

# The Effect of Organizational Culture, Compensation, Job Satisfaction, And Work Environment on The Performance of Employees at Bank “Bantara” In the Jakarta Area

Mohamad Ramadhan Argakoesoemah<sup>1)\*</sup>, Rizky Nanda Verina<sup>2)</sup>

<sup>1)</sup>Magister Manajemen, Sekolah Tinggi Ilmu Ekonomi Indonesia Banking School  
Jl. Kemang Raya No. 35, Jakarta Selatan 12730

\*Email Korespondensi: ramadhan.20222112001@ibs.ac.id

<sup>2)</sup>Ekonomi Syariah, Sekolah Tinggi Agama Islam Sirojul Falah Bogor  
Jl. Karadenan No. 6, Bogor 16913

Email: rizkynanda.verina@staisifabogor.ac.id

**Abstract:** This research aims to analyse the performance of employees at Bank "Bantara" in the Jakarta Area by considering factors such as organizational culture, compensation, job satisfaction, and work environment. These factors were chosen as independent variables due to their potential impact on employee performance, which is the dependent variable. The researcher used the Statistical Structural Equation Modelling (SEM) method specifically the Partial Least Square (PLS) approach supported by SmartPLS, to process the data obtained from a questionnaire survey conducted online using Google Form. The results indicated that Organizational Culture and Work Environment have a positive and significant effect on Employee Performance, whereas Compensation and Job Satisfaction have a positive effect but not significant on Employee Performance.

**Keywords:** Organizational Culture; Compensation; Job Satisfaction; Work Environment; Employee Performance; Banking

**Abstrak:** Penelitian ini bertujuan untuk menganalisis kinerja karyawan di Bank "Bantara" di Area Jakarta dengan mempertimbangkan faktor-faktor yaitu budaya organisasi, kompensasi, kepuasan kerja, dan lingkungan kerja. Faktor-faktor ini dipilih sebagai variabel independen karena potensi dampaknya terhadap kinerja karyawan, yang merupakan variabel dependen. Peneliti menggunakan metode Statistical Structural Equation Modelling (SEM) khususnya pendekatan Partial Least Square (PLS) yang didukung oleh SmartPLS, untuk mengolah data yang diperoleh dari survei kuesioner yang dilakukan secara daring menggunakan Google Form. Hasil penelitian menunjukkan bahwa Budaya Organisasi dan Lingkungan Kerja berpengaruh positif dan signifikan terhadap Kinerja Karyawan, sedangkan Kompensasi dan Kepuasan Kerja berpengaruh positif namun tidak signifikan terhadap Kinerja Karyawan.

**Kata kunci:** Budaya Organisasi, Kompensasi, Kepuasan Kerja, Lingkungan Kerja, Kinerja Karyawan, Perbankan

## I. INTRODUCTION

The banking industry is currently navigating a period of profound evolution, requiring institutions to actively accommodate the shifting preferences and increased digital usage of younger generations (Joyosumarto, 2018). In these transformative times, human capital is absolutely essential, as employees play a unequivocally vital role in achieving optimal company performance and sustaining competitive advantage (Utari et al., 2018). An employee's performance is considered truly ideal when they

consistently operate in strict accordance with established operational standards while simultaneously achieving a high level of productivity (Marsyandi & Paulina, 2022). This optimal performance inevitably translates into significant organizational results, acting as the primary catalyst for reaching corporate targets (Argakoesoemah & Pracoyo, 2023). Consequently, companies are compelled to continually invest in improving work effectiveness to maintain operational continuity and maximize productivity (Lee et al., 2023). This

dynamic is highly evident at Bank "Bantara" in the Jakarta Area, which is undergoing comprehensive technological updates, requiring employees to deliver even higher tiers of performance to support its digital transformation.

To successfully support this high-performance expectation, Bank "Bantara" has meticulously developed an organizational culture framework structured around four foundational pillars: Sales & Service Culture, Governance & Risk Culture, Performance Culture, and Learning Culture. These pillars emphasize exceeding customer expectations, cultivating disciplined and trustworthy behaviors, prioritizing the company's overarching interests, and stressing continuous education through active collaboration. Overall, the employees at the Jakarta Area office have successfully internalized and implemented this organizational culture, demonstrating a commendable level of professional competence. This robust culture consistently promotes an environment that values interpersonal differences and supports the continuous development of self-competence. However, although the vast majority of employees demonstrate good performance aligned perfectly with this culture, there remains a small fraction who noticeably underperform, occasionally causing operational disruptions within their work teams.

