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## The Influence of Competence, Work Motivation, And Organizational Culture on Employee Performance Through Job Satisfaction: Case Study at The BRI Banda Aceh Functional Office

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### Abstract

This research aims to test the Job satisfaction Mediating Competence, Work Motivation, and Organizational Culture effect on Employee Performance of Bank Rakyat Indonesia (BRI) Banda Aceh Functional Office. The population was all the employees, totaling 102 employees. The sample used was 102 employees. Data were tested using the Partial Least Square (PLS) method. The results show Competency influences satisfaction, Work Motivation influences Satisfaction, culture influences satisfaction, Competency influences employee performance, Motivation influences employee performance, culture does not affect on employee performance, Satisfaction influences Employee Performance, Satisfaction partially mediates the Competency effect on Employee Performance, Satisfaction partially mediates the Motivation on Employee Performance, and Satisfaction fully mediates the Culture on Employee Performance. These findings explain that employee performance at the BRI Banda Aceh Functional Office is determined by job satisfaction which mediates competency, work motivation, and culture of the company. These findings validate this model as the premise of the current theory and can be used by future researchers to test this model by combining it with new variables. Research limitations lie in the variables and subjects.

**Keywords:** Job Satisfaction, Competence, Work Motivation, Organizational Culture, Employee Performance

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### 1. Introduction

Humans are one of the important factors in a company, as Brainware which influences the smoothness of a company in achieving its goals. Any institution needs humans as implementers, even though new technology has emerged recently in the form of AI, human presence is still very much needed. So there is a need for resources to get people who are competent in certain fields. This source is human resources. People who work for a company are very important. They play a big role by themselves and also when they work together. The success of a company depends a lot on the people who work there. If a company has good people working for it, then it will do well. A company needs more than just good technology and money to be successful. The people who work there also play a big part. They need to work hard to help the company do well. Human resources in a company have an important role in achieving company goals, in addition to other resources owned by the company. In achieving their targets, companies need the support of human resources as supporters (Hasibuan, 2016).

Bank Rakyat Indonesia (BRI) is an organization known as the largest bank in Indonesia. BRI as a Commercial bank offers integrated business services with the best value, quality, comfort, and security for individual and corporate customers. Through its innovation to support the dynamic growth of Bank BRI through continuous innovation in both products and services, Bank BRI positions itself as Universal Banking which offers a variety of excellent products and services to its customers. One of Bank BRI's missions is that human resources are professional and have a performance-driven culture in the sense of a perception of values and the environment that gives rise to meaning and a view of life that influences the culture in the organization.

With the implementation of Aceh Government Regulations (Qanun) LKS No. 11/2018 regarding Sharia Financial Institutions in Aceh province, the entire portfolio of Bank BRI Banda Aceh converted to BRI Syariah. However, along the way, there are still credits that cannot be converted because they are included in the problem credit category. With the approval of the Provincial Government Aceh and the Financial Services Authority (OJK), formed BRI Banda Aceh Functional Office which is under the supervision of the Medan Regional Office to manage portfolio and services loan settlement, NPL collectibility and write-off (Extraktable). The following is an employee performance assessment BRI Banda Aceh Functional Office in 2022.

**Table 1. Employee Performance Assessment**

Evaluation	Assessment Category (Number of Employees)				
	Special	Very good	Good	Not good	Not good
SKO (Objective Work Targets)	0	6	78	16	2
SKK (Competency Work Targets)	0	6	78	16	2
<b>Total</b>	<b>0</b>	<b>6</b>	<b>78</b>	<b>16</b>	<b>2</b>

**Source:** Data processed by the company (2023)

Assessment Category:

