



The Effect of Organizational Culture, Competence, Compensation, and Work Motivation on Employee Performance at Bank Syariah Indonesia Jepara Branch Office

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ABSTRACT

This study aims to analyze and obtain empirical evidence regarding the effect of organizational culture, competence, compensation, and work motivation on employee performance in Bank Syariah Indonesia Sub-Branch Office Jepara Pemuda 1 and Sub-Branch Office Jepara Pemuda 2 either simultaneously or partially. The population of the data used in this study includes all employees consisting of two branch offices, namely Bank Syariah Indonesia, Jepara Pemuda 1 Sub-Branch Office and Jepara Pemuda 2 Sub-Branch Office as many as 36 employees. Primary data obtained through the distribution of questionnaires. The data analysis model uses multiple linear regression analysis model. The results of the analysis and discussion show that the variables of organizational culture, competence, compensation, and work motivation simultaneously and partially have a significant effect on employee performance at Bank Syariah Indonesia Sub-Branch Office Jepara Pemuda 1 and Sub-Branch Office Jepara Pemuda 2.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis dan mendapatkan bukti empiris mengenai pengaruh budaya organisasi, kompetensi, kompensasi, dan motivasi kerja terhadap kinerja karyawan pada Bank Syariah Indonesia Kantor Cabang Pembantu Jepara Pemuda 1 dan Kantor Cabang Pembantu Jepara Pemuda 2 baik secara simultan maupun parsial. Populasi data yang digunakan dalam penelitian ini mencakup seluruh karyawan yang terdiri dari dua kantor cabang yaitu Bank Syariah Indonesia Kantor Cabang Pembantu Jepara Pemuda 1 dan Kantor Cabang Pembantu Jepara Pemuda 2 sebanyak 36 karyawan. Data primer yang diperoleh melalui penyebaran kuisioner. Model analisis data menggunakan model analisis regresi linier berganda. Hasil analisis dan pembahasan menunjukkan bahwa variabel budaya organisasi, kompetensi, kompensasi, dan motivasi kerja secara simultan dan parsial berpengaruh positif dan signifikan terhadap kinerja karyawan pada Bank Syariah Indonesia Kantor Cabang Pembantu Jepara Pemuda 1 dan Kantor Cabang Pembantu Jepara Pemuda 2.

ARTICLE INFO

Article History:

Submitted/Received 12 Jul 2023

First Revised 30 August 2023

Accepted 4 Sept 2023

First Available online 30 Sept 2023

Publication Date 30 Sept 2023

Keyword:

employee performance, organizational culture, competence, compensation, work motivation

Kata Kunci:

budaya organisasi, kompetensi, kompensasi, motivasi kerja, kinerja karyawan

INTRODUCTION

Islamic banking in Indonesia is recognized as one of the leading banking systems globally. However, given that Islamic banking is still relatively new compared to the long-established conventional banking sector in the country, it is often perceived as less competitive (Rozalinda, 2014).



One of the main factors contributing to this competitive gap is the inadequate quality of human resources in the Islamic banking sector. To address this challenge, Islamic banks must prioritize enhancing their human resources by fostering competencies and expertise in Islamic banking and finance. This includes developing and modifying products that align with Islamic principles (Fikriawan, 2018). Human resources play a critical role in the success of any organization, as the quality and performance of its workforce directly impact the achievement of company goals (Meutia & Juwita, 2019).

Improving the quality of employee performance is a critical focus for Islamic banking institutions, including Bank Syariah Indonesia (BSI). BSI operates as a Sharia-compliant banking institution, conducting its activities in accordance with Islamic principles as outlined in the Qur'an and Hadith. By adhering to these principles, BSI not only ensures compliance with Islamic law but also aims to enhance its operational performance and competitiveness in the banking industry through the development of highly competent and ethical human resources. This bank is the result of a merger of state-owned banking subsidiaries including Bank Syariah Mandiri, BNI Syariah, and BRI Syariah to become Bank Syariah Indonesia on February 1, 2021. Bank Syariah Indonesia needs to improve the quality of its employees' performance to be able to develop and maintain its organization amidst the tight competition in the current Islamic banking industry so that later customers will continue to trust in using the services and products of Bank Syariah Indonesia. The quality of the company's performance can be measured by the number of employees who are by their portions and job descriptions so that the company's goals and objectives are achieved.