A primary factor influencing this varied performance is the institution's deeply flawed reward system. Compensation is absolutely essential for motivating employees to work efficiently and effectively to meet the aggressive growth needs of a competitive company, keeping the workforce engaged and productive (Okeke & Onuorah, 2023). Unfortunately, glaring inconsistencies exist within the overtime policies between different Bank "Bantara" branches, and the foundational nominal salary remains noticeably less competitive compared to peer banks. This uncompetitive compensation strategy has predictably led

to a decrease in intrinsic motivation, which is deeply intertwined with overall job satisfaction, defined comprehensively as an employee's mental outlook regarding tangible rewards and the qualitative nature of their relationship with employers (Abdulkhaliq & Mohammadali, 2019). Because higher employee engagement rates organically lead to increased job satisfaction and boost overall productivity (Ngwenya & Pelser, 2020), the bank must strategically offset its uncompetitive pay by actively fostering a highly familial work environment to maintain a reasonable level of workforce satisfaction.

The physical and psychological environment in which these employees operate also plays a critical role, as the right workplace environment greatly and directly affects employee performance capabilities (Naharuddin & Sadegi, 2013). The overarching quality of the work environment inherently dictates various performance metrics, heavily influencing daily absenteeism rates, operational error frequencies, the quality of inter-departmental collaboration, and the efficiency of working time management (Massoudi & Hamdi, 2017). Cultivating a highly supportive work environment makes employees feel significantly more professional, confident, and completely at ease when interacting and socializing with their colleagues (Argakoesoemah & Pracoyo, 2023). Fortunately, the prevailing working environment within the Bank "Bantara" office is overwhelmingly positive and collaborative. However, there is an urgent need for technical improvement regarding computer equipment; current hardware frequently runs slowly, which directly and negatively impacts employee performance during the bank's push for digital transformation.

Drawing upon established academic literature to frame these internal challenges, the foundational findings of Sudiardhita et al. (2018) make it abundantly evident that compensation and job satisfaction exert a positive and highly significant influence on measurable

employee performance. This specific research initiative deliberately expands upon Sudiardhita et al. (2018) original scholarly model by introducing two critical additional contextual factors: organizational culture and the physical work environment. Corroborating this expanded theoretical approach, recent empirical research consistently demonstrates that a robust organizational culture maintains a positive and statistically significant influence on daily performance outcomes (Abdullahi et al., 2021). Additionally, insightful research strongly emphasizes the profound, undeniable impact of the daily work environment on employee output, revealing a positive and significant relationship (Riyanto et al., 2021). Therefore, this study meticulously investigates how organizational culture, compensation, job satisfaction, and work environment collectively act as independent variables to impact the dependent variable of employee performance at Bank "Bantara".

## **II. RESEARCH METHODOLOGY**

Establishing a conceptual framework is crucial to theoretically explain interactions between independent variables and employee performance at Bank "Bantara" in Jakarta. Employee performance, conceptualized by Robbins & Coulter (2021), is the tangible output of an individual's work, driven by an intrinsic desire to excel. This aligns with Victor H. Vroom's Expectancy Theory, positing that individuals hold performance expectations and exert calculated effort to drive performance. To measure this dependent variable, this research utilizes modified indicators from Riyanto et al. (2021), including receiving clear instructions, prioritizing customer service, and efficiently achieving targets.

Acting as a foundational pillar influencing performance is organizational culture. Robbins & Coulter (2021) define organizational culture as a shared, intangible perception among employees

that influences their behavior, encompassing the traditions and principles dictating whether employees feel engaged. Adapted from Govender & Maralack (2022), the specific indicators utilized to measure this crucial variable focus on effective communication, constructive cooperation, informal discussions with superiors, and the notable enhancement of individual performance through cohesive teamwork.

This cultural framework must be supported by a competitive compensation structure. Mondy & Martocchio (2016) define compensation as all financial and non-financial rewards provided to employees in exchange for their vital organizational contributions. This includes core salaries, benefits, and psychological rewards. Following Abdelhay et al. (2023), the measurement of compensation within this banking context relies on indicators such as performance-based promotions, the alignment of incentive systems with employee ambitions, overtime encouragement, and competency-based bonuses.

Directly linked to compensation is job satisfaction, which Robbins & Coulter (2021) describe not as a behavior, but as a psychological attitude. Content employees are significantly more likely to maintain high productivity and remain loyal to the company. Based on validated indicators from Al-Fakeh et al. (2020), this research measures job satisfaction through factors like consistently receiving encouraging praise, feeling secure in a stable banking job, experiencing comfortable managerial treatment, and satisfaction with decision-making protocols.

