

Jurnal INOVBIZ Edwin Clear

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Submission date: 26-May-2021 02:01PM (UTC-0400)

Submission ID: 1594659806

File name: Jurnal_INOVBIZ_Edwin_-_English_Clear.doc (1.11M)

Word count: 2541

Character count: 14670



The Influence of Work Motivation, Organizational Commitment and Organizational Culture on Employee Performance of Sharia Bank

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ARTICLE INFO

Received: (diisi oleh editor)

Received in revised:
(diisi oleh editor)

Accepted: (diisi oleh editor)

Published: (diisi oleh editor)

Open Access

ABSTRACT

The goal of this research is to investigate the effects of job motivation, organizational commitment, and organizational culture on the performance of Islamic bank employees. The scope of this research is limited to a single Islamic bank branch in Central Java. This is a quantitative study in which the data was collected using a questionnaire. The participants in this study were chosen from a population of 30 people using saturated sampling or census sampling methods, in which samples were taken from the entire community. SPSS 23 for Windows was used to analyze the data, which was done using multiple linear regression. All independent variables have a positive and significant influence on sharia bank workers' performance factors, either partially or simultaneously, according to the study.

Keywords: work motivation, organizational commitment, organizational culture, employee performance, sharia bank

1. Introduction

The era of the industrial revolution demands that all organizations or companies can carry out their work as effectively and efficiently as possible to achieve company goals by relying on all available resources. Competition in the industrial world today is not only dominated by sophisticated technology but also must be balanced with human resources who are skilled and quickly adapt to the environment so that the sustainability of the company will be guaranteed. It is not easy to get skilled human resources because of the tight competition, so a commitment is needed for the company to pay attention to several things related to work motivation and organizational culture as well as strong organizational commitment so that it has an impact on employee performance.

An employee will have work motivation, it will be manifested in an action directed at a goal in order to achieve a goal of satisfaction (Fadhil and Mayowan, 2018). So that the company is expected to provide several supporting factors that encourage employee motivation.

Understanding the work motivation of an employee is also inseparable from how much organizational commitment makes employees feel a sense of belonging to the company so they feel at home and comfortable at work.

An organization can run more effectively in order to achieve a goal, so it really needs a

commitment from an employee. Employees and organizations must mutually create conditions that are conducive to achieving this commitment (Nadapdap, 2017).

To support good work motivation and strong organizational commitment, an organizational culture is needed as a value system that has been agreed upon and has a characteristic. Organizational culture is related to the extent to which an employee can pay attention to work to be more precise and focus on details (Amanda et al., 2017).

Employee performance in an organization or firm can be influenced by organizational commitment, job motivation variables, and organizational culture. Mangkunegara (2003) defines performance as "the quality and quantity of work generated by a person while performing his job in accordance with the obligations allocated to him" (Lusri and Siagian, 2017).

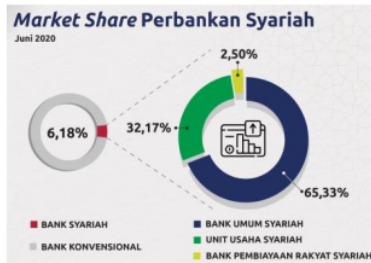
In the banking world, especially Islamic banks, which are a corporation that manages sources of funds from the public, it is also required to have reliable and skilled human resources to provide satisfaction to customers so that the organization's objectives can be met. From conventional banks, there are 12 Islamic Commercial Banks and 22 Sharia Business Units, with a total office network of 2,151 units, according to statistics as of December 2014.

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(Tho'in, 2016). This is quite sad and ironic, where the number of Indonesian Muslims based on the 2010 population census is 207 million (87.2%) but the market share for Islamic banks based on data per June 2020 is only 6.18%. (Rohandi, 2020).



Picture 1. Sharia Banking Market Share
(Source : <https://yonulis.com>)

The small market share of Islamic banks is also a challenge for companies and employees to demonstrate their performance in order to survive in the national banking service industry.

Based on Fadhil and Mayowan's (2018) research into the impact of job satisfaction and employee motivation on the performance of AJB Bumiputera employees in Malang. A sample of 100 people was drawn using a census sampling method in this study. The findings show that, in part, the work motivation variable has a positive and significant effect on employee performance.

While Adha et al. (2019) investigated how work motivation, work environment factors, and work culture variables affect employee performance. The participants in this study were 32 DINSOS employees from Jember (Social Department). The data processing procedure employs multiple linear regression analysis. According to the findings, the workplace environment and culture had a positive and significant impact on employee performance, but job motivation had no effect.

