

Organizational Culture and Motivation Toward Job Satisfaction of Bank "XYZ" Employees

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Abstract - The purpose of this study was to determine work culture and work motivation as well as the joint influence of work culture and work motivation on job satisfaction of XYZ Bank employees in the City of Bukittinggi. For the sake of the image of the bank in the eyes of customers, the name of the bank is called XYZ Bank. This study took data from one of the banking institutions in the City of Bukittinggi, during the research period from February to October 2020, the quantitative research method was using questionnaire data collection techniques. The research variable of organizational culture (X_1) and work motivation (X_2) as independent variables, while job satisfaction (Y) as the dependent variable, with a population of 50 employees of Bank XYZ, all of them were sampled, using total sampling technique.

The results of the research on organizational culture (X_1) and work motivation (X_2) have a positive and significant effect on job satisfaction of XYZ Bank employees, and simultaneously the variables of organizational culture and work motivation together (simultaneously) have a positive and significant effect on job satisfaction of bank employees XYZ.

Keyword: work culture, work motivation and job satisfaction

I. INTRODUCTION

Job satisfaction is generally determined by various aspects such as their own work, superiors, coworkers, promotions, and salaries or wages. employees will feel dissatisfied (Nasfi, Rahmad and Sabri, 2020). Job satisfaction arises as a result of the work situation that exists in the work unit, which reflects the employee's feelings about being happy or unhappy, comfortable or uncomfortable with the work environment of the work unit where he works (Nasfi, Rahmad, 2020). The form of employee job satisfaction will be seen from a positive or negative attitude in him, employees will be dynamic, meaning that they can change at any time, if banked employees may experience dissatisfaction, but after improvements by bank management and work units, employees will be satisfied, because this relates to service to customers (Suandi, E, Lukman, S, Primalita, R, Rahim, R, Nasfi, 2020). Therefore, banking institutions are required to always be able to innovate in creating a comfortable work environment for their employees, where banking service institutions are very vulnerable to the services provided by employees.

Job satisfaction includes emotions and behavioral tendencies of a person, disputes and conflicts that exist in a work unit can occur both between fellow employees and employees with leaders in the work unit. This happens because every human being in the work unit has a variety of different traits, attitudes, and behaviors (Nasfi, Rahmad, 2020). Likewise with the phenomenon that exists at Bank XYZ City of Bukittinggi, where the relationship between employees becomes a competition that can trigger discomfort at work, not to mention the pressure and very strict authority rules and from the leadership and it becomes an obstacle to the purpose of banking as an intermediary institution (Ramadonna, Nasfi and Aziz, 2019). A good non-physical work environment is an environment that is able to create a sense of comfort and safety for all employees, thus, personnel managers should be able to create a formula to deal with various forms of these problems to create a conducive work environment (Ramadonna, Nasfi and Aziz, 2019).

There is a relationship between the performance of a work unit and organizational culture, it is proven that organizational culture affects performance by making it easier or facilitating the equalization of work unit goals, where leaders can make agreements in determining the goals of work units more easily, and can also easily find ways -how to achieve these goals (Tirtayasa, 2019). Performance is a picture in achieving an implementation of a work plan or work program in achieving organizational goals (Nasfi, 2020). In connection with the explanation of the performance of a work unit and organizational culture, from the author's observation that XYZ bank employees still lack synergy with each other in meeting the needs of bank management, especially in providing services to customers, and this must be in accordance with the norms and banking ethics that are instilled in employees so that it can become a culture within the organization.

It is known from the phenomenon of organizational culture at Bank XYZ City of Bukittinggi that there are indications that there are organizational culture problems that have an impact on the work behavior and performance of the bank staff. , then in promising not to keep promises to debtors such as promising to realize loans or in field surveys, this is a deviation from bank operational standards and banking ethics (Novianti, 2016). Based on this, the author wants to explore the problems of organizational culture, employee work motivation on job satisfaction at XYZ bank in Bukittinggi City.

II. LITERATUR REVIEW

A. Job Satisfaction

Job satisfaction is a form of emotional attitude that is pleasant and loves the work he does (Marliani, 2016). Job satisfaction in work is job satisfaction that can be enjoyed at work by getting results from achieving work goals, placement, treatment, and a good working environment (Asmike and Setiono, 2020). Employees who can enjoy job satisfaction in this job, will choose to prioritize their work rather than the remuneration/wage they get from the job, employees will feel more satisfied if their remuneration is proportional to the work done (Pariyanti and Rinnanik, 2020).

