatimBranch Malang.
- (2) Organizational culture, training, compensation, and job satisfaction significantly influence the organizational performance of the Bank JatimBranch Malang.

(3) Organizational culture, training, and compensation have a significant effect on employee performance and job satisfaction as a variable between the Bank Jatim Branch Malang.

III. Research methods

The population in this study were all permanent and non-permanent employees of Malang Branch of Bank Jatim, totaling 212 employees. The sampling technique uses purposive sampling which is a technique to determine the sample with some specific considerations, namely permanent employees, front office employees and back office employees, so that the number of samples in the study amounted to 160 employees. Using quantitative data types and primary data sources (questionnaires) as well as secondary data (number of employees). Data collection techniques using questionnaires and documentation.

Data analysis techniques using Structural Equation Model (SEM) or structural equation models, studying the analysis of the influence of organizational culture, training, compensation for satisfaction, employee performance. The structural equation model or SEM is a set of statistical techniques that allows testing a relatively complex set of relationships simultaneously. Exogenous variables and endogenous variables can be in the form of factors (constructs that are built with several indicator variables). A complete model in its base consists of a measurement model (Measurement Model) and Structural Model / Causal Model.

IV. Results and Discussion

4.1 Results

4.1.1 Evaluation of Univariate and Multivariate Normality

The complete results can be seen that the univariate (per indicator) and multivariate critical ratio values are at intervals of $-2.58 < CR < 2.58$. Thus all univariate and multivariate data are normally distributed.

4.1.2 Evaluation of Univariate and Multivariate Outliers

Based on the calculation results it is known that the Z score of all indicators is in the interval -4.00 to 4.00 , meaning that all data on all indicators are not affected by outliers.

4.1.3 Confirmatory Factor Analysis

Confirmatory factor analysis is carried out aimed at confirming each indicator that has been made based on previous research or existing theories can be used to explain the construct of organizational culture, training, compensation, job satisfaction, and employee performance.

Organizational culture

The amount of Factor loading on the seven indicators, namely: mission and strategy, leadership and management effectiveness, communication and decision making, knowledge and competence, business and organizational intervention, innovation and risk taking, and change and management readiness are above 0.5, then the seven these indicators can be used to measure the construct of organizational culture. Based on the calculation, the reliability value of the organizational culture construct is 1,000, meaning that the organizational culture construct reliability is 100%.

Training

The amount of Factor loading on the five indicators, namely: the quality of the material, the quality of training methods, the quality of training instructors, the quality of training facilities and facilities, and the quality of trainees is above 0.5, then the five indicators can be used to measure the training construct. Based on calculations, the value of the reliability of the training construct is 1,000, meaning that the reliability of the training construct is 100%.

Compensation

The amount of factor loading for the six indicators, namely salary, wages, incentives, insurance, benefits, and office facilities is above 0.5, then the six indicators can be used to measure the construct of compensation. Based on the calculation, the reliability construct compensation value is 1,000, meaning that the compensation construct reliability is 100%.

Job satisfaction

The amount of Factor loading on the five indicators, namely: promotion of position, colleagues, superiors, work, and work environment is above 0.5, then the five indicators can be used to measure the construct of job satisfaction. Based on the calculation, the reliability value of the construct of job satisfaction is obtained, which means that the reliability of the construct of job satisfaction is 100%.

Employee performance

The amount of Factor loading on the four indicators, namely: quality of work, productivity, work knowledge, and can be relied on is above 0.5, then the four indicators can be used to measure the construct of employee performance. Based on calculations, the value of employee performance construct reliability is 1,000, meaning that the performance construct reliability is 100%.

4.1.4 Evaluate the Model Goodness of Fit Model

Use Structural Equation Modeling (SEM) to test various relationships in a model. In order to analyze, evaluate the validity and causality between variables, AMOS 24 software is used.

