

# The Influence of Work Culture on Job Satisfaction and Performance: A Study on the Employees of the Bank Jatim in Surabaya, East Java, Indonesia

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## Abstract

The purpose of this study is to test and analyze the influence of work culture on job satisfaction and employee performance of Bank Jatim in Surabaya. This study uses a sample of 170 respondents using a sampling technique based on the 17 indicators observation which is assumed with the data of observation between 5-10. The analysis of this research using model analysis Structural Equation Modeling (SEM) with a theoretical explanation through the evaluation criteria of goodness of fit. The results of this study showed that the work culture has positive and significant effect on employee job satisfaction. Then from the analysis of the same working culture has positive and significant effect on employee performance, while job satisfaction has a positive effect on employee performance of Bank Jatim in Surabaya. The magnitude of the influence of a positive work culture significant the employee aware of the value and the behavior that is applied in working the better, so a significant influence of work culture on job satisfaction show the results of the highest compared with the significant influence on employee performance of Bank Jatim Surabaya. While the results of other findings in this study, that the work culture has positive influence on employee performance of Bank Jatim Surabaya through job satisfaction. This indicates, the higher the work culture which is embedded in the self of employees, the higher the person's employees is able to produce a high performance so that employees feel satisfied with the work that is produced.

**Keywords:** Work Culture, Job Satisfaction, Performance, Employees Bank Jatim Surabaya

## 1. Introduction

As the manager of the organization more aware of the form of management and organization, the main desired human resources or labor is the satisfaction in the work. Human resources or labor is an asset of the organization that provide competitive advantage continuous in the conduct of the activity in the company. Robbins and Judge (2012), that the only way we beat the competitors is with the people. Because of the existence of a company is determined by the labor that supports it.

A form that felt suitable for labor (employees) as a means of unifying is the work culture. The problem of work culture in an organization always become a phenomenon because of the demands and all the desired employee is not in accordance with the expectations of employees, so that job satisfaction of desired employee is not yet able to balance the achievement of the targets desired by the organization. Ndraha (2005), suggests some indicators of work culture of employees in the organization is a love for the work, a strong willingness to learn the duties and obligations, like helping fellow employees, and willing to accept the direction of the leadership. Hughes et al. (2012), suggests that job satisfaction is associated with a person's attitude about work, and there are several reasons that make job satisfaction is a concept that is important for the leader. The higher the behavior and attitudes of employees varying work culture in the organization, the higher the employees love and a sense of satisfaction to the work done. On the contrary the lower the behavior and attitude of employees towards work culture of the organization, the lower satisfaction of work that is produced so the impact on the performance of the employees which is achieved not in accordance with the objectives of the organization.

One of the banking companies which have work performance of employees who have not produce a valuation that is not optimal is the Bank Jatim in Surabaya. While the Bank Jatim is a form of activity that perform services on the customer so requires the performance of employees is high. Due to the success of employee performance which is achieved is always influenced by job satisfaction and work culture of employees. On the contrary a fundamental problem that occurs on the employee's level of job satisfaction is not optimal. Similarly, the attitude and behavior of employees in support of the work culture has not been able to produce a high performance anyway, so the impact on the success rate low. Because performance is the result or degree of success of a person as a whole during a certain period in performing the task compared with the range of possibilities, such as work standards, targets or objectives or criteria that have been determined in advance has been agreed (Rivai and Basri, 2005). Research A. Fadlallah (2015), and Al. Ajlouni (2015) argued that job satisfaction has positive relationship and significant impact on performance, then Pradana (2012), Khuzaeni et al. (2013), and Arianto (2013) work culture has positive influence on employee performance.

Based on the findings of previous research stating the work culture has positive influence on job satisfaction and performance of employees, so that employees feel satisfied and tend to stay working for the organization.