According to (Charli, Sari and Ade, 2020), aspects of job satisfaction can be measured by discipline, work morale, and small turnover of employees, so if discipline, work morale and employee turnover are large, then employee job satisfaction in the company decreases. Indicators and aspects of job satisfaction can also be measured through well-controlled job content, organization and management, supervision, opportunities for advancement and development, working conditions as well as salaries and bonuses (Abdus, 2014).

There are several indicators that influence job satisfaction in banking, including; 1) Financial satisfaction, namely factors that have a relationship with guarantees and employee welfare which include the system and the amount of salary / wages, various kinds of benefits, social security, promotions, facilities provided, and so on, 2) Physical satisfaction is related to the physical condition of employees includes the type of work involved, timing between work and rest, room temperature conditions, air circulation, lighting, work equipment, health conditions and age of employees, 3) Social satisfaction is related to social interactions that exist between fellow employees, with superiors and between employees different types of work (type of work or level of position), and with the environment around the company, and 4) Psychological satisfaction indicators related to the mental state of employees, including peace/peace at work, attitudes towards work, work stress levels as well as skills and talents (Rahmawati, Ismail and Kuswinarno, 2014).

According to Wahyuni (2016) the relationship between job satisfaction and other variables can be positive or negative, a strong relationship shows that superiors can significantly influence other variables by increasing job satisfaction, some correlations of job satisfaction with motivation, work pebatan, organizational citizenship behavior, organizational commitment, absenteeism (absenteeism), turnover, feelings of stress and work performance/performance (Wahyuni, Taufik and Ratnawati, 2016).

B. Organizational Culture

Culture are norms and values that are strong determinants of people's beliefs, attitudes and behavior, and their influence can be measured by how motivated people are to respond to their cultural environment. According to Musnadi (2018), organizational culture is a form of beliefs, values, ways that are commonly learned to cope and live in organizations, organizational culture tends to be realized by members of the organization (Mugnadi and Abd Majid, 2018). According to Sunarsi (2019), organizational culture is defined as an organized collection of people who share the same goals, beliefs and values, and can be measured in terms of their influence on motivation (Sunarsi and Yuliani, 2019).

In order to absorb the human beings who work in the organization, so that the organizational culture and behavior are positive towards the organization in general, it requires elements of organizational culture that are behavioral; 1) idealistic elements, which are generally unwritten elements, for organizations that are still small attached to the owner in the form of doctrine, philosophy of life, or individual values of the founder or owner of the organization and become guidelines for determining the direction of the goals of carrying out the daily life

of the organization. This idealistic element is usually stated formally in the form of a statement of the organization's vision or mission, the goal is none other than to keep the organization's ideology sustainable, 2) Behavioral elements are elements that are visible, surface in the form of daily behavior of its members, logos or jargon, ways of doing things. communication, how to dress, or how to act that can be understood by people outside the organization and other forms such as agency design and architecture (Rahim and Hamid, 2012).

According to Robbins (2012), there are 7 dimensions of organizational culture, namely: 1) innovation and the courage to take risks (innovation and risk taking), 2) attention to detail (attention-to-detail), 3) result-oriented (outcome orientation), 4) human-oriented (people orientation), 5) team orientation (team orientation), 6) aggressive attitude (aggressiveness), and 7) stability (stability) (Robbins, 2012).

C. Work Motivation

Motivation is the desire to do as a willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet an individual need (Fitri and Lutfi, A, Nasfi, 2020). The work motivation factor which is a driving force that includes encouragement, reason and willingness that arises in a person that causes him to do something, for example an employee who receives a salary, rewards in accordance with his educational qualifications, then his work commitment will increase (Nasfi, N, Rahmad, R, Sabri, 2020). According to Adinugroho (2019 in Siagan (2006) motivation is influenced by several factors, both internal and external. Internal factors are: one's perception of oneself, self-esteem, personal expectations, needs, desires, job satisfaction and the resulting work performance. External factors, namely; the type and nature of work, the work group in which a person joins, the organization where people work, the work environment situation and salary (Adinugroho, 2019).

In relation to the factors that influence motivation, the working environment is the leader and subordinates, there are various elements that greatly influence motivation, such as: 1) the policies that have been established, including work procedures, various work plans and programs, 2) work requirements that need to be met by subordinates, 3) the availability of a set of tools and facilities needed to support the implementation of work, including how the subordinates work, 4) the leadership style of superiors in terms of the characteristics and behavior of superiors towards subordinates While subordinates in motivation have characteristic symptoms such as; 1) work ability, 2) work spirit, 3) a sense of togetherness in group life, and 4) work performance and productivity (Rahmad, Sabri and Nasfi, 2020).