Special: Total Score 3.51 and above

Very good : Total Value > 3.00 to 3.51

Good : Total Value >2.51 to 3.00

Good Enough : Total > 2.0 to 2.51

Not good : Total < 2.01

Table 1 explains the employee performance assessment during 2022 where there are still 17.65% of employees who have not exceeded the targets set by the company. Based on the results of observations, it was also discovered that there were employees who had not been able to carry out their commitments according to the specified time. Results of interviews with the leadership of the Banda Aceh Functional Office stated that out of 102 employees, 84 employees or 82.35% exceeded the set target, but there were 18 people, or 17.65% whose performance achievement was still below the target. determined by the company. According to (Robbins & Judge, 2017), employee performance is the work results achieved by a person based on their job requirements. The pre-survey results reveal that the employee performance perceived is

still relatively low because the average value obtained was 3.40, where the average value was in the poor category ( $3.40 < 3.41$ ). This shows that employee performance is not optimal.

One of the factors that influences employee performance is job satisfaction. When employees feel satisfied at work, this will have an impact on increasing their performance, (Wicaksono & Gazali, 2021). This corresponds to research by (Mirza, Lumbantobing, Simanjuntak, & Giawa, 2021) who stated that there is a positive and significant influence between the satisfaction variable on employee performance, where the higher the level of employee satisfaction, the higher the employee's employee performance. The pre-survey of this study found that job satisfaction perceived is still relatively low because a mean value of 3.39 was obtained, where the mean value was in the poor category ( $3.39 < 3.41$ ). This shows that job satisfaction is not optimal.

The next factors that influence employee performance are competence, motivation, and organizational culture (Ainanur & Tirtayasa, 2018). Competence in this case is the employee's ability to provide ability to work neatly and have an attitude to complete the work by the expertise of the workforce in the field of work which of course provides a level of results from their hard work. This is following (Ubaidillah, Setiadi, & Rahayu, 2023) who say that if employees have high competence, it can provide an increase in the employee's work results. The pre-survey found that the competency perceived is still relatively low because the average value obtained was 3.37, where the average value was in the poor category ( $3.37 < 3.41$ ). This shows that employee competence is not optimal.

Motivation could be a set of variables that cause an individual or worker to carry out their obligations in an uncommon way. Motivation has the potential to be one of the foremost imperatives that implies shaping fulfillment and impacting representative execution. Representatives with tall inspiration will be excited approximately work, this will be able to make strides in their execution. (Kusumasari, 2022) in her research stated that there is a strong relationship between motivation and employee performance. So the problem of how to increase employee motivation must receive better attention from the organization. Motivated employees will feel satisfaction at work so they can improve their performance and influence service delivery. Based on the pre-survey, it is known that work motivation perceived is still relatively low because a mean value of 3.37 was obtained, where the mean value was in the poor category ( $3.37 < 3.41$ ). This shows that work motivation is not optimal.

In the context of cultural transformation to align the synergy of the same BUMN Core Values, Bank Rakyat Indonesia together with all BUMNs implemented "AKHLAK", which consists of Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative. Bank Rakyat Indonesia believes that the culture it instills, AKHLAK culture, is the key to developing services including Bank Rakyat Indonesia's human resources (HR). The details of AKHLAK culture are as follows.

1. Trust means that every BUMN human resource is obliged to uphold the trust given to them
2. Competent means that every BUMN human resource must continuously learn and develop capabilities
3. Harmony means that every BUMN human resource must care for each other and respect differences.

4. Loyal means that every BUMN human resource must be dedicated and prioritize the interests of the Nation and State
5. Adaptive means that every BUMN human resource must continue to innovate and be enthusiastic in driving or facing change
6. Collaborative means that every BUMN human resource is obliged to build synergistic cooperation.

The importance of Culture concerning Performance is strengthened by (Robbins & Judge, 2017) statement that in fact, companies with strong cultures will also use their recruiting efforts and socialization practices to foster employee motivation. Increasing evidence suggests that a strong culture is linked to high organizational performance. Research by (Ernawati, Sinambela, Mardikaningsih, & Darmawan, 2022) and (Zaky, 2021) shows that organizational culture influences employee performance. Based on the pre-survey it is known that the perception of Culture by respondents is still relatively low because a mean value of 3.39 was obtained, where the mean value was in the poor category ( $3.39 < 3.41$ ). This shows that the culture is not running optimally.

