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THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORKLOAD, WORK DISCIPLINE, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT BANK BJB LABUAN BRANCH OFFICE

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Abstract

Within the banking sector, employee performance constitutes a pivotal determinant of service caliber and operational efficacy. Organizational culture, workload, work discipline, and occupational satisfaction represent workplace conditions potentially associated with such performance. The present inquiry concerns employees of the bank bjb Labuan Branch. To ascertain the individual statistical associations of these four factors with employee performance and establish their collective capacity to account for performance variation. A quantitative explanatory survey encompassed 124 respondents drawn from a workforce population of 179 employees. Simple and multiple linear regression procedures were executed through SPSS version 26, applying a 5% decision threshold. Separate linear regression models identified positive and statistically discernible associations between employee performance and organizational culture ($R^2 = 0.447$), workload ($R^2 = 0.490$), work discipline ($R^2 = 0.677$), and job satisfaction ($R^2 = 0.622$). Upon simultaneous inclusion within the multiple regression equation, organizational culture ($B = 0.204$; $p = 0.007$), work discipline ($B = 0.397$; $p < 0.001$), and job satisfaction ($B = 0.271$; $p < 0.001$) retained statistically discernible coefficients. Workload, conversely, produced a negligible partial coefficient that did not attain statistical significance ($B = 0.008$; $p = 0.921$). The overall regression equation attained statistical significance ($F = 83.963$; $p < 0.001$), accounting for 73.8% of the observed performance variance ($R^2 = 0.738$). The contrast between workload's positive crude association and its statistically indiscernible partial coefficient warrants particular attention. Banking management should prioritize organizational culture, work discipline, and job satisfaction, while appraising workload in conjunction with task intricacy and the resources available to employees.

Keywords: Organizational Culture; Workload; Work Discipline; Job Satisfaction; Employee Performance

INTRODUCTION

The banking realm operates under the demands of service quality, transaction flow precision, operational usability, and credibility in the eyes of customers. The fulfillment of these standards does not solely rely on technological tools and procedures; the capacity of implementing human resources also plays a decisive role. Employees occupy important operational positions in maintaining service uniformity, completing obligations according to benchmarks, and realizing institutional goals. Based on this consideration, employee performance is positioned as a strategic element in human resource governance in the banking environment.

Bank bjb as a regional development bank has a role in supporting regional economic activities and providing financial services for the community. In carrying out this function, each work unit is required to maintain service quality while meeting operational targets. Bank bjb Labuan Branch, Pandeglang Regency, as one of the service units, requires optimal employee performance so that operational activities can run effectively. This performance is related to the ability of employees to complete work, maintain accuracy, fulfill responsibilities, and provide services according to organizational regulations.

Based on the description of the initial conditions that are the basis of the research, there are several indications of relevant human resource management problems to be studied at Bank bjb Labuan Branch. First, the application of company cultural values needs to be maintained consistently across all employees. Differences in understanding and applying organizational values can cause work behavior standards, coordination, and service orientation to not be fully uniform. Second, the habit of delaying work completion has the potential to cause tasks to accumulate in the next period. This accumulation can increase the pressure of job completion and make the distribution of workload

less proportional. Third, employee attendance data for the January-December 2025 period, which was the initial basis for the study, showed a tendency to increase absenteeism without information (alpha).

Number of Employees of Bank bjb Labuan Branch in 2025

Moon	Number of Employees	Child Circumcision	References	Alfa	Sick with a Doctor's Letter	%
January	179	0	4	11	3	10,05
February	179	0	0	10	2	6,70
March	179	1	5	9	0	8,37
April	179	0	2	11	1	7,82
May	179	1	1	9	0	6,14
June	179	0	0	8	0	4,46
July	179	0	0	13	4	9,49
August	179	0	2	7	1	5,58
September	179	0	0	6	1	3,91
October	179	0	1	12	0	7,26
November	179	0	1	9	1	6,14
December	179	0	1	5	3	5,02
Quantity		2	17	110	16	

Source : HRD of bank bjb Labuan branch in 2025

This indication needs to be observed because the presence and compliance with the provisions of working time is part of work discipline and can affect the smooth division of tasks. Fourth, workload conditions and the application of work rules can be related to the employee's experience in carrying out their work, including assessments of comfort, support, and job satisfaction.