D. Previous Research

Research (Novianti, Farida and Widiartanto, 2015), entitled "The Influence of Organizational Culture and Work Motivation on Employee Performance With Job Satisfaction as an Intervening Variable. (Study of Employees of PT. BPR Artha Mukti Santosa Semarang)", simple regression analysis tool, multiple , and path analysis, research results, organizational culture (X_1) and work motivation (X_2) both simultaneously and partially affect job satisfaction (Z) and employee performance (Y). Based on the results of path analysis, the direct influence of organizational culture and work motivation on employee performance is greater than the indirect effect of job satisfaction.

Research (Citra and Rustono, 2018), with the title "The Influence of Organizational Culture and Motivation on Job Satisfaction of PT. Indosat M2", multiple linear regression analysis tool, research results, Based on the results of data processing, it is known that employee assessment of organizational culture is 75.37%, motivation is 75.58% and job satisfaction is 70.65%, meaning that organizational culture , motivation and job satisfaction are in the high category. The overall results support that organizational culture and motivation have a positive and significant effect on job satisfaction of PT. Indosat M2 Provisioning & Maintenance Department.

III. METHOD

Types of research

Quantitative research methods, with an associative approach, with data sources in this study using primary data sources directly from original sources (not through intermediaries) using the questionnaire method. The research variables of organizational culture (X_1) and work motivation (X_2) as independent variables, while job satisfaction (Y) as the dependent variable, with a population of 50 employees of Bank XYZ entirely as a sample, with a total sampling technique of sampling.

Variable Operational Definition

The variables studied in relation to organizational culture and work motivation, to job satisfaction are summarized in a table with each indicator and its source presented as follows;

Table 1
Variable Operational Definition

Variable	Variable Operational Definition	Indicator	Measurement Scale
1	2	3	4
Organizational culture (X₁)	Organizational culture is a set of assumptions or belief systems, values, and norms developed within the organization that serve as behavioral guidelines for employees its members to deal with external and internal adaptation problems (Mangkunegara, 2010)	<ol style="list-style-type: none"> 1. Accuracy of work, accuracy of work, achievement of results and quality of work. 2. Appreciation of work, employee participation, cooperation with superiors and among colleagues, creativity and appreciation of creativity. 3. Stability of decisions and actions. The ability to innovate and the courage to take risks. 	Likert scale
Work motivation (X₂)	Work motivation is an effort that can cause behavior, direct behavior, and maintain or maintain behavior that is in accordance with the work environment in the organization (Steers & Porter (in Miftahun & Sugiyanto 2014).	<ol style="list-style-type: none"> 1. Passion for excellence. 2. Awareness and responsibility on the task as well as the achievement of the targets set. 3. Desire to get a promotion and to be respected. Care and trust in co-workers. 	Likert scale
Job satisfaction (Y)	Job satisfaction is an emotional state as a reflection of feelings and is closely related to the attitudes of employees themselves, work situations, cooperation between leaders and employees. This will be seen from the positive attitude of employees towards work and everything they face in their work environment (Handoko, 2000).	<ol style="list-style-type: none"> 1. Job suitability with education, abilities and skills, and interest in work. 2. Compatibility of salary/wages with work, applicable salary standards, and needs. 3. Work supervision, work correction and supervisor support. 	Likert scale

The use of a Likert Scale to measure an attitude, opinion and perception of a person or group of people about a social phenomenon. Users of the 5-point Linkert Scale can be seen in table 2 below.

Table 2
Use of Likert Scale Skala

No	Instrument Score	Score
1.	Strongly agree	5
2.	Agree	4
3.	Neutral	3
4.	Disagree	2
5.	Strongly Disagree	1

Source : Sugiyono (2014)

Data Validity Test

The method used in testing the level of validity is internal variables, namely testing whether there is a match between the parts of the instrument as a whole, using the product moment correlation formula as follows;

$$r_{xy} = \frac{\sum xy - \left\{ \frac{\sum x}{N} \right\} \left\{ \frac{\sum y}{N} \right\}}{\sqrt{\left\{ \frac{\sum x^2 - (\sum x)^2}{N} \right\} \left\{ \frac{\sum y^2 - (\sum y)^2}{N} \right\}}}$$

with understanding

- r_{xy} : correlation coefficient between x and y r_{xy}
- N : Number of Subjects
- X : Item score
- Y : Total score
- $\sum X$: Total score items
- $\sum Y$: Total score
- $\sum X^2$: Sum of item score squares
- $\sum Y^2$: The sum of the squares of the total score

In this study, the validity test used the Pearson Correlation Significance of 0.05. If the significance value is less than 0.05 then the question item is valid and if the significance value is greater than 0.05, then the question item is invalid (Ghozali and Aprilia, 2016).