Because of the involvement of employees in the organization beyond the task and their role as well as assist in the achievement of the goals of the organization with the better, so that positive impact on increase customer satisfaction and employee performance. Research Koesmono (2005), Panudju, A. (2003), Gijoh (2013), Rismawati et al. (2015), and Sudyanto (2015) shows the work culture has a positive effect on job satisfaction although the effect is not direct. On the contrary Khuzaeni et al. (2013) stated that the work culture influence is not significant on job satisfaction. While the research Akintola and Ijaduola (2016), Masydzulhak et al. (2016), Awaludin et al. (2016), Wahab (2012), and Riswanto (2013) suggests that job satisfaction has positive and significant effect on employee performance, on the contrary Khuzaeni et al. (2013) stated that the effect of job satisfaction not significant on performance,

Based on the phenomena that exist, and the variation of the results of the previous research has been used as a reference as the background problem to this study, so the purpose of this study is to examine and explain the influence of work culture on job satisfaction and employee performance of Bank Jatim in Surabaya.

## **2. Literature Review**

### **Work Culture**

The work culture in the organization often times be a liaison to improve the activity or activities of employees which is manifested in behavior, values and norms in the life of work well individually as well as cooperation in the group. According to Triguno (2006), that work culture is a philosophy that is based on the view of life as values into the properties, habits and driving forces, entrenched in the life of a community group or organization, then reflected from the attitude into behavior, beliefs, ideals, opinions and actions that manifest as “work” or “work”. While the factors driving the important causes of human work is the need that must be met. Activity in the work contain elements of a social activity, produce something, and ultimately aims to meet the needs of the organization and the individual in particular.

According to the views of Schein (2009) share some of the characteristics of the work culture by reflecting aspects of organizational culture include observed behavioral regularities, norms, dominant values, philosophy, rules and organizational climate. While Ndraha (2005), suggests some of the indicators of work culture of employees in the organization that is used as the assessment includes a love for the work, a strong willingness to learn the duties and obligations, like helping fellow employees, and willing to accept the direction of the leadership. While Apriyanti (2008) in his research concluded six factors that affect work culture namely: (1) innovation, (2) responsibility, (3) results orientation, (4) knowledge, (5) the system of work, and (6) motivation.

### **Job Satisfaction**

Job satisfaction is often used by companies as an assessment of the work carried out for the purpose of the organization. In conditions like or dislike of the work itself. Basically, job satisfaction is an individual thing because each individual can have a level of satisfaction vary in accordance with the values prevailing in each individual. More and more aspects of the work in accordance with the wishes of the individual, the higher the level of satisfaction felt. According to Noe et al. (2010) that job satisfaction as a pleasant feeling as a result of the perception is that the job meets value-the value of work important. Mangkunegara (2009) suggested that job satisfaction is a feeling that endorse or not endorse yourself and the employees associated with the work and the condition itself.

Furthermore, Nelson and Quick (2006) revealed that job satisfaction is influenced 5 specific dimensions of job i.e. salary, the work itself, promotion opportunities, supervision and coworkers. While Luthans (2008) states there are 6 dimensions of measurement with some of the factors that affect job satisfaction, namely salaries, work itself, promotion, supervision, work group and working conditions.

### **Employee Performance**

Performance is often used as an assessment for employees who perform work in an organization. Performance is defined as the work of someone in doing the work of a given organization in a certain period of time. According to Luthans (2008), that performance is the quantity or quality of something produced or services rendered by the person who did the job. Then Rivai and Basri (2005) argues that performance is the result or degree of success of a person as a whole during a certain period in performing the task compared with the range of possibilities, such as work standards, targets or objectives or criteria that have been determined in advance has been agreed. Mathis and Jackson (2009) suggested performance assessment (performance appraisal) is a process of evaluating how well employees do their jobs compared with a set of standards, and then communicating that information to employees. Performance assessment is also called the ranking of employees, evaluation of employees, review of work, performance evaluation, and assessment of the results.