The key performance indicators are a set of indicators that can be considered key measures of performance, both financial and non-financial, to carry out operations and business unit performance. This indicator can be used by managers to detect and monitor performance achievements. Performance measurement is also an important factor in implementing strategic management or can be said as feedback for them to find out how far they have achieved. These performance indicators and performance measures are needed to assess the level of achievement of goals, targets, and strategies. Quality company performance can only be known if the individual or group of individuals has predetermined success criteria. These success criteria are in the form of specific goals or targets to be achieved, because without goals or targets, the performance of an individual or organization cannot be known, because there is no benchmark for its performance (Kristiyanti, 2012).

After conducting a preliminary survey, the researcher identified several issues faced by employees of Bank Syariah Indonesia (BSI), particularly at the Jepara Pemuda 1 and 2 Branch Offices. Several employees expressed concerns about changes in the work culture following the merger, which differed significantly from the previous culture. Additionally, there were complaints about inadequate staffing levels, a lack of differentiation in compensation for employees with higher competencies, and career paths that were perceived as more limited and challenging compared to pre-merger conditions. According to data from the BSI Annual Report, the total number of employees in 2021 decreased to 19,449 from 20,451 in 2020, which represented the combined workforce of the three original banks prior to the merger. This reduction in workforce coincided with a decline in financial performance. In 2021, BSI achieved 107% of its net profit target, whereas the three banks before the merger had achieved 156% of their collective target in 2020. This decline in profitability indicates a less-than-optimal post-merger performance, which could indirectly affect employee performance at BSI Jepara Pemuda 1 and 2. Given these challenges, it is essential to investigate the factors influencing employee performance at



BSI KCP Jepara Pemuda 1 and 2 to identify potential areas for improvement and ensure the sustainability of organizational growth and efficiency.

Organizational culture is a system of shared values in an organization that is referred to by members to distinguish the organization from other organizations. The implementation of a good organizational culture can facilitate employee performance (Robbins & Judge, 2016). Therefore, organizational culture is very important because it is an activity or habit that exists in an organization. All organizations have a culture, but not all organizational cultures are equally strong in influencing employee behavior and actions. Based on the research results, Amran & Taher (2021) stated that there is a significant and positive influence between organizational culture and employee performance. The results of this study are also supported by Muis, et al. (2018) which explains that the implementation of organizational culture has a positive and significant effect on employee performance. Another theory expressed by Maabuat (2016) states that organizational culture has a partially negative and insignificant effect on performance at Office X.

Competence is the ability that a person has to do or carry out his work based on the skills, knowledge, creativity, and experience that exist within him to produce the expected performance (Nurjaya et al., 2021). An organization can develop and survive amid fierce competition if it is supported by employees who are competent in their fields (Ataunur & Ariyanto, 2016). Based on the research results of Callista (2016) and Faka & Nuridin (2018), states that there is a significant and positive influence between employee competence and employee performance. Meanwhile, research conducted by Siwambudi, et al. (2017) provided different results that human resource competence has no significant and negative effect on the quality of local government financial reports. This was also revealed in research conducted by Rosmaini & Tanjung (2019) that human resource competence has a positive but not significant direction on employee performance.

Compensation is all expenses incurred by a company for a job and received or enjoyed by workers either directly or indirectly (Hardiyana, 2013). Based on the results of research conducted by Irwan et al. (2017) stated that the test results provided positive and significant results between compensation and performance. This is in line with research conducted by Qustolani (2017) and Sanjaya & Indrawati (2014) that compensation has a positive and significant effect on employee performance. However, research conducted by Bangun et al. (2019) stated that compensation does not have a significant effect on employee performance.

According to Hasibuan & Silvya (2019), motivation is a series of attitudes and values that influence each individual to achieve something more specific according to their goals. These attitudes and values are something that is seen to encourage each individual to behave in achieving goals. Harahap (2016) said that motivation is a drive in a person including the soul and body to do a certain action that he wants. Based on the research results of Hasibuan & Silvya (2019) and Mandey & Sahanggamu (2014), the test results prove that motivation has a positive and significant influence on employee performance. Meanwhile, research conducted by Julianry et al. (2017) and Subroto (2018) said that motivation has no significant effect and harms performance. Employee performance is a result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon (Meutia & Juwita, 2019). Performance can also be interpreted as the results of work in terms of quality and quantity achieved by an employee in carrying out his/her functions by the responsibilities given to him/her (Irwan, et al., 2017). The purpose of this study is to analyze the significance of the influence of organizational culture, competence,



compensation, and work motivation both simultaneously and partially on employee performance at Bank Syariah Indonesia Jepara Pemuda 1 Branch Office and Pemuda 2 Branch Office.