Data Reliability Test

The reliability test in this study uses the Cronbach Alpha (α) technique, where an instrument can be said to be reliable if it has a Cronbach Alpha 0.6. Formula :

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum S^2_j}{S^2_x} \right)$$

Information :

- α = reliability coefficient alpha
- k = number of items
- S_j = respondent variance for item I
- S_x = total score variance

The reliability measurement indicator is divided by the level of reliability with the following criteria: if alpha or r count 0.8-1.0 reliability is good, if alpha or r count 0.6-0.799 reliability is accepted, and if alpha or r count is less than 0, 6 the reliability is not (Sekaran, 2000).

The reliability measurement indicators are divided by the level of reliability with the following criteria:

Table 3
Reliability Level Criteria

No.	If alpha or r count	Information
1.	0,8-1,0	Good reliability
2.	0,6-0,799	Reliability accepted
3.	Less than 0,6	Reliability is not good

Source : Sekaran (2000)

Data analysis method

Data analysis uses descriptive statistics, according to Sugiyono (2014) descriptive statistics are statistics that function to describe or provide an overview of the object under study through sample or population data as it is, without analyzing and making conclusions that apply to the public. In accordance with the research method used, to calculate Organizational Culture and Work Motivation (variable X) and Job Satisfaction (variable Y), that is by describing each of the indicators of these variables from the results of data collection obtained. As for how to make a score classification range for each statement item, the following formula can be used:

$$Range = \frac{maximum - minimum}{number\ of\ categories}$$

Then by calculating the Respondent Achievement Level (TCR), with several steps:

- a. Calculates the percentage of the frequency of the answers given by the respondents to each answer to the questions asked. To calculate the value of each answer variable

use formula : $TCR = \frac{R_s}{n} \times 100$

information :

- TCR : Respondent's Level of Achievement
- R_S : Average Respondent's Answer Score.
- n : Answer Score Score

- b. To interpret the answers from respondents to the statements submitted, as a reference the table for classifying the average respondents' answers is as follows:

Table 4
Respondent Achievement Rate (TCR)

No	Achievement Presentation	Criteria
1.	90 – 100 %	Very good
2.	80 – 89 %	Good
3.	65 – 79 %	Enough
4.	55 – 64 %	Low
5.	0 - 54 %	Very low

Source : Arikunto 2013

Hypothesis test

a) Multiple Linear Regression

Multiple linear analysis is a statistical method to test the effect between one dependent variable and more than one independent variable (Nasfi, Rahmad and Sabri, 2020). To determine the effect between independent variables, the regression equation is used with the following formula:

$$Y = a + b_1X_1 + b_2X_2$$

Where :

- Y = Job Satisfaction (XYZ bank employees)
- a = Constant value
- $b_1 b_2$ = Regression coefficient of each independent variable
- X_1 = Organizational Culture (XYZ bank employees)
- X_2 = Work Motivation (XYZ bank employees)

b) t test (partial test)

Hypothesis Test (t test) To find out whether the independent variable partially has a significant effect on the dependent variable or not. The significant level (α) is 5%. Furthermore, after the t_{count} value is obtained, the t_{count} value is compared with the t_{table} value with a reference level of significance of = 0.05 and degrees of freedom (dk) = n-2, so that the applicable provisions are as follows:

- a) If $t_{count} > t_{table} \rightarrow H_0$ is accepted (there is a significant effect)
- b) If $t_{count} < t_{table} \rightarrow H_0$ is rejected (no significant effect)

Signifikansi:

- a) If the level of significance < (0.05), then the independent variable individually affects the dependent variable.
- b) If the significance level is > (0.05), then the independent variable individually has no effect on the dependent variable

F test (Simultaneous test)

Simultaneous test results (F-Test) were used to test the significance of the effect between the independent variables on the dependent variable. The testing technique is done by comparing the F_{count} value with the F_{table} at a significance level of 0.05 with a 95% confidence level. To test the relationship between two independent variables together with the dependent variable, the hypothesis test used is the F_{count} test. The formula is as follows:

$$F_{count} = \frac{R^2 / k}{(1 - r^2) / (N - k - 1)}$$

Information :

- R^2 = coefficient of determination
- K = number of independent variables
- n = number of respondents

Testing:

- a) $F_{count} > F_{table}$, it means H_a accepted H_0 rejected.
- b) $F_{count} < F_{table}$, it means H_0 accepted H_a rejected.