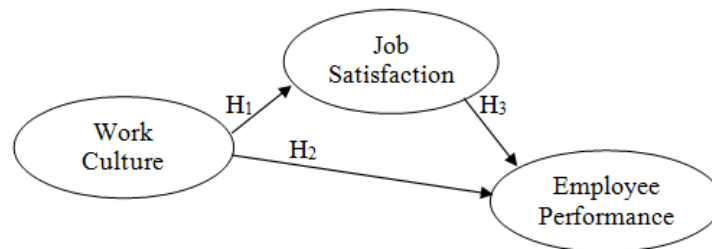
Next Mangkunegara (2009) promoted some of the characteristics of someone who has high performance, namely: have a personal responsibility high, dare to take and bear the risks, have realistic goals, have a plan of

work is thorough and struggling to realize its goals, utilize feedback (feed back) concrete in all activities of the work he does, as well as looking for opportunities to realize the plan that has been programmed. While Robbins and Judge (2013) suggests several indicators to measure the performance of individual employees, among others, the quality, quantity, timeliness, effectiveness, and independence.

Based on theory and the results of the previous findings, the hypothesis proposed in this study can be compiled:

1. There is the influence of work culture on employee job satisfaction Bank of Jatim.
2. There is the influence of work culture on employee performance of Bank Jatim.
3. There is the influence of job satisfaction on employee performance of Bank Jatim.

From the explanation above, this research is considered necessary because it is considered important to be researched. Therefore, the concept of this research can be described as below.



**Figure 1. The Concept Of Research**

### 3. Methodology

#### Research Design

This research uses the analysis of the mixed research design with the research of causality, and has the aim to explain the variable of work culture that influence the (exogenous) and variable performance is due to the (endogenous) expected through job satisfaction as a mediation. According to Rachman (2016), that the draft of this study detailing the procedures important to obtain information needed in preparing and/or solve the research problem. This research examines and describes the influence of work culture on job satisfaction and employee performance of Bank Jatim in Surabaya.

#### Population and Determination of Sample

The population of this research is using employees of the Bank Jatim in Surabaya, East Java as much as 3392 employees. While the sampling technique used is based on the number of indicator variables which are observed with the calculation of between 5 – 10 data indicators observed (Hair et al., 2006). The instrument indicators this study used a total of 17 indicators observation with three variables studied, so the study sample used a total of 170 respondents.

#### Analysis Technique

Data the results of this study testing a description of the research through statistical tests. Then the data the results of this study carried out the test through the test instrument by applying the analysis model Structural Equation Modeling (SEM).

Furthermore, the analysis technique of SEM can confirm the model of the hypothesis through empirical data, and often called the confirmatory technique as opposed to exploratory factor analysis. So the results of the analysis of the model is accepted or can fix a theoretical explanation through the evaluation criteria of goodness of fit.

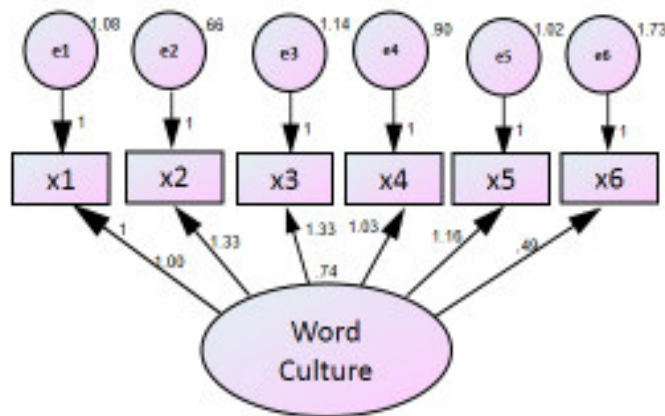
### 4. Discussion and Findings

#### The results of SEM Analysis

Based on the analysis of the data than if the data Structural Equation Model (SEM), in testing the full model of this study then gradually, i.e. analysis was performed to estimate the measurement model with the technique of confirmatory factor analysis each variable as follows:

##### 1. Confirmatory Factor Analysis Of Work Culture

Confirmatory factor analysis of work culture is as a stage measurement on the dimension are formed into a model study using 6 dimensions. The following present the results of the analysis in figure 1.



**Figure 2. Structural Model Of Confirmatory Factor Analysis Of Word Culture**

The results of the confirmatory factor analysis is the measurement of the dimension due to latent construct, so it can be known the magnitude of the value of the loading factor of each indicator of work culture are shown in Table 1.