Finally, the work environment is approached through a balanced scorecard lens aimed at supporting the long-term success of the company (Parmenter, 2019). The holistic work environment involves the psychological impact of participating in decision-making and physical workspace ergonomics. Guided by Riyanto et al. (2021), this study systematically measures the work

environment through the perceived comfort of office temperature and lighting, the adequacy of technological tools, workspace cleanliness, even distribution of workload, and managerial support. These combined independent variables comprehensively dictate the ultimate banking employee performance outcomes. Based on the problem formulation, the following hypotheses are proposed:

**H1:** Organizational Culture has a positive effect on Employee Performance.

**H2:** Compensation has a positive effect on Employee Performance.

**H3:** Job Satisfaction has a positive effect on Employee Performance.

**H4:** Work Environment has a positive effect on Employee Performance.

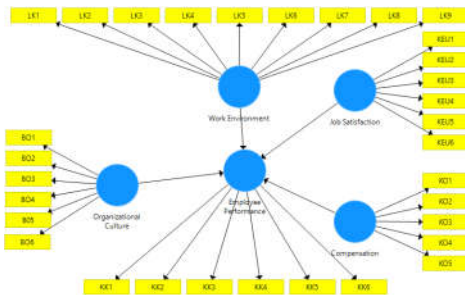
This study employs a quantitative research approach firmly rooted in the positivist philosophy. It aims to test the established hypotheses within a specific population by collecting data directly from respondents via questionnaires. By utilizing a 6-point Likert scale on Google Forms, the researcher ensures that responses avoid neutral values, thereby gathering concrete, objective, and measurable data to establish clear cause-and-effect relationships (Sugiyono, 2022).

The research relies on *primary data* collected directly through the online questionnaire, leveraging the respondents' strong understanding of the targeted variables. *Secondary data* is supplementary, sourced from relevant literature, journals, books, and media to provide context. The sample size was determined using the "Rule of 10" recommended by Garson (2016) for Structural Equation Modeling (SEM) and Partial Least Squares (PLS) users. This rule dictates a minimum of 10 cases per measured variable. With five total variables (four independent, one dependent), the calculation requires a minimum of 50 respondents ( $10 \times 5 = 50$ ). While larger samples (150 to 200) increase reliability and lower error rates in standard

SEM, PLS can effectively handle smaller samples, making 50 respondents the sufficient threshold for this study, a standard further supported by Sugiyono (2022).

To process the collected data, this research utilizes Partial Least Squares (PLS) via SmartPLS version 3.2.9. PLS is a powerful alternative for developing Structural Equation Modeling (SEM) because it does not rely on strict parametric assumptions and is highly flexible for variance-based research. It utilizes bootstrapping to estimate the probability levels of direct, indirect, and total effects. The data processing in PLS unfolds in three distinct stages: *Data Reading*: Generating weight estimates to obtain the values of the latent variables. *Path Estimation*: Connecting latent variables and indicator blocks to estimate both the inner and outer models. *Means and Regressions*: Calculating the constant values for latent indicators and variables (Ghozali, 2021).

The evaluation of the indicator blocks in relation to their latent variables is assessed through the Outer Model. To validate this measurement model using reflexive indicators, several specific criteria must be met (Hair et al., 2019): *Convergent Validity*: An outer loading value above 0.60 is acceptable, though values above 0.70 are preferred. Furthermore, the Average Variance Extracted (AVE) score must be greater than 0.50, indicating that the construct explains more than half of the indicator's variance. *Discriminant Validity (Cross-loading)*: The correlation of an indicator to its intended construct must strictly be greater than its correlation to any other construct in the model. *Composite Reliability*: This measures internal consistency. Values ranging from 0.60 to 0.70 are acceptable for exploratory research, while values between 0.70 and 1.00 are considered highly satisfactory for advanced research. A value below 0.60 indicates a critical lack of internal reliability.



**Picture 1 Research Model**  
Source: Researcher Processed with SmartPLS version 3.2.9, 2025

In the structural model, the coefficients of the model estimates represent the relationships between the endogenous latent variables. The outer model includes the R<sup>2</sup> value for each endogenous latent variable, which acts as a correlation coefficient. The most crucial evaluation metric is the R<sup>2</sup> value, which measures the variance accounted for by the determination coefficient. The R<sup>2</sup> value ranges from 0 to 1, with 0 indicating no relationship between the variables and 1 indicating a perfect relationship. This value reflects the amount of variance described in the construct. The significance of the estimated parameters offers valuable insights into the partial relationship between the research variables. A T-Statistic test value greater than 1.96 shows that the path coefficient is significant at a 5% significance level ( $\alpha = 0.05$ ). To assess the fit of a research model using the P-Value approach, the P-Value (sig.) needs to be compared with alpha ( $\alpha = 0.05$ ). The researcher chose a 5% significance criterion, so the P-Value must be less than 0.05 to indicate a significant partial influence on the dependent variable, confirming that the model meets the fit criterion (Hair *et al.*, 2017).