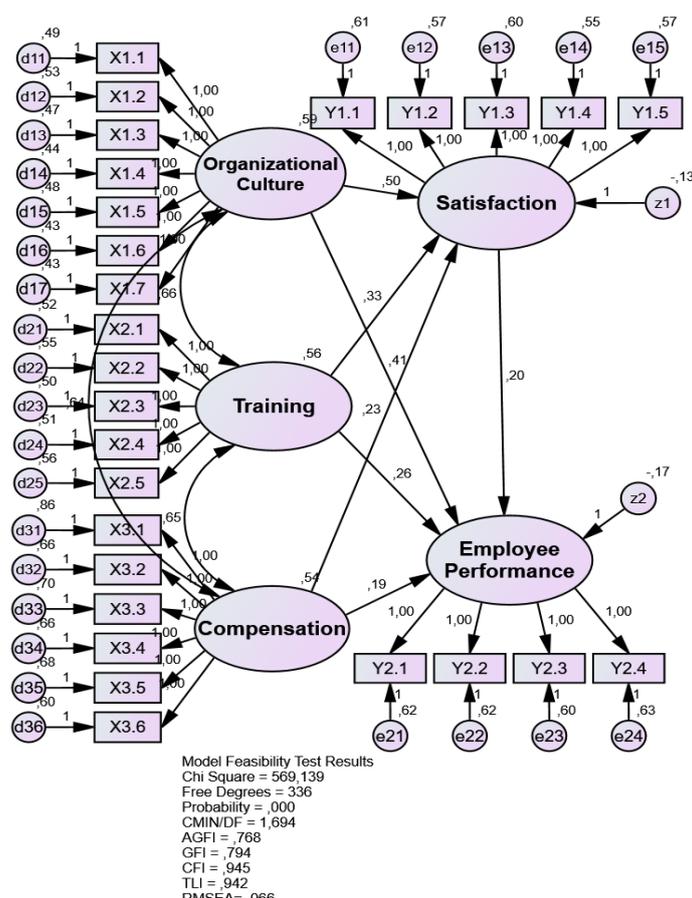


Figure 1: Structural Model Results

The results of the model feasibility test on the evaluation model are presented in Table 1.

Table 1: Evaluation of Criteria for Conformance Index Model Structural Equation

Criteria	Results	Critical Value	Model Evaluation
<i>Absolute fit</i>			
Chi-square (χ^2)	569,139	$\leq 99,617$	Not Good
Probability	0,000	$\geq 0,05$	Not Good
DegreesFree	336	-	-
GFI	0,794	$\geq 0,90$	Marginal
RMSEA	0,066	$\leq 0,08$	Good
<i>Parsimony fit</i>			
CMIN/DF	1,694	$\leq 2,00$	Good
AGFI	0,768	$\geq 0,90$	Marginal
<i>Incremental fit</i>			
CFI	0,945	$\geq 0,95$	Good
TLI	0,942	$\geq 0,95$	Good

A summary of the results obtained in the analysis and recommended values for measuring the feasibility of the model. The results of the model feasibility test on the model, almost all criteria meet the recommendations recommended, except for the results of the chi square test and the probability value. Hair et al (2010) specifically make exceptions to the results of the chi square test that in samples under 250 samples and

the number of indicators 12-30 statistically significant test results still support the fit model with the condition that CFI and TLI values are more than 0.90 and RMSEA less than 0.08. Significant changes appear in the values of GFI, AGFI, CMIN / DF, RMSEA, CFI and TLI, so that the results of the evaluation of this model can be accepted, and become the final model for interpretation and hypothesis testing.

4.1.1 Structural Equations

The causality relationship developed in the hypothesis in this model is tested with the null hypothesis which states that the regression coefficient between the relations of the two constructs is not different from zero through the t-test as in the regression analysis. Hypothesis testing in the structural model is related to the results of the regression coefficient tests on each path produced which are described in table 2.