Table 1. Loading Factor Of The Construct Of Work Culture

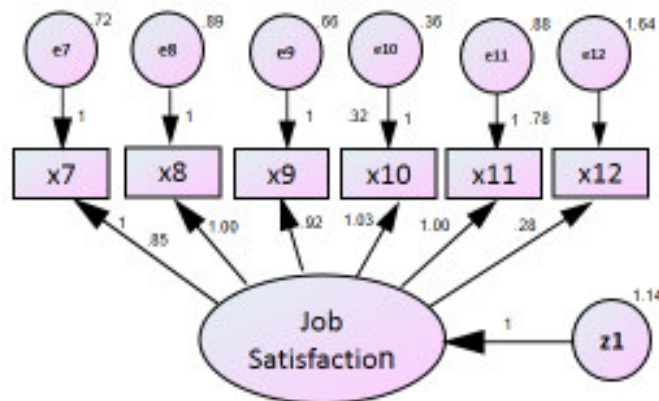
Variable	Indicator	Estimate Loading Factor	Standardized Loading Factor	P	Description
Work Culture	X <sub>1</sub>	1,00	0,638	0,000	significant
	X <sub>2</sub>	1,33	0,814	0,000	significant
	X <sub>3</sub>	1,33	0,670	0,000	significant
	X <sub>4</sub>	1,03	0,727	0,000	significant
	X <sub>5</sub>	1,16	0,692	0,000	significant
	X <sub>6</sub>	0,49	0,308	0,000	significant

Source: the results of primary data

Based on data from Table 1 can be explained that the construct of culture can be declared significant on the value of standardized loading factor of each indicator, i.e. indicator X1 has a stanardized loading factor of 0,638 with the probability of  $0,000 < 0,05$ , the result is significant. For indicators X2 has a standardized loading factor of 0,814 with the probability of  $0,000 < 0,05$ , the result is significant. Indicator X3 has a standardized loading factor of 0,670 with the probability of  $0,000 < 0,05$ , the result is significant. Indicator X4 has a standardized loading factor at 0.727 with the probability of  $0,000 < 0,05$ , the result is significant. The indicators X5 has a standardized loading factor of 0,692 with the probability of  $0,000 < 0,05$ , the result is significant, and the indicator X6 has a standardized loading factor of 0,308 with the probability of  $0,000 < 0,05$ , the result is significant. So the model of the confirmatory factor analysis described the work culture at the sixth indicator is able to form a structural equation model of research with the good and accept the concept of theory.

## 2. Confirmatory Factor Analysis Of Job Satisfaction

Confirmatory factor analysis of job satisfaction is as a stage measurements on these dimensions are molded into the research model by using 6-dimensional. The following present the results of the analysis in figure 2.



**Figure 3. Structural Model Of Confirmatory Factor Analysis Of Job Satisfaction**

Results of the confirmatory factor analysis is the measurement of the dimension due to latent construct, so it can be known the magnitude of the value of the loading factor of each indicator of job satisfaction is shown in



Table 2.

Table 2. Loading Factor Of The Construct Of Job Satisfaction

Variable	Indicator	Estimate loading Factor	Standardized Loading Factor	P	Description
Job Satisfaction	X <sub>7</sub>	1,00	0,741	0,000	significant
	X <sub>8</sub>	1,32	0,763	0,000	significant
	X <sub>9</sub>	1,11	0,779	0,000	significant
	X <sub>10</sub>	1,14	0,227	0,005	significant
	X <sub>11</sub>	1,13	0,883	0,000	significant
	X <sub>12</sub>	0,46	0,763	0,000	significant

Source: the results of primary data

Based on data from Table 2. can be explained that the construct of job satisfaction can be declared significant on the value of standardized loading factor of each indicator, i.e. indicator X7 has a stanardized loading factor of 0,741 with the probability of  $0,000 < 0,05$ , the result is significant. For the indicator X8 has a standardized loading factor of 0,763 with the probability of  $0,000 < 0,05$ , the result is significant. Indicator X9 has a standardized loading factor of 0,779 with the probability of  $0,000 < 0,05$ , the result is significant. Indicator X10 has a standardized loading factor of 0,227 with a probability of  $0,005 < 0,05$ , the result is significant. Indicator X11 has a standardized loading factor of 0.883 with the probability of  $0,000 < 0,05$ , the result is significant, and the indicators of X12 has a standardized loading factor of 0,763 with the probability of  $0,000 < 0,05$ , the result is significant. So the model a confirmatory factor analysis that job satisfaction is described on the sixth indicator is able to form a structural equation model of research with the good and accept the concept of theory.