These initial instructions are not sufficient to establish a decline in performance or generalize the problem to all employees. Nevertheless, this situation provides an empirical foothold to examine the relationship between organizational culture, workload, work discipline, and job satisfaction with employee performance. In order for the argument of phenomena in the final manuscript to be stronger, the alpha tendency needs to be complemented by a recap of monthly attendance or the proportion of attendance from the company's official archives. Similarly, indications of suspension of duties and institutional cultural practices need to be supported by observational recordings, interview transcripts, or internal documents that can be accounted for.

Organizational culture encapsulates values, norms, beliefs, and behavioral habits that are referenced by institutional members when performing work. Consistency in its application can support the formation of responsibility, collaboration, and the orientation to achieve goals. In the banking realm, uniformity of professional behavior is needed to maintain procedural compliance and service quality. Workload is related to the volume of tasks, complexity of work, and the urgency of deadlines that must be met. Inequality between job demands and capacity and supporting facilities has the potential to disrupt focus, precision, and quality of obligation completion. Work discipline is reflected in employees' willingness to comply with provisions, maintain punctuality, and fulfill responsibilities. Job satisfaction represents a personal assessment of work and a professional atmosphere, including compensation, interaction between colleagues, leadership support, and opportunities for self-development. The four constructs have their own characteristics, but conceptually they can be associated with employee behavior and work achievement.

Various previous studies have placed institutional elements and job demands as the focus of employee performance discussions. Ansori and Bahiroh (2022) examined organizational culture, job satisfaction, and work discipline in relation to the performance of PT Korea Tomorrow & Global Indonesia employees in Serang City. They reported meaningful positive associations from the constructs studied. Desfika et al. (2023) reviewed motivation, organizational culture, work discipline, and job satisfaction in relation to the performance of employees of the Ministry of Religion Office of Solok Regency, with partial or simultaneous outputs reported to be meaningful. Mardhotillah et al. (2024) raised organizational culture, work discipline, and job satisfaction in the performance of PT Bank Syariah Indonesia employees in the Semarang City area, thus providing a comparison from the financial services environment. Furthermore, Azizah and Ekowati (2025) place job satisfaction and organizational commitment as intermediate constructs in the relationship between organizational culture and work discipline and employee performance.

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The record of previous studies shows that organizational culture, work discipline, and job satisfaction have become a concern in the analysis of employee performance, including in the realm of services and banking. However, there is still room for relevant development. First, the structure of constructs in the previous study is not completely uniform. Some combine organizational culture, work discipline, and job satisfaction, while other studies include organizational motivation or commitment. Second, workload has not been summarized together with the three constructs in the framework referred to above. In fact, workload represents different dimensions of professional demands from culture, discipline, and satisfaction. Third, the previous empirical realm includes private companies, government agencies, and different banking units. Therefore, the evidence at regional development bank branch offices in the Pandeglang Regency area still needs expansion. Fourth, Azizah and Ekowati (2025) apply a mediation framework, while this study focuses on the direct contribution of each predictor and the collective contribution of the four to employee performance.

The research gap in this study does not originate from the assumption that the relationship between each construct and performance has never been discussed. The point of emptiness lies in the fact that organizational culture, workload, work discipline, and job satisfaction have not been integrated into a single examination framework within the Labuan Branch of Bank bjb. The novelty offered is integrative as well as contextual, which summarizes four elements that represent the institutional culture, work pressure, compliance behavior, and employee assessment of their work in a single conceptual structure. The expected empirical contribution is in the form of evidence regarding the contribution of each element separately or collectively to employee performance in the regional banking unit. The limit of novelty lies in the combination of the framework and context of the object of study, not in the creation of completely new theories or associations between constructs.

The exposure of the initial conditions and the study gaps became a basis for the study of the contribution of organizational culture, workload, work discipline, and job satisfaction to the performance of employees of Bank bjb Labuan Branch, both separately and simultaneously. From the theoretical side, this study is expected to expand empirical evidence in the realm of HR management regarding the relationship between institutional elements and professional demands with the performance of banking employees. In terms of application, the findings are expected to be considered by management when reviewing the consistency of institutional culture, arranging the distribution of tasks, strengthening work discipline, and maintaining employee satisfaction as part of performance improvement efforts.