### III. RESULT AND DISCUSSION

The construct validity of the measurement model can be assessed using the Outer Loading score for individual indicators. Evaluating reflective measurement models for internal consistency also involves calculating the Average Variance Extracted. After

removing invalid indicators with Outer Loading values of less than 0.600, such as KK2, KK3, KK4, BO4, KEU1, and LK9 as shown in Table 1, all indicators in the questionnaire have now met the required validity test values. This is because their Outer Loading values are above 0.600. In Table 2, the Average Variance Extracted (AVE) values are all above 0.500, indicating that the measurement model meets the validity criteria (Hair *et al.*, 2019). The highest Outer Loading value is 0.867 for the Compensation variable (KO5), and the lowest is 0.636 for the Organizational Culture variable (BO5). The highest AVE value is 0.657 for the Compensation variable, and the lowest is 0.517 for the Organizational Culture variable. All Outer Loading values are > 0.600 for all variable indicators, and all AVE values are > 0.500 for all variables. Therefore, the data analysis in this study can proceed to the next stage (Hair *et al.*, 2017).

**Table 1. The Results of Validity Full-Test After Deletion**

| Variable               | Indicator | Outer Loadings | Criterion |
|------------------------|-----------|----------------|-----------|
| Organizational Culture | BO1       | <b>0.7305</b>  | Valid     |
|                        | BO2       | <b>0.6605</b>  | Valid     |
|                        | BO3       | <b>0.7670</b>  | Valid     |
|                        | BO5       | <b>0.6357</b>  | Valid     |
|                        | BO6       | <b>0.7880</b>  | Valid     |
| Job Satisfaction       | KEU2      | <b>0.7257</b>  | Valid     |
|                        | KEU3      | <b>0.7502</b>  | Valid     |
|                        | KEU4      | <b>0.7198</b>  | Valid     |
|                        | KEU5      | <b>0.7563</b>  | Valid     |
|                        | KEU6      | <b>0.8249</b>  | Valid     |
| Employee Performance   | KK1       | <b>0.8541</b>  | Valid     |
|                        | KK5       | <b>0.8033</b>  | Valid     |
|                        | KK6       | <b>0.7267</b>  | Valid     |
| Compensation           | KO1       | <b>0.8012</b>  | Valid     |
|                        | KO2       | <b>0.8550</b>  | Valid     |
|                        | KO3       | <b>0.6800</b>  | Valid     |
|                        | KO4       | <b>0.8346</b>  | Valid     |
|                        | KO5       | <b>0.8672</b>  | Valid     |
| Work Environment       | LK1       | <b>0.7604</b>  | Valid     |
|                        | LK2       | <b>0.8175</b>  | Valid     |
|                        | LK3       | <b>0.8536</b>  | Valid     |
|                        | LK4       | <b>0.8381</b>  | Valid     |
|                        | LK5       | <b>0.8463</b>  | Valid     |
|                        | LK6       | <b>0.7544</b>  | Valid     |
|                        | LK7       | <b>0.6495</b>  | Valid     |
|                        | LK8       | <b>0.6670</b>  | Valid     |

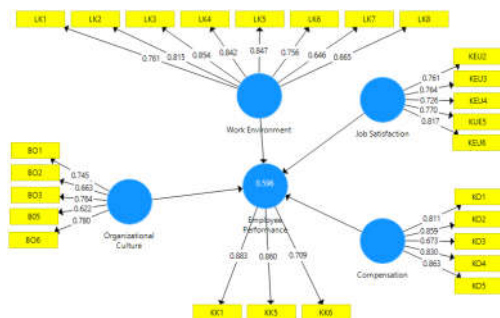
Source: Researcher Processed with SmartPLS version 3.2.9, 2025

**Table 2. The Average Value Extracted Full-Test Results After Deletion**

| Variable               | AVE           | Criterion |
|------------------------|---------------|-----------|
| Organizational Culture | <b>0.5148</b> | Valid     |
| Job Satisfaction       | <b>0.5899</b> | Valid     |
| Employee Performance   | <b>0.6741</b> | Valid     |
| Compensation           | <b>0.6564</b> | Valid     |
| Work Environment       | <b>0.6040</b> | Valid     |