### 3. Confirmatory Factor Analysis Of Employee Performance

Confirmatory factor analysis of employee performance is as a stage measurement on the dimension are formed into a research model using the 5 dimensions. The following present the results of the analysis in figure 3.

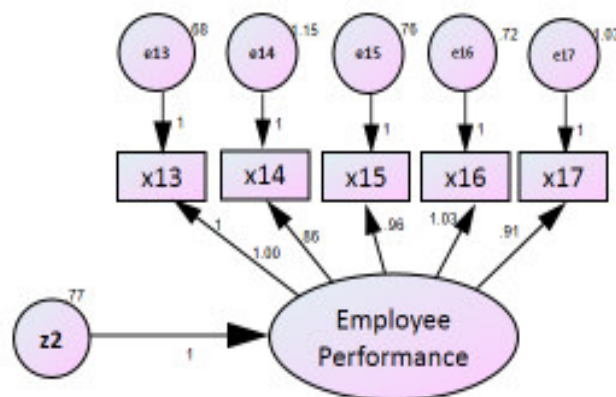


Figure 4. Structural Model Of Confirmatory Factor Analysis Of Employee Performance

The results of the confirmatory factor analysis is the measurement of the dimension due to latent construct, so it can be known the magnitude of the value of the loading factor of each indicator of the performance of the employees is shown in Table 3.

Tabel 3. Loading Factor Of The Construct Of Employee Performance

Variable	Indicator	Estimate loading Factor	Standardized Loading Factor	P	Description
Employee Performance	X <sub>13</sub>	0,84	0,743	0,000	significant
	X <sub>14</sub>	1,01	0,597	0,000	significant
	X <sub>15</sub>	0,92	0,712	0,000	significant
	X <sub>16</sub>	0,91	0,749	0,000	significant
	X <sub>17</sub>	1,00	0,649	0,000	Significant

Source: the results of primary data

Based on data from Table 3. can be explained that the construct of employee performance can be declared significant on the value of standardized loading factor of each indicator, i.e. indicator X13 have stanardized loading factor of 0,743 with the probability of  $0,000 < 0,05$ , the result is significant. For indicators X14 has a standardized loading factor of 0.597 is with the probability of  $0,000 < 0,05$ , the result is significant. Indicator X15 has a standardized loading factor of 0,712 with the probability of  $0,000 < 0,05$ , the result is significant. Indicators X16 has a standardized loading factor of 0,749 with the probability of  $0,000 < 0,05$ , the result is significant, and the indicator X17 has a standardized loading factor equal to 0.649 with the probability of  $0,000 <$

0,05, the result is significant. So the model a confirmatory factor analysis that described the employee's performance on the five indicators are able to form structural equation model of research with the good and accept the concept of theory.

### Test The Suitability Of Structural Equation Modeling

For the SEM model in the measurement on the model structural parameters are estimated jointly in meeting the demands of fit of the model. The greatest possibility due to the occurrence of the interaction between measurement model and structural model are estimated jointly (one-step approach to SEM). While the results of testing the structural model being analyzed can be indicated by the form of model figure 5. here;