In order to improve employee performance, Muis et al. (2018) investigated the organizational culture and organizational commitment characteristics of employees at PT. Pawnshops. The study instrument was a questionnaire that was used to analyze the data using multiple linear regression and then processed using the SPSS 15 program. The sample size was 60 people, and the study instrument was a questionnaire. Employee performance was found to be influenced by organizational culture variables and organizational commitment factors in a partial and simultaneous positive and significant way.

Then there's Manery et al. (2018)'s study, which uses a sample of 37 respondents who were asked to fill out a questionnaire and analyzed using multiple linear regression to see how independent variables (organizational culture and organizational commitment) affect employee performance at BKDPSDA North Halmahera. As a result, all independent variables have a positive and significant impact on employee performance.

2. Literature Review

a. Sharia Bank

Everything related to sharia banks and sharia business units, including institutions, business activities, and methods and methods for carrying out their business activities, is referred to as sharia banking, according to Indonesian law number 21 of 2008. (Najib, 2017). Meanwhile, according to Husein Syahatah, Islamic banking is a sharia financial institution that opens banking and financial product services, investing in various sectors in accordance with sharia principles and aims to realize the social and economic growth of Muslims. (Najib, 2017).

b. Work Motivation

Motivation is a driving force that shapes a person's work spirit, according to Hasibuan (2014), allowing them to collaborate, be effective at work, and maintain integrity in all aspects of their lives in order to obtain satisfaction. Motivation is the main thing that encourages someone to work. Dessler (2009) argues that motivation is formed theoretically because humans have basic needs categories such as physiological needs, security, social, ego, and self-realization. These needs form a level and each of them will be active if the needs are low or below are met.

c. Commitment Organizational

Griffin (2008) defines it as a person's perspective toward how closely he or she can be attached to and know the company. Employees that are more devoted to the company have established routines, intend to stay longer, and put more effort into their work (Nadapdap, 2017).

d. Organizational Culture

Organizational culture is a set of assumptions or ideas, values, and standards that have been in place for a long time and are agreed upon by members of the organization as a code of conduct and a means of resolving organizational issues (Darodjat, 2015). Organizational culture, according to Priansa and Garnida (2013), is a value system that is produced and applied in an organization, making it a distinguishing aspect of that organization (Amanda et al., 2017).

Organizational culture, on the other hand, is defined by Sutrisno in Muis et al. (2018) as a set of values systems, assumptions, or standards that have long been legitimate, agreed upon, and followed by members of an organization as a guide for behavior and solutions. issues with the organization.

e. Performance

Definition of performance according to Sunyoto (2011), performance is a result of work based on the quantity and quality that employees have achieved in completing a job for which they are responsible (Nadapdap, 2017).

3. Research Methods

a. Types of Research

This type of research uses quantitative methods, in which all research data is in numerical form or numbers and is analyzed using statistics (Sugiyono, 2018).

b. Population and Sampel

Population is the number of all objects or individuals whose characteristics are expected or will be predicted (Subagyo and Djarwanto, 2012). The sample is a subset of the whole population whose characteristics will be examined, and it is thought to be representative of the full population (Subagyo and Djarwanto, 2012). Employees of an Islamic bank branch in Central Java made up the study's population.

The data collection approach employs a questionnaire with a Likert scale questionnaire assessment approach, in which each question item is divided into five (5) answer options (Subana and Sudrajat, 2011). During the:

c. Sampling Technique

With the ease of data collection in mind, the minimum requirement for the adequacy of the sample in this study was about 30 respondents. Saturated sampling, also known as census, is a sampling technique in which samples are taken from the entire population (Sugiyono, 2018).

d. Data Collection Technique

Strongly agree (5 points), agree (4 points), neutral (3 points), disagree (2 points), and strongly disagree (2 points) are the scoring options (score 1).