Source: Researcher Processed with SmartPLS version 3.2.9, 2025

The Discrimination Validity Test aims to prove that each variable in the model is different from the variables in the other model. The Discriminate Validity of the Outer Model measurement model with reflexive indicators is assessed usually based on the Fornell-Lacker measurement approach which is the first approach to assess the validity of discrimination from indicators with constructs. If the correlation of a construct with a measurement item is greater than the size of another construct, then it indicates that the latent construct predicts the size of their block better than the size of the other construct on the other construct. The correlation value for each construct or latent variable is greater than the correlation value between other latent variables so that it shows that all constructs in the model meet the criteria of Discriminant Validity which is good. Based on this, it can be concluded that latent constructs predict indicators on their blocks better than indicators in other blocks (Hair *et al.*, 2017).



**Picture 2. The Result of Structural Model Test**  
Source: Researcher Processed with SmartPLS version 3.2.9, 2025

Reliability is a necessary condition for validity. We conducted reliability tests on the measurement model using the Partial Least Squares reflective indicator to evaluate internal consistency. In Table 3 above, which is the output of SmartPLS version 3.2.9, the Composite Reliability value is above 0.800 and Cronbach's Alpha is above 0.700 for all constructs. This indicates that all constructs in the estimated model meet the reliability criteria. The highest Cronbach's Alpha value in the Work Environment variable was 0.904, and the lowest Cronbach's Alpha value in the Employee Performance variable was 0.753. Meanwhile, the highest Composite Reliability value in the Work Environment variable was 0.924, and the lowest Composite Reliability value in the Organizational Culture variable was 0.840. As a result, it can be concluded that all variables in this study meet the requirements in terms of Outer Loadings, AVE, Cronbach's Alpha, and Composite Reliability values, ensuring that the estimated model meets both the valid and reliable criteria. Therefore, the data analysis in this study can proceed to the next stage (Hair *et al.*, 2019).

**Table 3. The Results of Reliabilitas Full-Test**

| Variable               | Composite Reliability | Cronbach's Alpha |
|------------------------|-----------------------|------------------|
| Organizational Culture | <b>0.8404</b>         | <b>0.7665</b>    |
| Job Satisfaction       | <b>0.8778</b>         | <b>0.8275</b>    |
| Employee Performance   | <b>0.8601</b>         | <b>0.7527</b>    |
| Compensation           | <b>0.9046</b>         | <b>0.8679</b>    |
| Work Environment       | <b>0.9236</b>         | <b>0.9041</b>    |

Source: Researcher Processed with SmartPLS version 3.2.9, 2025

The calculations in Table 4 show that in our model, the independent variables collectively demonstrate an R<sup>2</sup> value of 0.596, which is equivalent to 59.6%. This means that 59.6% of the variability in Employee Performance is explained by the independent variables in our study. The factors we investigated account for 59.6% of the variability, while the remaining percentage is influenced by other factors

not considered in our study. Hence, we can conclude that our research model is effective (Hair *et al.*, 2017).

**Table 4. The Results of Inner Model Test**

| <i>Dependent Variable</i> | <i>R-Square</i> |
|---------------------------|-----------------|
| Employee Performance      | 0.5960          |

**Source: Researcher Processed with SmartPLS version 3.2.9, 2025**

The estimated parameters provide valuable insights into the relationship between the research variables. Generally, a path coefficient is deemed significant at the 5% level if the p-value is less than 0.050. The assessment of significance is based on the Path Coefficients in Table 5. The data supports Hypotheses 1 and 4, showing a positive and significant effect. However, Hypotheses 2 and 3 indicating a positive correlation but not reaching statistical significance (Hair *et al.*, 2017).

**Table 5. The Results of Path Coefficients Test**

| <i>Hypotheses</i>  | <i>Original Sample (O)</i> | <i>P-Values</i> |
|--|----------------------------|-----------------|
| <b>Organizational Culture -&gt; Employee Performance</b> | 0.2640                     | <b>0.0426</b>   |
| <b>Compensation -&gt; Employee Performance</b>           | 0.1400                     | 0.1620          |
| <b>Job Satisfaction -&gt; Employee Performance</b>       | 0.2098                     | 0.1474          |
| <b>Work Environment -&gt; Employee Performance</b>       | 0.3042                     | <b>0.0443</b>   |