1. RESEARCH METHOD

A quantitative framework with an explanatory survey design was used to examine the contribution of organizational culture, workload, work discipline, and job satisfaction to employee performance at Bank BJB Labuan Branch, Pandeglang Regency, Banten. The population coverage was recorded at 179 employees. The minimum sample limit was determined through the Slovin equation with an error tolerance of 5%, as calculated as follows:

$n = N/ [1 + N(e^2)]$

$n = 179/ [1 + 179(0.05^2)] = 123.66$

Based on the results of the calculation, the minimum number of samples was rounded to 124 respondents. In its implementation, the questionnaire was distributed to all members of the population and 124 questionnaires were obtained that met the eligibility for analysis, or 69.27% of the total population. Thus, the number of respondents analyzed had met the minimum number of samples based on Slovin calculations.

The collection of field information was carried out using a five-point Likert scale questionnaire as the main tool. The predictor construct includes organizational culture (X1), workload (X2), work discipline (X3), and job satisfaction (X4), while employee performance (Y) is positioned as a bound output. The operationalization of each construct is poured into the questionnaire statement item that refers to the respective indicators. The collected data is then used as a material for examining the relationship and contribution between constructs in line with the direction of the study.

Data processing utilizes the Statistical Package for the Social Sciences (SPSS) version 26. The series of checks begins with screening the validity and reliability of the measurement device to ensure the feasibility of the instrument. The next stage includes the examination of classical assumptions, including residual normality, multicollinearity, and heteroscedasticity as a prerequisite for multiple linear regression. Hypothesis examination is carried out through multiple linear regression to recognize the contribution of organizational culture, workload, work discipline, and job satisfaction to employee performance, both separately and collectively. Statistics t function to assess the contribution of each predictor to the bound output by controlling for other predictors. Meanwhile, the F statistic is used to examine the collective significance of all predictors in a single framework. The determination

coefficient (R^2) further represents the capacity of the framework in explaining the diversity of employee performance. All statistical procedures use a probability threshold of 5% ($\alpha = 0.05$).

2. RESULTS AND DISCUSSIONS

The study involved 124 employees. Questionnaire data were processed using SPSS version 26. The following summary of results maintains the statistical numbers listed in the source manuscript. A significance value of 0.000 was reported as $p < 0.001$.

3.1. Classical Assumption Test

Multiple regression prerequisite screening recorded an organizational culture VIF of 2.079; workload of 2,982; work discipline 3,886; and job satisfaction of 3,287. The overall VIF score was below 10, while the tolerance value was reported to exceed 0.10. Thus, an indication of multicollinearity was not identified through the applied benchmark. Normal examination of probability plots and histograms reported showing residual distributions that were close to normal patterns. On the other hand, scatterplots were reported not to form a specific configuration. Since statistical figures for normality and heteroscedasticity checks were not available, interpretation of the two prerequisites was limited to a recorded visual review.

3.2. Simple Linear Regression

Linear regression with one predictor indicates that all predictors have a positive and meaningful association with employee performance. An overview of the calculation output is contained in Table 3.1.

Table 3.1. Simple Linear Regression Results

Variabel	Regression equations	R	R^2	t	Sig.
Organizational culture (X1)	Y = 21.903 + 0.739X1	0,669	0,447	9,936	<0.001
Workload (X2)	Y = 32.615 + 0.661X2	0,700	0,490	10,834	<0.001
Work Discipline (X3)	Y = 19.098 + 0.774X3	0,823	0,677	15,997	<0.001
Job satisfaction (X4)	Y = 31.662 + 0.644X4	0,789	0,622	14,171	<0.001

The R^2 values of each model were 0.447 for organizational culture, 0.490 for workload, 0.677 for work discipline, and 0.622 for job satisfaction. The values show the apparent power of each simple model separately, rather than the unique contribution of each variable when all predictors are included simultaneously.

3.3. Multiple Linear Regression and Hypothesis Testing

The mathematical form of multiple linear regression is recorded as Y = 10.815 + 0.204X1 + 0.008X2 + 0.397X3 + 0.271X4. An overview of the regression coefficient along with the partial calculation is listed in Table 3.2.