Significance:

- a) If $F_{\text{count}} > F_{\text{table}}$ H_a is accepted and H_0 is rejected, it means that there is a significant effect between the independent variables (X) together on the dependent variable (Y).
- b) If $F_{\text{count}} < F_{\text{table}}$ H_0 is accepted and H_a is rejected, it means that there is no significant effect between the independent variables (X) together on the dependent variable (Y).

Determination Coefficient Test (R^2)

The coefficient of determination (R^2) essentially measures how far the model's ability to explain variations in the dependent variable (Ghozali, 2016). The value of the coefficient of determination is between zero and one. A small R^2 value means that the ability of the independent variables in explaining the variation of the dependent variable is very limited. Vice versa, a value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable in the formula:

$$R^2 = \frac{\{n \sum xy - (\sum x)(\sum y)\}^2}{\{n \sum x^2 - (n \sum x^2)\} \{n \sum y^2 - (\sum y)^2\}}$$

The coefficient of determination (R^2) is the proportion or percentage of the total variation in Y described by the regression line.

IV. RESULT AND DISCUSSION

A. Result

Research Findings The results of the validity test and reliability test

Validity testing starts from the test of the validity of the organizational culture variable (X_1) from 6 existing statement items, it is found that all statement items consisting of items 1 to item 6 are valid. From the results of the validity test, it was obtained that all correlation values were each greater than the critical correlation value or 0.361 or from a significant level of <0.05 . Thus, all items of organizational culture variable statement (X_1) can be used for further testing. The results of the validity test for the work motivation variable (X_2), it was found that all statement items were valid, because all items had an r_{count} value above the r_{table} value, which was 0.361 or from a significant value less than 0.05, therefore items that were valid could be used for further testing. And the results of the validity test for the job satisfaction variable (Y), it was found that all statement items were valid, because all items had an r_{count} value above the r_{table} value, namely 0.361 and also the significance level was below 0.05, therefore the items were valid. can be used for further testing.

After testing the validity, the next stage of testing the data instrument is the reliability test, which is a test used to measure the reliability of each variable that has been supported by valid statement items when used at different times and places. A construct or variable is said to be reliable if it gives a Cronbach Alpha value > 0.6 (Nasfi, Rahmad and Sabri, 2020), based on the data processing that has been carried out, a summary of the results of the data processing reliability test of the research variable has a Cronbach alpha number greater than 0.60. This indicates that all research variables have a reliable or reliable questionnaire. Thus it can be concluded that the questionnaire used to collect research data is very reliable.

Descriptive research variables

From the results of the study it can be explained that in general the Organizational Culture at Bank XYZ (X_1) is in the sufficient category, this can be seen from the average score of respondents' answers of 3.42 with the respondent's achievement level or TCR of 68.4% and is included in the category enough. From the results of respondents' answers to the distributed questionnaires, it can be concluded that there is an indicator statement with the lowest score of 3.20 with a respondent's achievement level of 64%, namely the statement item about "If a problem arises at work it is always resolved together with both superiors and colleagues. colleagues". Where this is because in everyday life in the office each employee is more likely to complete the work that is his own responsibility or is only limited to their respective fields or work units, managers, senior employees and staff without involving employees in the unit or field involved. other.

While the highest value is 3.86 with a respondent's level of achievement of 77.2% which is about "Every work I always prioritize accuracy and accuracy of work", this is because in terms of carrying out service tasks to customers at XYZ bank, employees at XYZ bank should indeed are required to always be thorough and careful in their work because it involves the trust and finances of customers.

The average respondents' answers to the research results can be explained that in general the work motivation of bank employees XYZ (X_2) is in the sufficient category, this can be seen from the average score of 3.56 with the respondent's achievement level / TCR 71.3%. The lowest item of the six statement items asked was 3.40 with a respondent's level of achievement of 68%, namely the statement item about "I am always motivated to work well because I want to get a promotion which will certainly make me more respected". While the highest score is 4.12 with a respondent's level of achievement of 82.4% which is about "I am always

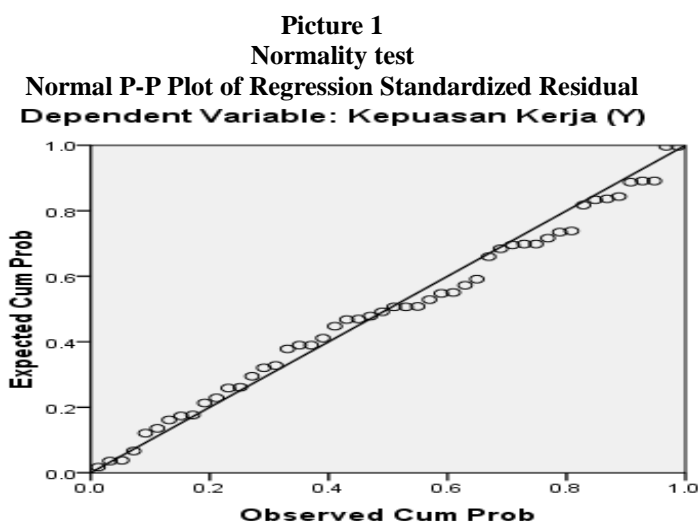
enthusiastic when given a task and try to excel", based on the results of observations and observations of the author in the field, it is known that work motivation to become better excellence for XYZ bank employees is promotion for both senior and junior employees.