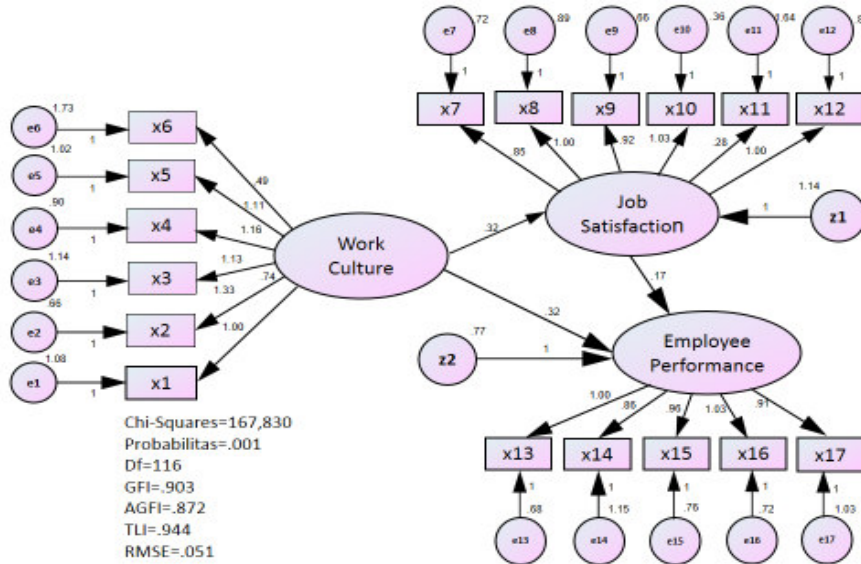


Figure 5. Structural Model Of Employee Performance Of Bank Jatim In Surabaya

Source: output analysis of Structural Model processed researchers 2017

The results of testing the complete model as estimation and model Goodness of Fit by using the application program AMOS vers.19. as shown in Table 4. as follows;

Table 4. Goodness of Fit Index

Criteria	Result df.116	Cut-off Value	Evaluation Of the Model
Chi-Square	167,830	142.138	Less good
Cmin/DF	1,447	≤ 2,00	Good
Significance Probability	0.001	≥ 0,05	Less good
RMSEA	0.051	≤ 0,08	Good
GFI	0.903	≥ 0,90	Good
AGFI	0,872	≥ 0,90	Marginal
TLI	0,944	≤ 0,95	Marginal
CFI	0,952	≥ 0,95	Good

Source: results analysis of the processed data the researcher 2017

Based On Table 4. shown that the results of the test of goodness of fit indices in structural equation models showing the appropriate data because it has met all the necessary criteria. Although there are two criteria test result is marginal such as in the analysis of the AGFI has a value close to 0.90, which is equal to 0,872; and on TLI which has a value of 0,944 ≤ 0,95, but still can be accepted with a category of marginal/good enough so that the analysis and AGFI TLI remain eligible and accepted structural model of the research so it's worth the marginal. That is, the data is already in accordance with the model. While the results of chi-square obtained results are less good because it has a result greater than the Cut-off Value. Similarly, the significance probability has a value of 0,001 ≤ 0,05, but not too significantly difference, but the structural model is used because there is no difference between the covariance matrix of the sample with the matrix covariance of the population that is estimated, so the model used as the study remains acceptable.

### Hypothesis Testing

Testing the hypothesis in this research is conducted based on the results of the analysis of the relationship of causality between the constructs used in this study. The results of the analysis testing can be shown in Table 5. as follows;

Table 5. The Results Of The Regression Analysis Weights

Regression Analysis Weights			<i>Estimate</i>	<i>standardized Estimate</i>	S.E.	C.R.	P
Kepuasan_Kerja	<---	Budaya_Kerja	0,322	,252	0,116	2,777	0,005
Kinerja_Karyawan	<---	Budaya_Kerja	0,219	,203	0,104	2,105	0,035
Kinerja_Karyawan	<---	Kepuasan_Kerja	0,171	,203	0,077	2,209	0,027

Source: results analysis of the processed data the researcher 2017

Based of Table 5. shows the results of the analysis of the relationship between exogenous variables and endogenous to the level of probability (P) that occurs is declared significant, as described in the results of hypothesis testing, namely:

1. The value of the coefficient of standardized regression weight of the influence of work culture on job satisfaction is by 0,252 with a probability of 0.005 or  $p < 0.05$ . This means that the variable of work culture has positive influence on job satisfaction. Thus, the relationship between these variables has positive and significant influence.
2. The value of the coefficient of standardized regression weight of the influence of work culture on employee performance is equal to of 0.203 with a probability of 0,035 or  $p < 0.05$ . This means that the variable of work culture has a positive effect on employee performance. Thus, the relationship between these variables has positive and significant influence.
3. The value of the coefficient of standardized regression weight of the influence of job satisfaction on employee performance is equal to of 0.203 with a probability of of 0.027 or  $p < 0.05$ . This means that the variable job satisfaction has a positive effect on employee performance. Thus, the relationship between these variables has positive and significant influence.

### Results of Other Findings

The results of other findings in this study found, that the work culture has positive influence on employee performance of Bank Jatim Surabaya through job satisfaction indicated by the value of standardize indirect effects of 0,051, while the estimate of indirect effects is shown equal to 0.055. This indicates, the higher the work culture which is embedded in the self of employees, the higher the person's employees is able to produce a high performance so that employees feel satisfied with the work that is produced. Thus, the results of the work or the performance of the employee that is produced is able to meet the objectives of Bank Jatim, Surabaya.

### Discussion

From the results of this research are expected to be revealed findings of theoretical and empirical facts, so as to obtain a construct of the development of theories that already exist, as generated here;

1. The influence of work culture on employee job satisfaction

The results of the positive influence of work culture on job satisfaction show that the existing culture in the Bank Jatim can change the behavior and attitudes of employees to bring satisfaction work better. It is contained of some of the development dimensions of work culture adapted to the needs of the organization, namely: (1) liked challenging work, (2) have the drive and willingness is high, (3) cooperating with peers, (4) receives input and direction from the leadership, (5) have initiative and innovative, (6) is oriented on the results achieved, and the results of the findings show significant. The higher the level of accuracy of the work well means being able to provide a good service to the customer and the organization or the Bank of east Java in particular, and the higher the level of participant employees in obtaining customer satisfaction results-oriented with actions realized to work to meet the needs of the customer, and in particular on the employees themselves.

The findings of this study indicate support on the previous research that disclosed by Hughes et al. (2012), that job satisfaction is associated with a person's attitude about work, and there are several reasons that make job satisfaction is a concept that is important for the leader. So the results of this study support the results of research Koesmono (2005) Gijoh (2013), Rismawati et al. (2015), and Sudiyanto (2015) stated that the work culture has positive and significant effect on employee job satisfaction.

2. The influence of work culture on employee performance

The results of the positive influence of work culture on employee performance show significant results. The results of a positive influence on the culture of this work indicates that workplace culture has the power of thorough organization, performance, and the ability to produce the accuracy of a good job. The results showed that the impact of workplace culture towards employees is to provide and encourage a form of stability. There is a feeling of stability, in addition to the feeling of the identity of the organization that is provided by the work culture, and the Bank Jatim that has a work culture that is characterized strong core values together. The more employees share and accept the core values, the strong work culture owned by the employees of Bank Jatim, and the greater its influence on behavior of employees in performing their duties

so as to produce a high performance.

The results of this study indicate support on the previous research that was expressed by Kurniawan et al. (2012) that the work culture is partially significant effect on employee performance in Institutions of the International Federation of the Red Cross (IFRC). So the results of this study support the results of the study Pradana (2012), Khuzaeni et al. (2013), and Arianto (2013) stated that the work culture has positive and significant effect on employee performance.

### 3. The influence of job satisfaction on employee performance

The results of the positive influence of job satisfaction on employee performance shows that satisfaction of employees working in the Bank Jatim can change the behavior and attitude to bring comfort. It is contained of some of the dimensions of job satisfaction that are tailored to the needs of the organization, namely (1) salary, (2) work itself, (3) promotion, (4) supervision, (5) the working group, and (6) working conditions, and the results of the findings show significant. Because employees prefer to enjoy satisfaction in their work and more emphasis on his job than on the remuneration received from their work. The higher the level of satisfaction enjoyed by the employee in doing the work, the higher the performance generated by the employee in support of the operations of the Bank Jatim.