LITERATURE REVIEW

Employee Performance

Performance is the work results in terms of quality and quantity obtained by a person in a company in carrying out his duties by the responsibilities given to him (Mangkunegara, 2009). According to Wirawan (2009), performance is the output produced by the functions or indicators of a job or a profession within a certain time. Meanwhile, according to Wibowo (2013) performance is work that has a strong relationship with the strategic goals of the organization, consumer satisfaction and provides economic contributions (Hasibuan & Silvya, 2019). According to Afandi (2018), employee performance can be measured by 5 indicators, namely:

1. Work Quality
2. Work Quantity
3. Job Knowledge
4. Initiative
5. Cooperation

Organizational Culture

According to Muis, et al. (2018), organizational culture is a set of values, norms, assumptions, or norms that have long been in effect, agreed upon, and followed by members of an organization as a guideline for behavior and solving organizational problems. Where organizational culture has a very strategic role in encouraging and improving the effectiveness of organizational performance, especially employee performance both in the short and long term. According to Robbins & Judge (2016), there are 7 indicators of organizational culture, namely:

1. Innovation
2. Attention to detail
3. Results orientation
4. People orientation
5. Team orientation
6. Aggressiveness
7. Stability

Competence

According to Rosmaini & Tanjung (2019), competence is workability possessed by each individual seen from the aspects of knowledge, skills, and work attitudes that are by established standards. Employees must also have the right skills or competencies in carrying out their work so that employee performance and success in the long term can be realized. According to Faka & Nuridin (2018), competency indicators can be measured into three, namely:

1. Intellectual competence
2. Emotional competence
3. Social competence

Compensation

According to Mangkunegara (2009) states that compensation is the process of administering wages or salaries and involves consideration or balance of calculations. Compensation is something that is considered as something comparable and is one of the factors both directly and indirectly



influencing the high and low motivation and performance of employees. Compensation is divided into three types, namely direct financial compensation which means a form of reward in the form of salary, indirect financial compensation which means a form of reward in the form of benefits and insurance, and non-financial compensation which means the satisfaction received by a person from the work itself or the psychological environment or from the physical place where the person works can be like flexible working hours and a prestigious office (Afandi, 2018). According to Afandi (2018), compensation can be measured using the following indicators:

1. Wages and Salaries
2. Incentives
3. Allowances
4. Facilities

Work Motivation

Work motivation is a driver or motivator for someone to want to act and work diligently according to their duties and obligations. Then motivated employees understand their goals and actions very well and also believe that these goals will be achieved according to what has been planned (Hasibuan & Silvya, 2019). Meanwhile, according to Harahap (2016), work motivation in Islam is to earn a living which is part of worship. Work motivation in Islam is not to pursue a hedonistic life, nor for status needs, nor to pursue wealth by all means, but to worship, do muamalah, and according to aqidah. Muafi (2003) stated that there are 3 (three) dimensions of motivation in an Islamic perspective, namely:

1. Motivation of Aqidah
2. Motivation of Worship
3. Motivation of Muamalah

Hypothesis:

H1: Organizational Culture, Competence, Compensation, and Work Motivation simultaneously have a significant effect on Employee Performance at PT Bank Syariah Indonesia Jepara Pemuda 1 Branch Office & Jepara Pemuda 2 Branch Office.

H2: Organizational Culture partially has a significant effect on Employee Performance at PT Bank Syariah Indonesia Jepara Pemuda 1 Branch Office & Jepara Pemuda 2 Branch Office.

H3: Competence partially has a significant effect on Employee Performance at PT Bank Syariah Indonesia Jepara Pemuda 1 Branch Office & Jepara Pemuda 2 Branch Office.

H4: Compensation partially has a significant effect on Employee Performance at PT Bank Syariah Indonesia Jepara Pemuda 1 Branch Office & Jepara Pemuda 2 Branch Office.

H5: Work Motivation partially has a significant effect on Employee Performance at PT Bank Syariah Indonesia Jepara Pemuda 1 Branch Office & Jepara Pemuda 2.