**Source: Researcher Processed with SmartPLS version 3.2.9, 2025**

The evaluation of the first hypothesis test reveals that organizational culture exerts a distinctly positive and statistically significant influence on employee performance at Bank "Bantara" in the Jakarta Area. This conclusion is strongly supported by the statistical data, which demonstrates a correlation value of 0.264 and a probability value of 0.043. Because this P-Value falls safely below the standard 0.050 significance threshold, it confirms that organizational culture factors can positively and significantly improve employee output (Hair *et al.*, 2017). The remarkably strong implementation of this culture at Bank "Bantara" is made possible by the employees' intrinsic desire to continuously

learn, adapt, and proactively develop their professional capabilities. The workforce acts innovatively and enthusiastically when facing complex institutional changes, fostering a dynamic environment where colleagues collaborate closely and assist one another in their daily tasks. Furthermore, they care for and deeply respect each other, making every team member feel like an integral, valued part of Bank "Bantara". This well-implemented, supportive organizational culture fundamentally helps develop employee competence, directly leading to consistently good performance and ensuring they do not disappoint their superiors. Ultimately, the Key Performance Index of the employees is perfectly aligned with the seamless implementation of this organizational culture.

Creating and deliberately sustaining this robust organizational culture can significantly improve broad professionalism and individual employee performance across all corporate divisions. The management of Bank "Bantara" has shown deep, tangible appreciation for its workforce by developing robust self-development programs, such as structured training, continuous counselling, and targeted mentoring, all of which substantially enhance employee capabilities and long-term profit potential. Furthermore, a robust organizational culture maintains a deeply positive impact on employee ethics, daily habits, and disciplined behavior. Trust and open, transparent communication between supervisors and employees serve as absolutely essential pillars for improving performance and actively preventing workplace conflicts. Participating actively in work-related discussion forums helps employees become significantly more innovative and increasingly willing to take calculated professional risks. Effectively communicating the company's long-term vision, overarching mission, and cultural values is entirely essential for maintaining a shared institutional purpose and

strengthening interpersonal relationships. By prioritizing profound confidence, actively respecting individual differences, and actively promoting synergistic cooperation rather than toxic rivalry, the bank creates a highly productive, emotionally balanced working atmosphere.

Conversely, the results of the second hypothesis test clearly indicate that while compensation maintains a positive effect on employee performance, this impact is surprisingly not statistically significant. The statistical data highlights a positive correlation value of 0.140 alongside a probability value of 0.162, which unfortunately remains well above the strict significance threshold of 0.050. Based directly on these statistical results, it is officially concluded that compensation has a positive but strictly not significant effect on the dependent variable (Hair et al., 2017). Despite this specific statistical outcome, executive management must astutely recognize that providing fair, competitive compensation remains practically crucial for driving long-term productivity and achieving the bank's ambitious goals. To effectively improve performance within the Jakarta area branches, it is absolutely critical to continue offering competitive overtime incentives and structured financial bonuses. Employees who reliably receive fair, equitable compensation for their hard work are significantly more likely to achieve optimal performance and maintain high satisfaction, as financial stability directly empowers the workforce to further develop their skills.

Similarly, detailed findings from the third hypothesis test firmly demonstrate that job satisfaction has a positive but ultimately insignificant effect on employee performance. The rigorous testing yielded a positive correlation value of 0.210, but the hypothesis's probability value stood at 0.148, clearly indicating that the effect does not clear the required 0.050 significance threshold (Hair et al., 2017). Nevertheless, fostering exceptionally high

job satisfaction remains a critical, non-negotiable operational priority for maintaining institutional loyalty and operational harmony. At Bank "Bantara", employees' genuine job satisfaction is significantly influenced by continuous managerial support, constructive operational input, public recognition, prestigious awards, fair promotions, and equitable competency development. Cultivating strong, unbreakable harmony between employees and managers is crucial for building deep employee commitment that aligns perfectly with the company's broader objectives. Implementing proactive bottom-up decision-making allows dedicated employees to actively participate in vital organizational processes, while a friendly, approachable leadership style fosters profound personal trust. By actively stimulating comfortable working conditions and establishing disciplined but wholly acceptable rules, the bank builds a highly conducive environment that heavily supports employee happiness and reduces turnover.