Table 2: Regression Coefficient Test Results Influence Between Variables

		Estimate	S.E.	C.R.	P	Label
Job Satisfaction	← Organizational Culture	,495	,021	23,142	***	par_1
Job Satisfaction	← Training	,326	,019	17,575	***	par_2
Job Satisfaction	← Compensation	,234	,021	11,375	***	par_3
Employee Performance	← Organizational Culture	,410	,019	21,369	***	par_4
Employee Performance	← Compensation	,189	,016	12,143	***	par_5
Employee Performance	← Training	,255	,016	16,278	***	par_6
Employee Performance	← Job Satisfaction	,198	,017	11,938	***	par_7

The structural model results (structural models) of each research variable are as follows:

$$Y_1 = 0,495X_1 + 0,326X_2 + 0,234X_3.....(1)$$

$$Y_2 = 0,410X_1 + 0,189X_2 + 0,255X_3 + 0,198Y_1.....(2)$$

The first equation (1), there are three determinants of job satisfaction, namely organizational culture, training, and compensation. These three determinants are positive, meaning that good organizational culture, good training, and good compensation will encourage high job satisfaction.

The second equation (2), there are four determinants of employee performance, namely organizational culture, training, compensation, and job satisfaction. These four determinants are positive, which means a good organizational culture, good training, good compensation, and good job satisfaction, will encourage high employee performance.

4.1.1 Hypothesis Testing

4.1.6.1 Hypothesis Testing 1

The path coefficient value of Organizational Culture (X1) → Job Satisfaction (Y1) is 0.495, meaning that the influence of Organizational Culture (X1) on Job Satisfaction (Y1) is 0.495. Probability value = 0,000 <significance level (α) 0.05, it can be concluded that there is a significant influence of Organizational Culture (X1) on Job Satisfaction (Y1).

The coefficient value of the Training pathway (X2) → Job Satisfaction (Y1) is 0.326, meaning that the effect of Training (X2) on Job Satisfaction (Y1) is 0.326. Probability value = 0,000 <significance level (α) 0.05, it can be concluded that there is an influence of Training (X2) on Job Satisfaction (Y1).

Value of the path coefficient of Compensation (X3) → Job Satisfaction (Y1) of 0.234, meaning Compensation (X3) of Job Satisfaction (Y1) of 0.234. Probability value = 0,000 <significance level (α) 0.05, it can be concluded that there is an influence of perception of Compensation (X3) on Job Satisfaction (Y1).

So: Organizational Culture, Training, and Compensation has a significant effect on Job Satisfaction.

4.1.6.2 Testing Hypotheses 2

The path coefficient value of Organizational Culture (X1) → Employee Performance (Y2) is 0.147, meaning that the influence of Organizational Culture (X1) on Business Performance (Y2) is 0.147. Probability value = 0.040 <significance level (α) 0.05, it can be concluded that there is a significant influence of Organizational Culture (X1) on Employee Performance (Y2).

The coefficient value of the Training pathway (X2) → Employee Performance (Y2) is 0.366, meaning that the effect of Training (X2) on Employee Performance (Y2) is 0.366. Probability value = 0,000 <significance level (α) 0.05, it can be concluded that there is an influence of Training (X2) on Employee Performance (Y2).

The path coefficient value of Compensation (X3) → Employee Performance (Y2) is 0.130, meaning that Compensation (X3) of Employee Performance (Y2) is 0.130. Probability value = 0.039 <significance level (α) 0.05, it can be concluded that there is an influence of Perceptions of Compensation (X3) on Employee Performance (Y2).

The path coefficient value of Job Satisfaction (Y1) → Employee Performance (Y2) is 2,560, meaning that the influence of Job Satisfaction (Y1) on Employee Performance (Y2) is 2,560. Probability value = 0.043 <significance level (α) 0.05, it can be concluded that there is an influence of Job Satisfaction (Y1) on Employee Performance (Y2).

So: Organizational Culture, Training, Compensation, and Job Satisfaction significantly influence Employee Performance.

4.1.6.3 Testing Hypotheses 3

Table 3:Testing of Direct Effects, Indirect Effects and Total Influence

Effects	Direct	Indirect	Total
Organizational Culture(X ₁) → Job Satisfaction(Y ₁)	0,505	-	0,505
Training (X ₂) → Job Satisfaction(Y ₁)	0,323	-	0,323
Compensation (X ₃) → Job Satisfaction(Y ₁)	0,229	-	0,229
Job Satisfaction(Y ₁) → Employee Performance(Y ₂)	0,205	-	0,205
Organizational Culture(X ₁) → Employee Performance(Y ₂)	0,433	0,103	0,536
Training (X ₂) → Employee Performance(Y ₂)	0,262	0,066	0,328
Compensation (X ₃) → Employee Performance(Y ₂)	0,191	0,047	0,238

The final modeling can be explained that the endogenous construct of Job Satisfaction is proven to function as a mediation between Organizational Culture, Training, and Compensation for Performance. The total influence that is classified as large comes from two channels, namely: (1) Organizational Culture, Training, and Compensation and (2) Job Satisfaction on Employee Performance. Two relationships give meaning that important pathways to Employee Performance will begin with the three exogenous variables.