## **2. Literature**

### **Employee performance**

According to (Kreitner & Kinicki, 2014), performance is a continuous circulation or series to carry out improvements to a specified performance by implementing positive reinforcement, rewards, coaching, feedback, and also goals. Furthermore, according to (Mirza et al., 2021), performance is the result of a series of processes that refer to or can be measured for a specified period based on agreements and conditions that have been determined. Performance is the result of a performance achieved by an individual which refers to the requirements that exist in that type of work. (Afandi, 2018) stated the indicators are:

1. Quantity of work output
2. Quality of work results
3. Efficiency in carrying out tasks
4. Work discipline
5. Initiative
6. Accuracy
7. Leadership
8. Honesty
9. Creativity

### **Job satisfaction**

Satisfaction is always linked to employee performance. To be able to improve good employee performance, the organization must be able to fulfill and also increase employee satisfaction. Simanjuntak (2020) states satisfaction could be a set of positive work behaviors that are established in solid mindfulness, solid convictions, and went with by adding up to commitment to a coordinated work paradigm. The term worldview here alludes to the most important concept of work itself which incorporates the fundamental optimism, overseeing standards, driving values, states of mind that are born, guidelines to be accomplished, counting primary characters, fundamental contemplations, code of morals, ethical code, and code of behavior for its disciples. In the research of (Fitri, 2018), the indicators stated are:

1. Work itself: Each job requires certain skills according to its respective field.
2. Responsibility: a person's obligation to carry out assigned functions.
3. Supervision : helps increase worker productivity through good work organization.
4. Company Policy: the level of conformity felt by the workforce to all company policies and regulations

### **Competency**

Competence could be a characteristic that underlies a person's relationship to the viability of individual execution in their work or the fundamental characteristics of people that have a causal or causal relationship with the criteria utilized as a reference. Competence lies inside each human being and is continuously in a person's identity which can foresee behavior and execution broadly in all work circumstances and assignments (Triastuti, 2018). (Ubaidillah et al., 2023) clarify that competence is the capacity to carry out a work or errand that's based on aptitudes and information and bolstered by the work demeanor required by the work. Competencies moreover demonstrate the characteristics of information and abilities had or required by each person that empower them to carry out their obligations and obligations viably and make strides in proficient quality benchmarks in their work. Competency indicators according to (Liana, 2018) are as follows:

1. Self-awareness is being responsible for the work given
2. Self-management is having confidence in solving problems
3. Self-motivation is the ability to regulate oneself and the ability to obey all applicable regulations
4. Empathy is the ability to foster good socialization between employees
5. Social skills are sharing knowledge with others about work.

### **Work motivation**

Work motivation is the driving force within a person to want to behave actively and well according to the duties and obligations that have been given to him. (Farisi, Irnawati, & Fahmi, 2020) say that work motivation is the willingness to expend the highest level of effort for company goals, which is conditioned by the ability to meet several individual needs. (Arisanti, Santoso, & Wahyuni, 2019) work motivation is something that causes, channels, and supports human behavior so that they are willing to work hard and enthusiastically achieve optimal results.

Indicators of work motivation according to (Sedarmayanti, 2009) are as follows:

1. Salary: an important factor in meeting the needs of themselves and their families. Apart from serving to meet the basic needs of each employee, salary is also intended to be an incentive for employees to work enthusiastically.
2. Supervision: help increase worker productivity through good work organization, as well as providing concrete instructions according to work standards, and adequate supplies and other support.
3. Work relationship: To be able to carry out work well, it must be supported by a harmonious work atmosphere or work relationship, namely the creation of a close, family-like, and mutually supportive relationship, both between fellow employees and between employees and superiors.