Finally, the conclusive results of the fourth hypothesis test clearly and definitively indicate that the physical and psychological work environment has a highly significant and deeply positive effect on employee performance. This vital conclusion is validated by a strong correlation value of 0.304 and a highly significant probability value of 0.044, which is comfortably less than the 0.050 threshold (Hair et al., 2017). The prevailing, daily working environment at Bank "Bantara" is remarkably supportive, fostering a warm familial atmosphere and incredibly strong collaboration that actively motivates employees to achieve their strict performance targets. Crucially, the physical ergonomics of this modern workspace directly and undeniably impact physical comfort, mental health, and daily productivity. Environmental factors such as pristine cleanliness, proper air temperature, adequate humidity, excellent airflow ventilation, and successfully



minimized noise levels significantly reduce dangerous work-induced stress. As the bank pushes aggressively toward the total digitalization of its financial services, providing completely reliable banking application systems and thoroughly updated safety equipment becomes essential, making this well-lit, minimalist, and aesthetic workspace a vital, indispensable driver of peak employee performance and overarching institutional success.

#### IV. CONCLUSION

The results of the first hypothesis test show that Organizational Culture positively and significantly influences Employee Performance. This is backed by a probability value of 0.043, which is lower than the significance level of 0.050. The correlation value of 0.264 further supports this positive effect, with a probability of  $0.043 < 0.050$ . Therefore, we can conclude that Organizational Culture indeed has a positive and significant effect on Employee Performance. This hypothesis is consistent with the findings of previous studies conducted by Fahrurazi et al. (2014); Joushan et al. (2015); and Abdullahi et al. (2021).

The results of the second hypothesis test indicate that Compensation has a positive but insignificant effect on Employee Performance. This is evidenced by the probability value of the hypothesis, which is 0.162, meaning that the P-Value is greater than 0.050. The correlation value shows a positive result of 0.140, but the probability of 0.162 is also greater than 0.050. Therefore, it is concluded that Compensation has a positive but not significant effect on Employee Performance. These results contradict the findings of previous research by Sudiardhita et al. (2018), thus necessitating an update on the hypothesis results of this study.

The results of the third hypothesis test indicate that Job Satisfaction has a positive but not significant effect on Employee

Performance. The probability value of the hypothesis is 0.148, which is greater than 0.050, suggesting that the effect is not statistically significant. Although the correlation value showed a positive result of 0.210, the probability was 0.148 is also greater than 0.050. Therefore, it is concluded that Job Satisfaction has a positive but not significant effect on Employee Performance. These results differ from previous research by Al-Fakeh et al. (2020); Devi et al. (2022); and Abdelhay et al. (2023), consequently, there is an update on the hypotheses of this study.

The results of the fourth hypothesis test indicate that the Work Environment positively and significantly influences Employee Performance. The probability value of the hypothesis is 0.044, which is below the threshold of 0.050, indicating significance. The correlation value of 0.304 also supports this, with a probability of 0.044, further confirming its significance. Based on the data-supported results, we can conclude that the Work Environment indeed has a positive and significant effect on Employee Performance. These findings align with previous research conducted by Sihaloho & Siregar (2020) and Riyanto, Endri, & Hamid (2021).

The Bank "Bantara" in the Jakarta area can further enhance the positive impact of compensation and job satisfaction on employee performance, as suggested in the managerial recommendations. Future research could expand to other branch offices of Bank "Bantara" or focus more on the divisions at the Bank "Bantara's" head office. Additionally, upcoming research should utilize more recent journal publications, ensuring relevance to obtain richer and more current data and insights.