The results of the analysis on the indirect influence section show that there is a fairly balanced proportion between direct and indirect influences. The indirect effect on Employee Performance comes from Organizational Culture by 0.103, Training by 0.066, and Compensation by 0.047. The comparison of the total effect of Organizational Culture, Training, and Compensation on Employee Performance is greater when compared to the direct effect on Employee Performance.

So: Job Satisfaction can mediate the influence of Organizational Culture, Training, and Compensation on Employee Performance.

4.2 Discussion

4.2.1 Organizational Culture, Training and Compensation for Job Satisfaction

Organizational culture has a significant effect on job satisfaction. Organizational culture consisting of: Mission and strategy (clear mission, meeting short-term targets); Leadership and management effectiveness (motivating, giving direction); Communication and decision making (the opportunity to express opinions, decisions based on consideration); Knowledge and competence (according to knowledge, according to competency); Business and organizational interventions (assess according to performance evaluation, internal needs); Innovation and risk taking (having initiatives, ready to take risks); Change and management readiness (organizational conditions, internal changes). This means that the higher the organizational culture that is owned will lead to increased job satisfaction. The results of this study support Belias&Koustelios (2014); Bigliardi et al., (2012); Rawashdeh (2015), organizational culture has a significant effect on job satisfaction.

Training has a significant effect on job satisfaction. The training consists of: Quality of material (according to need, complete and easy to understand); Method quality (according to subject, according to learning style); The quality of the instructor (very interesting, expert in delivering, mastering the material); Quality of facilities and facilities (conducive space conditions, proper equipment); Quality of participants (able to complete work, actively participate). This means that with the training it will cause increased job satisfaction. The results of this study support Huang & Su, (2016); Supriadi (2017); Khair, (2013); Latif, (2013), training has a significant effect on job satisfaction.

Compensation has a significant effect on job satisfaction. Compensation consisting of: Salary (satisfying, according to the job); Wages (helping needs, as expected); Incentives (overtime according to additional working hours, bonuses are based on additional work); Insurance (insurance, labor social security programs); Benefits (always on time to provide benefits, satisfied with health benefits); Office Facilities (meeting the needs and facilities, adequate facilities). This means that the higher the compensation that is owned will cause increased job satisfaction. The results of this study support Putri (2014), YahyoHandoyo (2013), compensation has a significant effect on job satisfaction.

So: Organizational Culture, Training and Compensation has a significant effect on Job Satisfaction.

4.2.2 Organizational Culture, Training and Compensation for Employee Performance

Organizational culture has a significant effect on employee performance. Organizational culture consisting of: Mission and strategy; Leadership and management effectiveness; Communication and decision making; Knowledge and competence; Business and organizational interventions; Innovation and risk taking; Change readiness and management. This means that the higher the organizational culture that is owned will lead to increased job satisfaction. The results of this study support Gunaraja, (2014); Paschal & Nizam, (2016); Shahzad, (2014); Zariyah et al., (2015), organizational culture significantly influence employee performance.

Training has a significant effect on employee performance. The training consists of: Quality of material; Method quality; Instructor quality; Quality of facilities and facilities; Quality of participants. Compensation consisting of: Salary; Wage; Incentive; Insurance; Allowances; Office Facilities. This means that with the training it will cause an increase in employee performance. The results of this study support Anitha & Kumar, (2016); Dermol (2013); Ubada-garci et al., (2010), training has a significant effect on employee performance.