Table 3.2. Multiple Linear Regression Results

Predictor	B	Std. Error	Beta	t	Say.	Verdict
Konstanta	10,815	4,550	-	2,377	0,019	-
Organizational culture	0,204	0,075	0,184	2,728	0,007	Signifikan
Workload	0,008	0,076	0,008	0,100	0,921	Insignificant
Work discipline	0,397	0,087	0,422	4,566	<0.001	Signifikan
Job satisfaction	0,271	0,069	0,332	3,910	<0.001	Signifikan

The multiple regression output showed that organizational culture (B = 0.204; t = 2.728; p = 0.007), work discipline (B = 0.397; t = 4.566; $p < 0.001$), and job satisfaction (B = 0.271; t = 3.910; $p < 0.001$) had a positive coefficient with statistical significance. In contrast, workload had not reached the threshold of significance after other predictors were controlled (B = 0.008; t = 0.100; p = 0.921). Consequently, partial conjectures about workload were not supported by multiple frameworks, although simple regression calculations provided meaningful outputs. The difference suggests that the association of workload with performance in bivariate studies did not persist as a partial contribution after the diversity slice along with other predictors was taken into account. Without an interconstruct correlation matrix or additional diagnostic tools, the source of the difference could not be ascertained further.

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The regression framework leaves a portion of 26.2% of employee performance diversity that is outside the scope of the four predictor constructs. The portion of 73.8% has been accommodated in the framework of organizational culture, workload, work discipline, and job satisfaction. The accuracy of the model representation was recorded through $R = 0.859$, $R^2 = 0.738$, Adjusted $R^2 = 0.730$, with a standard error of 6.067.

An F value of 83.963 at the degree of freedom (4.119), accompanied by a $p < 0.001$, indicates a meaningful collective interconnectedness. In this framework, organizational culture, workload, work discipline, and job satisfaction are all related to employee performance.

3.4. Discussion

From the perspective of employee management, institutional culture consistency, compliance with work procedures, and positive assessments of professional experience are three areas that deserve attention. This interpretation is in line with the position of organizational culture, work discipline, and job satisfaction as predictors that remain meaningful when placed simultaneously in a regression framework. Uniformity of institutional values can harmonize professional behavior; work discipline supports procedural compliance as well as accuracy of task completion; while job satisfaction reflects employees' evaluation of experience during work. Similar trends are also discussed in banking and organizational studies that link institutional culture, satisfaction, and professional behavior to performance (Hasan, 2023; Ardianto et al., 2024; Sutanto et al., 2024). However, the coverage of one branch office and the survey design applied only provide evidence of statistical association, not causal certainty.

The workload results need to be interpreted carefully. A positive simple regression coefficient shows that in this study the workload score moves in the same direction as the performance score when tested alone. However, the partial coefficient in the multiple model is very small and insignificant. These findings do not mean that increasing workload always improves performance. There may be variations along with other factors, differences in workload perceptions, or untestable task characteristics from available statistics. In the framework of job demands–resources, workloads should be assessed alongside resources, support, and work capacity, rather than interpreted separately (Bakker & Demerouti, 2024).

3. CONCLUSION

In the coverage of 124 employees of Bank BJB Labuan Branch, the collective framework that summarizes organizational culture, workload, work discipline, and job satisfaction recorded a statistic of $F = 83.963$ with $p < 0.001$. The light power of the framework on employee performance reached 73.8%, as reflected in $R^2 = 0.738$. The other 26.2% portion has not been accommodated by the constructs included in the arrangement.

The difference between the calculation of a single predictor and the combined framework is seen in the position of the workload. In a simple regression, all four constructs show a meaningful positive association with employee performance. When the four predictors are placed simultaneously, the organizational culture still has a positive coefficient (B=0.204; p=0.007), as do work discipline (B=0.397; p<0.001) and job satisfaction (B=0.271; p<0.001). In contrast, the workload only records B=0.008 with p=0.921, so its partial contribution does not gain statistical support after other predictors are taken into account. In other words, the associations that appear in simple calculations do not automatically persist when the shared diversity between predictors is taken into account. In terms of governance, the managerial agenda of Bank BJB Labuan Branch should include strengthening the internalization of organizational culture, strengthening work discipline, and maintaining employee satisfaction. Workload structuring also needs to consider the volume of obligations, the complexity of tasks, the capacity of each employee, and the availability of supporting facilities. The scope of the study that includes only one branch office and the use of survey designs limits the expansion of its conclusions to other environments. To expand the scope of evidence, the next study may involve several branch offices, include a complete description of the instrument, and summarize additional constructs in the form of leadership, competence, motivation, and work environment. The expansion can provide a more comprehensive understanding of the elements associated with employee performance.

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