In general, the average score of Job Satisfaction (Y) of employees at XYZ bank is in the sufficient category, this can be seen from the average score of 3.31 with a respondent's achievement level or TCR of 66.4% this shows that job satisfaction (Y) employees at XYZ bank are in the sufficient category, the lowest item according to the respondent's answer criteria is 3.04 with a respondent's achievement level of 60.8% and is included in the low category, namely the statement item about "There is fair promotion at the place I work" . Where this is because in addition to good performance, which is the main determining factor in granting a promotion to someone, it also cannot be denied that the "X" factor is also a determinant in the promotion of positions obtained, so there is an assumption for some employees that there is injustice. promotion of employees at bank XYZ.

The highest score, namely the average value of 3.74 with an achievement level of 75.6% of respondents, is on the education item, namely "I am placed according to education, abilities and skills, and my interest in work". The placement of a position at XYZ bank is in accordance with the Standard Operational and Procedures made by the Board of Directors of the bank, the placement of staff is based on education, work experience in the bank, experience in positions that have been occupied.

Classic Assumption Test Results

The normality test is used to test whether in the regression model, both variables (free and dependent) have a normal distribution or at least close to normal, as shown in Figure 1 below:



Source: Primary Data Processing Results in 2020

In principle, normality can be detected by looking at the spread of data (points) on the diagonal axis of the graph or by looking at the histogram of the residuals. The basis for decision making is (Ghozali and Aprilia, 2016). If the data (dots) spread around the diagonal line and follow the direction of the diagonal line or the histogram graph shows a normal distribution pattern, then the regression model meets the assumption of normality. If the data spreads far from the diagonal and/or does not follow the direction of the diagonal line or the histogram graph does not show a normal distribution pattern, then the regression model does not meet the assumption of normality. Because the data used is normal, further testing can be carried out.

The multicollinearity test was conducted to determine whether the independent variables had a relationship with each other. This test was conducted to determine whether there were cases of multicollinearity between the independent variables. The results of the multicollinearity test can be seen in Table 5 below.

Table 5
Multicollinearity Test Results

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Organizational culture (X ₁)	.974	1.027
Work motivation (X ₂)	.974	1.027

a. Dependent Variable: Job Satisfaction (Y)

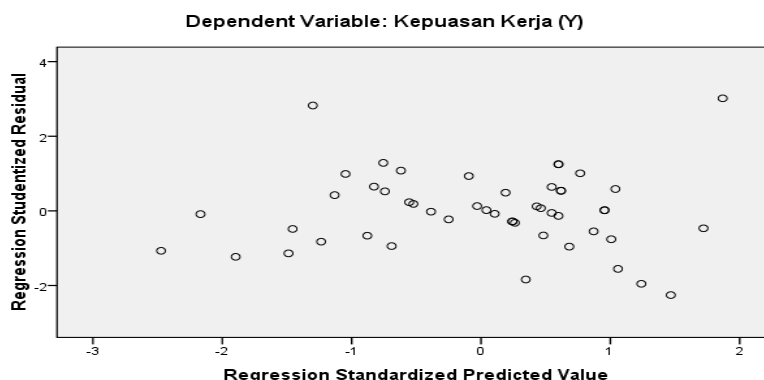
Source: Primary Data Processing Results in 2020

Based on the processed data as shown in Table 5 above, it is known that the tolerance value of Collinearity Statistics is close to 1 (one) and the VIF (Variance Inflation Factor) value for all independent variables is below 10 (ten). This shows that there are no cases of multicollinearity between independent variables. It can be concluded that there are no cases of multicollinearity between independent variables. Thus further analysis can be carried out because the multicollinearity test has met the requirements.