4. Results and Discussion

a. Uji Validitas dan Reliabilitas

Table 1. Reliability Test Results

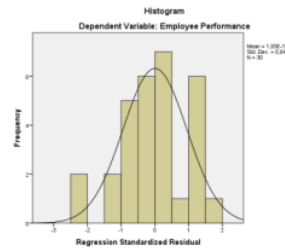
Variable	Cronbrachs Alpha	Information
Work Motivation	0,925	Reliabel
Organizational Commitment	0,916	Reliabel
Organizational Culture	0,889	Reliabel
Performance	0,781	Reliabel

Table 2. Validity Test Recapitulation

Variable	Item	Value	Information
Work Motivation (X1)	X1.1	0,755	Valid
	X1.2	0,826	Valid
	X1.3	0,861	Valid
	X1.4	0,868	Valid
Organizational Commitment (X2)	X2.1	0,692	Valid
	X2.2	0,906	Valid
	X2.3	0,787	Valid
	X2.4	0,929	Valid
Organizational Culture (X3)	X3.1	0,756	Valid
	X3.2	0,724	Valid
	X3.3	0,694	Valid
	X3.4	0,930	Valid
Performance (Y)	Y1.1	0,620	Valid
	Y1.2	0,612	Valid
	Y1.3	0,708	Valid
	Y1.4	0,746	Valid

b. Test for Data Normality

The regression model must be validated using SPSS 23's histogram display to ensure that it has a normal distribution and that the data results are normal.



Picture 2. Histogram Graph

c. Multicollinearity Test

Because the variance inflation factor (VIF) value is less than ten and the tolerance value is less than one, there is no multicollinearity (Ghozali, 2016).

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF
X ₁	0,875	1,143
X ₂	0,999	1,001
X ₃	0,874	1,144

d. Heteroscedasticity Test

The heteroscedasticity test is used to see if confounding variables have the same variants as each other. There is no discernible pattern in the distribution of points when looking at the scatterplot chart diagram to detect the presence or absence of heteroscedasticity, indicating that there is no heteroscedasticity.



Picture 3. Scatterplot Chart

e. Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis

Model	B	Std Error	Beta	T	Sig
(Const)	2,334	1,831		1,275	0,214
X1	0,499	0,92	0,615	5,421	0,000
X2	0,177	0,80	0,255	2,207	0,036
X3	0,275	0,132	0,220	2,082	0,047

a. Dependent Variable: Employee Performance (Y)

f. Hypothesis testing

1. H1: At the same time, work motivation (X1), organizational commitment (X2), and organizational culture (X3) all have positive and significant effects on employee performance variables.
2. H2 : Work motivation has a positive impact on employee performance variables (X1).
3. H3: Organizational commitment (X2) affects employee performance in a positive and significant way.
4. H4: Organizational Culture (X3) has a positive and significant impact on employee performance variables.

g. Partial Test

1. The impact of the work motivation variable (X1) on employee performance (Y), with a significance value of 0.000<0.05, indicating that the work motivation variable has a positive and significant impact on the employee performance variable, allowing H2 to be accepted. The higher the value of the work motivation variable, the better the employee's performance.
2. The impact of the organizational commitment variable (X2) on employee performance (Y), with a significance value of 0.036<0.05, indicating a positive and significant impact of the organizational commitment variable on the employee performance variable, and thus H3 is accepted. The higher the value of the organizational commitment variable, the better the employee's performance.
3. The impact of the organizational culture variable (X3) on employee performance (Y), with a significance value of 0.047<0.05, indicating a positive and significant impact of the organizational culture variable on the employee performance variable, and thus H4 is accepted. The greater the value of the organizational culture variable, the better the employee's performance.

h. Simultaneous Test (F Test)

Table 5. ANNOVA

Model	Sum of Squares	df	Mean Square	F	Sig
Regresi	269	3	35,694	24,935	0,000 ^a
Residual	37,218	26	1,431		
Total	144,300	29			

The calculated F value of 34.855 is greater than the F table 2.68, and the significance value is 0.000 or less than 0.005. Based on the results of the simultaneous tests shown in table 5, the calculated F value of 34.855 is greater than the F table 2.68, and the significance value is 0.000 or less than 0.005. Work motivation, organizational commitment, and organizational culture variables all have a significant and simultaneous impact on employee performance variables, according to these findings, which are summarized in Table 5. (H1 accepted).

5. Conclusions

Work motivation, organizational commitment, and organizational culture all have an impact on the performance of employees of a syariah bank in a Central Java branch, according to the findings. Employee performance improves indirectly when they are motivated to work, supported by a positive organizational culture, and there is a strong organizational commitment. The company should encourage this by making various rules, facilities, and infrastructure available to assist employees in achieving effective, efficient, and productive results.

To determine how much work motivation, organizational commitment, and organizational culture influence employee performance, this study could be expanded by adding more variables and increasing the number of indicators used. New findings that have yet to be discovered or resolved are hoped to emerge as a result of the addition of variables and several new indicators.

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