The results of this study indicate support on the previous research that was expressed by Alromaihi et al. (2017) revealed a two-way relationship that composes the cycle of cause and effect relationships, so that customer satisfaction leads to performance and performance leads to satisfaction through a number of mediating factors. Successful organizations are those that implement periodic satisfaction, and performance measurement tests to determine the level of an important variable, and determine corrective action. Then AlAjlouni (2015) show there is a significant positive correlation ( $\alpha = 0.05$ ) between job satisfaction and performance. So the results of this study support the results of the research Cloud and Asghar (2014), Akintola and Ijaduola (2016), Masydzulhak et al. (2016), Awaludin et al. (2016), Wahab (2012), and Riswanto (2013) suggests that job satisfaction has positive and significant effect on employee performance.

## 5. Cover

### Conclusions and Recommendations

The results of the analysis and findings of the research can be concluded, that the work culture has positive and significant effect on employee job satisfaction. The higher the level of accuracy work with the better, the higher the level of participant employees in obtaining customer satisfaction results-oriented work, so it can produce high job satisfaction. Then work culture has positive and significant effect on employee performance. The more employees share and accept the core values, the strong work culture owned by the employees, and the greater its influence on behavior of employees in performing their duties so as to produce a high performance. While job satisfaction has positive and significant effect on employee performance. The higher the level of satisfaction enjoyed by the employee in doing the work, the higher the performance generated by the employee in support of the operations of the Bank Jatim Surabaya. Therefore, these findings emphasize that the higher the work culture is embedded in employees, the higher the employee was able to complete his job well so that employees feel satisfied with the work that is produced. Thus, the results of the work or the performance of the employee that is produced is able to meet the objectives of Bank Jatim, Surabaya.

Based on the results of the findings of the study, the researchers recommend the leadership to pay attention to the needs of employees with remuneration of labor that has benefits because the employee is one of the most common resources and is important within the organization as well as the effective factors on the results of the work or the performance of someone who achieved employees. Especially once promotes understanding of cultural work-related values together in doing a good job so it can produce the job satisfaction of its employees. Not only the work culture is influential on the satisfaction that can be enjoyed by the employee but employee performance can also be increased. If the work culture and job satisfaction are socialized as an increase in employee performance, so the orientation of the success of the performance can be achieved through the satisfaction received by employees. So what is the purpose of the Bank Jatim Surabaya is achieved. The importance of employee performance in carrying out the work can be expanded to include both aspects namely behavior and aspects of the results, because both task performance and contextual as a success to be achieved employees. Therefore, the decision makers need to consider when they evaluate performance. Finally, the variable of work culture, satisfaction and performance of the same measurement are tested to be applied to determine the level of the important variables and determine the corrective action to produce the best in this study.

### Managerial Implications

In this study contributed to the development of theory that can be used by the management in practical. In addition it also contributes in formulating policy for the management or the management of Bank Jatim, Surabaya as well as make a consideration in formulating efforts to improve the quality of services and to



increase the confidence in the customers of Bank Jatim Surabaya. Through the assessment of factors of work culture, job satisfaction and performance applied can produce a positive influence and significant relationship between the variables better. The results of this study, it is also used as a material consideration for management or banking leaders in setting decisions that can be taken to the customer needs mainly to improve the facilities of better service.

### Limitations of The Research

This study only focuses on the research of employees of Bank Jatim, Surabaya, and internally this study aims to assess the activity of the employee in doing the work acceptable to the organization. This study also uses the question in the form of questionnaires about the variables that used such as work culture, job satisfaction and performance. So this research can produce relevant and not biased then assisted the respondents to answer the questions was in accordance with existing conditions.

This study is limited to the assessment for the influence between variables, namely the influence of work culture on employee job satisfaction, the influence of work culture on employee performance and job satisfaction on employee performance. Therefore, in this study required a broader development space by adding some variables that have relationship and influence between other variables, and focuses not only on the three variables of work culture, satisfaction and performance. In addition, the object of research used to do development by adding a few objects a lot more research including the research site.

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