## REFERENCES

- Abdelhay, S., Haider, S., Abdulrahim, H., & Marie, A. (2023). Employees performance as affected by monetary and psychological incentives (the field of study the commercial banks in UAE) a comprehensive review study. *Journal of Law and Sustainable Development*, 11(3), 1-26.
- Abdulkhaliq, S., & Mohammadali, Z. (2019). The impact of job satisfaction on employees' performance: A case study of Al Hayat Company-Pepsi Employees in Erbil, Kurdistan Region-Iraq. *Management and Economics Review*, 4(2), 163-176.
- Abdullahi, M., Raman, K., & Solarin, S. (2021). Effect of organizational culture on employee performance: A mediating role of employee engagement in Malaysia educational sector. *International Journal of Supply and Operations Management*, 8(3), 232-246.
- Al-Fakeh, F., Padlee, S., Omar, K., & Salleh, H. (2020). The moderating effects of organizational commitment on the relationship between employee satisfaction and employee performance in Jordanian Islamic banks. *Management Science Letters*, 10(14), 3347-3356.
- Argakoesoemah, M., & Pracoyo, A. (2023). Kualitas Kinerja Operasional Karyawan di Provinsi DKI Jakarta pada Kondisi Pandemi Covid-19 (Studi pada Karyawan Tetap Sektor Perbankan di Provinsi DKI Jakarta yang Bekerja Operasional Secara Hibrida atau Jarak Jauh). *Jurnal Keuangan dan Perbankan*, 131-144.
- Devi, K., Sharma, G., Archana, J., & Anantha, K. (2022). Impact Of Octapace Culture On Performance And Job Satisfaction With Special Reference To It Employees In Bangalore. *Journal of Jilin University (Engineering and Technology Edition)*, 406-417.
- Fahrurazi, R., Ghalib, S., & Arifin, H. (2014). Pengaruh Komunikasi dan Budaya Organisasi terhadap Kinerja Karyawan PT. Bank Pembangunan Daerah Kalimantan Selatan Wilayah Banjarmasin. *Jurnal Bisnis dan Pembangunan*, 37-46.
- Garson, G. D. (2016). *Partial Least Square: Regression & Structural Equation Models*. Asheboro: Statistical Publishing Associates.
- Ghozali, I. (2021). *Structural Equation Modeling Dengan Metode Alternatif Partial Least Square (Edisi 5)*. Semarang: Badan Penerbit Universitas Diponegoro.
- Govender, K., & Maralack, C. (2022). Institutional culture and staff performance: A case study of the banking industry in South Africa. *Banks and Bank Systems*, 17(2), 47-56.
- Hair, J. F., William, C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis (Eighth Edition)*. Boston: Cengage Learning.
- Hair, J. J., Hult, G. T., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Los Angeles: SAGE Publications, Inc.
- Joushan, S. A., Syamsun, M., & Kartika, L. (2015). Pengaruh Budaya Organisasi dan Employee Engagement terhadap Kinerja Karyawan pada PT PLN (Persero) Area Bekasi. *Jurnal Aplikasi Manajemen (JAM)*, 697-703.
- Joyosumarto, S. (2018). *B.A.N.K.I.R. Kepemimpinan Lembaga Perbankan Abad ke-21*. Jakarta: Penerbit PT Elex Media Komputindo.
- Lee, Y., Haw, Y., Ho, H., & Johan, M. (2023). Improving employee performance on work efficiency: a survey in employee productivity in Malaysia during COVID-19 pandemic age. *Jurnal Intelek*, 18(2), 179-194.

- Marsyandi, F. D., & Paulina. (2022). Organizational Culture, Leadership dan Work Motivation Terhadap Employee Performance. MDP Student Conference (MSC) 2022, 142-152.
- Massoudi, A., & Hamdi, S. (2017). The Consequence of work environment on Employees Productivity. IOSR Journal of Business and Management, 19(01), 35-42.
- Mondy, R. W., & Martocchio, J. J. (2016). Human Resource Management. England: Pearson Education Limited.
- Naharuddin, N., & Sadegi, M. (2013). Factors of workplace environment that affect employee's performance: A case study of Miyazu Malaysia. International journal of independent research and studies, 2(2), 66-78.
- Ngwenya, B., & Pelsler, T. (2020). Impact of psychological capital on employee engagement, job satisfaction and employee performance in the manufacturing sector in Zimbabwe. SA Journal of Industrial Psychology, 46(1), 1-12.
- Okeke, M., & Ikechukwu, I. (2019). Compensation management and employee performance in Nigeria. International Journal of Academic Research in Business and Social Sciences, 9(2), 384-398.
- Parmenter, D. (2019). Key Performance Indicators: Developing, Implementing, and Using Winning KPIs. New Jersey: John Wiley & Sons, Inc.
- Riyanto, S., Endri, E., & Hamid, A. (2021). The Influence of Transformational Leadership and The Work Environment on Employee Performance: Mediating Role of Discipline. Academy of Entrepreneurship Journal, 27(6), 1-11.
- Robbins, S. P., & Coulter, M. (2021). Management. England: Pearson Education Limited.
- Sihaloho, R., & Siregar, H. (2020). Pengaruh lingkungan kerja terhadap kinerja karyawan Pada PT. Super Setia Sagita Medan. Jurnal Ilmiah Socio Secretum, 9(2), 273-281.
- Sudiardhita, K., Mukhtar, S., Hartono, B., Herlita, Sariwulan, T., & Nikensari, S. (2018). The effect of compensation, motivation of employee and work satisfaction to employee performance Pt. Bank Xyz (Persero) Tbk. Academy of Strategic Management Journal, 17(4), 1-14.
- Sugiyono. (2022). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Penerbit Alfabeta.
- Utari, A., Rival, A., & Silitonga, P. (2018). Influence of Leadership and Organizational Culture on Performance through Motivation in PT. Bank Rakyat Indonesia Tbk Branch of Bekasi. International Journal of Business and Applied Social Science (IJBASS), 4(7), 57-69.