4. Recognition or appreciation: Every human being needs to feel appreciated. Recognition of achievements is a powerful motivational tool, and can even exceed the satisfaction that comes from providing compensation.
5. Success (achievement): Everyone certainly wants success in every activity/task they carry out. Achieving achievement or success in carrying out a job will move the person concerned to carry out subsequent tasks.

### Organizational culture

(Fachreza, Musnadi, & Shabri, 2018), Organizational Culture is progressively created in line with the flow of the inside climate organization. In this way, the Culture concept was created in different adaptations considering that the term culture was borrowed from the logical disciplines of tropology and human science, by the meaning which contains national implications, including that the suggestions are so wide that it can be seen from different focuses of see. In any case, within the adjustment handle, most accept that the core of culture may be an esteem framework that's shared. (Ardila, 2019) shows that there are seven main characteristics that as a whole indicate the nature of an organization's culture, namely:

1. Innovation and Courage to Take Risks
2. Results Orientation
3. Team Orientation
4. Aggressiveness
5. Stability

### 3. Method

In this study, the population was all employees of the Banda Aceh Functional Office, totaling 102 employees. Because all members of the population were taken as respondents, the method used in this research was the census method. Data were analyzed in this research using the Partial Least Square (PLS) method.

### 4. Research Results and Discussion

**Table 2. Regression**

Variable	Original Sample	Sample Mean	Standard Deviation	T- statistics	P-values
X1→Y	0.393	0.391	0.128	2,848	0.005
X2→Y	0.297	0.299	0.108	2,764	0.026
X3→Y	0.299	0.192	0.102	2,819	0.005
X1→Z	0.295	0.298	0.133	0.226	0.006
X2→Z	0.301	0.304	0.106	2,842	0.005
X3→Z	0.160	0.158	0.085	1,887	0.060
Y→Z	0.315	0.199	0.118	2,830	0.006

Table 2 reveals the following results are obtained.

1. Competency significantly positively affects Job Satisfaction, as much as 0.393 with  $p = 0.005 < 0.05$  (Hypothesis Accepted)
2. Work Motivation significantly positively affects Job Satisfaction, as much as 0.297 with  $p = 0.026 < 0.05$  (Hypothesis Accepted)



3. Organizational Culture significantly positively affects Job Satisfaction, as much as 0.299 with  $p = 0.005 < 0.05$  (Hypothesis Accepted)
4. Competency significantly positively affects employee performance, as much as 0.295 with  $p = 0.006 < 0.05$  (Hypothesis Accepted)
5. Work Motivation significantly positively affects Employee Performance, as much as 0.301 with  $p = 0.005 < 0.05$  (Hypothesis Accepted)
6. Organizational culture does not have a significant effect on employee performance, as much as 0.160 with  $p = 0.060 > 0.05$  (Hypothesis Rejected)
7. Job Satisfaction significantly positively affects Employee Performance, as much as 0.315 with  $p = 0.006 < 0.05$  (Hypothesis Accepted)

**Table 3. R-Square Value**

Variable	<i>R Square</i>
Job satisfaction	0.646
Employee performance	0.749

Based on Table 2, the R2 value is obtained as follows.

1. The R Square of Job Satisfaction is 0.646, which means that Competence, Work Motivation, and Culture can explain or influence Job Satisfaction by 64.6%.
2. The R Square of Employee Performance is 0.749, which means that Competence, Work Motivation, Culture, and Job Satisfaction can explain or influence employee performance by 74.9%.

Sobel calculated the model and the result was 2.014 and was significant at  $\alpha = 0.043$ . Thus, Job Satisfaction acts as a mediating variable between Competence and Employee Performance. So, because Job Satisfaction affected significantly and acted significantly as a mediator, Competency affected significantly Employee Performance, the Job Satisfaction role in mediating Competency and Employee Performance relationship is partially mediating. Partial mediation means that the Competency can be mediated by Job Satisfaction or not to affect employee performance.