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residual from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity. To detect the presence or absence of heteroscedasticity, it can be done by using the Scatterplot test. If the points in the column spread and do not form a pattern, it is said that there is no heteroscedasticity and vice versa and can be seen in Figure 2 below:

Figure 2
Scatterplot



Source: Primary Data Processing Results in 2020

Based on the data analysis for the heteroscedasticity test as shown in Figure 2 above, it can be seen that the points in the column spread out and do not form a pattern so that it can be concluded that in this study there were no cases of heteroscedasticity so that regression analysis could be carried out. Thus the regression analysis can be done because the heteroscedasticity test has met the requirements.

Multiple Linear Regression Analysis Results

Multiple linear regression analysis was used to see the effect of organizational culture and work motivation on job satisfaction at Bank XYZ and at the same time to prove the hypothesis proposed in the study. Multiple linear regression equation is useful to see the effect of each independent variable on the dependent variable using the Ordinary Least Square (OLS) approach. The results of multiple linear regression analysis can be explained in Table 6 below:

Table 6
Multiple Regression Analysis Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.463	1.497		2.981	.005
Organizational culture (X ₁)	.484	.062	.635	7.841	.000
Work motivation (X ₂)	.299	.053	.453	5.596	.000

a. Dependent Variable: Job Satisfaction (Y)

Source: Primary Data Processing Results, 2020

Then the value of the regression coefficient of each of the above variables can be substituted into the multiple linear regression equation as follows:

$$Y = 4,463 + 0,484 X_1 + 0,299 X_2$$

From this equation, it can be explained that the regression coefficient value for each variable, the constant value is 4.463 units. This result shows that if the organizational culture and work motivation are zero, then job satisfaction at bank XYZ is 4.463 units with the assumption that other variables are fixed. Then the regression coefficient value of organizational culture (X₁) is 0.484 units which has a positive effect on job satisfaction at bank XYZ, meaning that if organizational culture is increased by one unit, job satisfaction at bank XYZ will also increase by 0.484 units assuming other variables remain. Then the regression coefficient of work motivation (X₂) is 0.299 units, meaning that it has a positive effect on job satisfaction at bank XYZ, if the work motivation of employees is increased by one unit, job satisfaction at bank XYZ will also increase by 0.299 units assuming other variables remain.

Hypothesis Testing (T Test)

Based on the calculations in Table 6 above, partially testing the hypothesis, it can be explained that from the independent variable tested with the t-test, it can be seen that the value is 7.841t arithmetic while ttable is 1.986, meaning $t_{count} > t_{table}$ so it can be said that organizational culture (X₁) has a significant effect on employee job satisfaction. at XYZ bank, as well as when viewed from the significant level that the significance value of the organizational culture variable is 0.000, which means it is smaller than the set significance level of 0.05 so that the proposed hypothesis is suspected that organizational culture has a positive and significant effect on employee job satisfaction at XYZ bank, in this study can be accepted with a 95% confidence level. Then the second variable with a tcount value of 5.596 while ttable 1.986 means $t_{count} > t_{table}$ so it can be said that work motivation (X₂) has a significant effect on employee job satisfaction at XYZ bank, when viewed from the level of significance of the work motivation variable (X₂), which is 0.000 it means that it is smaller than 0.05 so that the hypothesis proposed is that work motivation has a significant positive effect on employee job satisfaction at ZYZ bank and can be accepted with a 95% confidence level.

F-Test (Joint Hypothesis Testing)

To test the effect of the independent variables jointly tested using the F test. The results of the joint regression calculations are shown in Table 7 below:

Table 7
Simultaneous F Test Results
ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	236.137	2	118.068	54.865	.000 ^a
Residual	101.143	47	2.152		
Total	337.280	49			

a. Predictors: (Constant), Work motivation (X₂), Organizational culture (X₁)

b. Dependent Variable: Job satisfaction (Y)

Source: Primary Data Processing Results in 2020

Based on the description of table 7 above, from the results of the significant F test, a significance value of 0.000 and F_{count} 54.865 while F_{table} of 4.100 means that the regression model can be used to predict the

dependent variable, namely the job satisfaction of employees at bank XYZ, because the value of $f_{count} >$ from f_{table} as well as significance value < 0.05 . Thus, it can be interpreted that the variables of organizational culture and work motivation together have a significant effect on employee job satisfaction at XYZ (Y). Therefore, the hypothesis proposed in this study which states that it is suspected that organizational culture and work motivation together have a significant effect on employee job satisfaction at bank XYZ can be accepted.