Compensation has a positive and significant effect on employee performance. Compensation consisting of: Salary; Wage; Incentive; Insurance; Allowances; Office Facilities. This means that the higher the compensation that is owned will cause increased job satisfaction. The results of this study support Zubair, Ali and Arslan (2014); Rizal, Idrus, Djumahir, Mintarti (2014), compensation has a significant effect on employee performance.

Job satisfaction has a significant effect on employee performance. Job satisfaction consists of: Job promotion (opportunity to get a promotion, promotion procedure according to the rules); Colleagues (level of togetherness, good communication between colleagues); Superiors (able to communicate well, provide advice and assistance); Work (feeling satisfied according to my ability, independence to make decisions); Work environment (environmental conditions, feel comfortable). This means that more satisfied employees will lead to increased employee performance. The results of this study support Dizgah (2012), Ajzen (2011), job satisfaction has a significant effect on employee performance.

So: Organizational Culture, Compensation Training, and Job Satisfaction significantly influence Employee Performance

4.2.3 Organizational Culture, Training and Compensation for Employee Performance through Job Satisfaction

Organizational culture, training and compensation have a significant effect on employee performance through job satisfaction, meaning that organizational culture (mission and strategy, leadership and management effectiveness, communication and decision making, knowledge and competence, business and organizational interventions, innovation and risk taking, readiness for change and management), based training (material quality, method quality, instructor quality, facility and facility quality, participant quality) and compensation (salary, wages, incentives, insurance, benefits, office facilities) can improve employee performance through job satisfaction so that they become employees quality, discipline and work in accordance with the targets set by the Malang Branch of East Java Bank.

So: Organizational Culture, Training and Compensation has a significant effect on Employee Performance through Job Satisfaction.

V. Conclusions and Recommendations

4.3 Conclusions

(1) Based on the results of the analysis and discussion, the following conclusions can be drawn: Organizational culture in proposing to respond to employee performance from what is expected is parallel to what is experienced. The training is more based on the quality of the material compared to the quality of the trainees. Salary encourages compensation in increasing employee performance more than wages. Among employees about job promotions will encourage job satisfaction beyond the work environment. Employees respond reliably to improve performance beyond the quality of work itself, because it prefers to have a high awareness of presence in the company rather than being able to complete the tasks assigned.

(2) Organizational culture, training, and compensation affect job satisfaction. Organizational culture is supported by mission and strategy, leadership and management effectiveness, communication and decision making, knowledge and competence, business and organizational interventions, innovation and risk taking, and change readiness and management contribute to job satisfaction. Training docks in the form of material quality, quality of training methods, quality of training instructors, quality of training facilities and facilities, and quality of training participants can increase job satisfaction. Compensation supported by salary, wages, incentives, insurance, benefits, and office facilities encourages job satisfaction.

(3) Organizational culture, training, and compensation affect employee performance. Organizational culture is supported by mission and strategy, leadership and management effectiveness, communication and decision making, knowledge and competence, business and organizational intervention, innovation and risk taking, and change readiness and management contribute to employee performance. Training support in the form of material quality, quality of training methods, quality of training instructors, quality of training facilities and facilities, and quality of training participants can improve employee performance. Compensation supported by salary, wages, incentives, insurance, benefits, and office facilities encourages performance improvement. Job satisfaction affects employee performance. Job satisfaction is supported by the promotion of positions, coworkers, superiors, work, and work environment in improving employee performance.

(4) Job satisfaction mediates the influence of organizational culture, training, and compensation for employee performance. The relationship of organizational culture, training, compensation with job satisfaction and the relationship of job satisfaction with employee performance gives the meaning that important pathways to employee performance will begin with the three exogenous variables, namely organizational culture, training, and compensation.

4.4 Recommendations

(1) Based on the results of the study, shows that the overall model meets the requirements and can be accepted, therefore the researcher's suggestion is: Provide benefits for scientific contributions in the development of theory. Theoretical contributions include developing work satisfaction models and employee performance.

(2) Providing input to banks. Especially regarding employee performance, because good knowledge of employee performance will provide a basis for managing human resources in the organization.

(3) The findings of this research have theoretical implications for the implementation of future research. the development of job satisfaction and employee performance models still needs to be further studied to confirm the results of other studies.

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