**Table 4. Sobel Test Results of Competency Towards Performance Through Job satisfaction**

Input:		Test statistic:	Std. Error:	p-value:
a	0.393	Sobel test: 2.01452527	0.0614512	0.04395441
b	0.315	Aroian test: 1.95629977	0.06328018	0.05042985
s <sub>a</sub>	0.128	Goodman test: 2.07827966	0.05956609	0.03768361
s <sub>b</sub>	0.118	Reset all	Calculate	

Sobel calculated the model and the result was 1.985 and was significant at  $\alpha = 0.047$ . Thus, Job Satisfaction acts as a mediator of Work Motivation and Employee Performance. So, because Job Satisfaction affected significantly and acted significantly as a mediator, Work Motivation affected significantly Employee Performance, the Job Satisfaction role in mediating Work Motivation and Employee Performance is partially mediating. Partial mediation means that Work Motivation can be mediated by Job Satisfaction or not to affect employee performance.

**Table 5. Sobel Test Results of Work Motivation Towards Performance Through Satisfaction**

Input:		Test statistic:	Std. Error:	p-value:
a	0.297	Sobel test: 1.98538319	0.04712189	0.04710185
b	0.315	Aroian test: 1.92591667	0.04857687	0.05411478
s <sub>a</sub>	0.100	Goodman test: 2.05072178	0.04562052	0.04029405
s <sub>b</sub>	0.118	Reset all	Calculate	

Sobel calculated the model and the result was 1.973 and was significant at  $\alpha = 0.048$ . Thus, Job Satisfaction acts as a mediator of Culture and Employee Performance. So, because Job Satisfaction affected significantly and acted significantly as a mediator, Culture did not show a significant effect on Employee Performance, so the Job Satisfaction role in mediating Culture and Employee Performance is fully mediating. Full mediation means that the Culture can only be mediated by Job Satisfaction, to affect Employee Performance.

**Table 6. Sobel Test Results of Culture Towards Performance Through Satisfaction**

Input:		Test statistic:	Std. Error:	p-value:
a	0.299	Sobel test: 1.97371895	0.04771956	0.04841371
b	0.315	Aroian test: 1.91378315	0.04921404	0.05564787
s <sub>a</sub>	0.102	Goodman test: 2.03966335	0.04617674	0.04138387
s <sub>b</sub>	0.118	Reset all	Calculate	

## 5. Conclusion

Based on the discussion results presented in the previous section, the conclusions are :

- 1) Competency influences job satisfaction among employees of the Banda Aceh Functional Office.
- 2) Work Motivation Influences Job Satisfaction among Employees of Banda Aceh Functional Office.
- 3) Organizational culture influences job satisfaction among employees of the Banda Aceh Functional Office.
- 4) Competency influences employee performance at the Banda Aceh Functional Office employees.
- 5) Work Motivation influences employee performance at the Banda Aceh Functional Office employees.
- 6) Organizational culture does not affect employee performance at Banda Aceh Functional Office employees.
- 7) Job Satisfaction Influences Employee Performance among Banda Aceh Functional Office Employees.
- 8) Job Satisfaction partially mediates the Competency on Employee Performance in Employees of the Banda Aceh Functional Office.
- 9) Job Satisfaction partially mediates the Work Motivation on Employee Performance in Employees of Banda Aceh Functional Office



10) Job Satisfaction fully mediates the Organizational Culture on Employee Performance in Employees of Banda Aceh Functional Office

These findings explain that employee performance at the Banda Aceh Functional Office is determined by job satisfaction which mediates competency, work motivation, and culture of the company. These findings validate this model as the premise of the current theory and can be used by future researchers to test this model by combining it with new variables. Research limitations lie in the variables and subjects. From the survey results, several recommendations for the research subject, namely Banda Aceh Functional Office, are as follows.

- 1) Job Satisfaction, Competence, Work Motivation, and Organizational Culture are perceived well by respondents. For this condition, management is advised to maintain it.
- 2) To improve employee performance, companies can increase employee competency by providing training related to capability because based on research results, competency has the greatest influence on employee performance.

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