Determinant Coefficient

The determinant coefficient is used to see the contribution of the variables that the authors examine as a whole to the dependent variable, and can be seen in table 8 below:

Table 8
Determinant Coefficient Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.837 ^a	.700	.687	1.46696	1.909

a. Predictors: (Constant), Work motivation (X_2), Organizational culture (X_1)

b. Dependent Variable: Job satisfaction (Y)

Source: Primary Data Processing Results in 2020

From the results of the Determinant Coefficient test, an R^2 value of 0.700 means that the contribution of organizational culture and work motivation variables to employee job satisfaction at bank XYZ is 70%, meaning organizational culture and motivation can be explained by 70% to employee job satisfaction at bank XYZ, while the remaining 30 % again influenced by other variables that are not included in the research that the author is doing.

B. Discussion

The Influence of Organizational Culture on Job Satisfaction

The results of this study indicate that there is a positive and significant influence between organizational culture on job satisfaction of XYZ bank employees, that is, the higher the employee's organizational culture, the more job satisfaction will increase. So it can be concluded that the first hypothesis (H_1) in the study, namely organizational culture has a positive effect on job satisfaction, can be accepted with a 95% truth level.

The first factor that affects job satisfaction is organizational culture (Citra and Rustono, 2018), organizational culture is a shared perception held by members of the organization (Novianti, Farida and Widiartanto, 2015) defines organizational culture as a system that penetrates the values, beliefs, and norms that exist in every organization. Organizational culture can encourage or reduce effectiveness depending on the nature of the values, beliefs and norms adopted.

The results of this study support research conducted by Subanar (2016) which shows that the company's organizational culture has a positive and significant influence on employee job satisfaction. Also in line with Novianti's research (2015) with research results that organizational culture (X_1) and work motivation (X_2) both simultaneously and partially affect job satisfaction (Z) and employee performance (Y). and in line with Nurdono's research (2017) which shows that there is a positive relationship and a significant effect on organizational culture on employee performance with a significance value of $0.024 < 0.05$. Likewise Sari's research (2018) with research results supporting that organizational culture has a positive and significant influence on job satisfaction of PT. Indosat M2 Provisioning & Maintenance Department.

The Effect of Work Motivation on Job Satisfaction

The results of this study indicate that there is a positive and significant influence between work motivation on job satisfaction of XYZ bank employees, meaning that the higher the work motivation of XYZ bank employees, the job satisfaction will increase. So it can be concluded that the second hypothesis (H_2) in this study, namely that work motivation has a positive effect on job satisfaction can be accepted with a 95% truth level.

The second factor that affects employee job satisfaction is work motivation. Hasibuan (2009) states that work motivation is the provision of a driving force that creates one's work enthusiasm, so that they are willing to work together, work effectively and are integrated with all their efforts to achieve satisfaction. Siagian (2012) said that work motivation is the driving force for someone to contribute as much as possible to the success of the organization in achieving its goals, with the understanding that achieving organizational goals means achieving the personal goals of the members of the organization concerned.

The results of this study support previous research conducted by Erpanda (2016) with research results showing organizational culture has an effect on job satisfaction of XYZ bank employees. Also supports the research of Kusumawati (2013) with the results of the study that there is a positive and significant effect of work motivation on employee performance at Regional Office I BKN Yogyakarta. And in line with the results of Sari's research (2018) that work motivation has a positive and significant effect on job satisfaction of PT. Indosat M2 Provisioning & Maintenance Department.

The Influence of Organizational Culture and Work Motivation on Job Satisfaction

The results of this study indicate that there is a positive and significant influence between organizational culture (X_1) and work motivation (X_2) on job satisfaction (Y), which means that simultaneous testing shows organizational culture, work motivation together has a positive and significant effect on job satisfaction. XYZ bank employee work. It can be concluded that the third hypothesis (H_3) in this study, namely that there is a positive and significant influence of organizational culture and work motivation together on job satisfaction of XYZ bank employees is supported.

Job satisfaction reflects a person's feelings towards his job. For every employee, job satisfaction is one of the important goals to be achieved. According to Robbins (2008) measured using five indicators, namely, satisfaction with salary, satisfaction with the job itself, satisfaction with promotions, satisfaction with superiors' attitudes and satisfaction with coworkers. The results of this study support previous research conducted by Subanar (2016) on "The Influence of Organizational Culture and Work Motivation on Employee Job Satisfaction at CV. Aban kirenk Yogyakarta". The results of this study indicate that the company's organizational culture and work motivation have a positive and significant effect on employee job satisfaction.

V. CONCLUSION

The results of research on work culture, work motivation and job satisfaction of bank XYZ employees can be concluded as follows:

- 1) Partially it can be concluded that organizational culture and work motivation variables have a positive and significant effect on job satisfaction of XYZ bank employees.
- 2) Simultaneously, it can be concluded that all variables of organizational culture and work motivation simultaneously (simultaneously) have a positive and significant effect on job satisfaction of XYZ bank employees.

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