RESEARCH METHODOLOGY

This study uses a causal quantitative method, to obtain an appropriate explanation related to the influence of organizational culture, competence, compensation, and work motivation on employee performance at Bank Syariah Indonesia, Jepara Pemuda 1 Branch Office & Jepara Pemuda 2 Branch Office. In this study, the sampling technique used was the saturated sampling technique. Saturated sampling is a sampling determination technique when all members of the population are used as samples. This is done because the population is relatively small (Sugiyono, 2021). The sample used in this study was all employees of Bank Syariah Indonesia, Jepara Pemuda 1 Branch Office & Jepara



Pemuda 2 Branch Office. The data collection method applied in this study was the observation method (interview) and questionnaire. Meanwhile, for data collection using a questionnaire. The Likert scale is a scale that is generally used in compilation, namely a scale containing five levels of answers arranged in the form of a statement and with five answers to display the level. The analysis method used is multiple linear regression analysis. The multiple linear regression analysis method is used to find out how much influence the independent variables of organizational culture, competence, compensation, and work motivation have on the dependent variable, namely employee performance. Before that, this study conducted validity, reliability, classical assumptions, and normality tests.

RESULTS AND DISCUSSION

1. Validity and Reliability Test

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions in the questionnaire can reveal something that will be measured by the questionnaire (Ghozali, 2018:51). The significance test is carried out by comparing the r -count value with the r -table for the degree of freedom (df) = $n-2$, in this case, the value of n is the number of samples if r -count > r -table and the value is positive then the item or question or indicator is declared valid, conversely if r -count < r -table then the question indicator is not valid (Ghozali, 2018). In this study, the number of samples was $n = 36$, $df = 34$, and $\alpha = 0.05$. The results of data processing can be seen in Table 1:

Table 1: Validity Test Results

Variable	Indicator	r_{count}	r_{table}	Explanation
Organizational Culture (X_1)	$X_{1.1}$	0,597	0,3291	Valid
	$X_{1.2}$	0,671	0,3291	
	$X_{1.3}$	0,834	0,3291	
	$X_{1.4}$	0,832	0,3291	
	$X_{1.5}$	0,845	0,3291	
Competence (X_2)	$X_{2.1}$	0,702	0,3291	Valid
	$X_{2.2}$	0,739	0,3291	
	$X_{2.3}$	0,677	0,3291	
	$X_{2.4}$	0,633	0,3291	
	$X_{2.5}$	0,738	0,3291	
Compensation (X_3)	$X_{3.1}$	0,725	0,3291	Valid
	$X_{3.2}$	0,744	0,3291	
	$X_{3.3}$	0,691	0,3291	
	$X_{3.4}$	0,606	0,3291	
	$X_{3.5}$	0,655	0,3291	
	$X_{3.6}$	0,750	0,3291	
	$X_{3.7}$	0,798	0,3291	
Work Motivation (X_4)	$X_{4.1}$	0,757	0,3291	Valid
	$X_{4.2}$	0,845	0,3291	
	$X_{4.3}$	0,703	0,3291	



	X _{4.4}	0,784	0,3291	Valid
	X _{4.5}	0,599	0,3291	
Employee Performance (Y)	Y ₁	0,778	0,3291	
	Y ₂	0,777	0,3291	
	Y ₃	0,669	0,3291	
	Y ₄	0,664	0,3291	
	Y ₅	0,702	0,3291	
	Y ₆	0,693	0,3291	
	Y ₇	0,702	0,3291	

Source: Processed primary data, 2022.

Based on Table 4.6., it can be seen that the results of the validity test of each question indicator for each variable have a calculated r value greater than the r table, so it can be concluded that all questions in the questionnaire are valid.

The reliability test in this study was used to measure a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable if the respondents' answers to the questionnaire questions are consistent or stable over time (Ghozali, 2018). A variable is said to be reliable if the Cronbach's Alpha value is > 0.70. The higher the Cronbach's Alpha value or closer to 1, the higher the internal consistency of its reliability (Ghozali, 2018). The reliability of each variable can be summarized in Table 2:

Table 2: Reliability Test Results

Variable	Statistic Test		
	<i>Cronbach's Alpha</i>	Minimum Standards	Explanation
Organizational Culture (X₁)	0,813	0,70	Reliable
Competence (X₂)	0,738	0,70	Reliable
Compensation (X₃)	0,837	0,70	Reliable
Work Motivation (X₄)	0,792	0,70	Reliable
Employee Performance (Y)	0,839	0,70	Reliable

Source: Processed primary data, 2022.

2. Normality Test

The normality test in this study aims to test whether, in the regression model, the residual variables have a normal distribution or not (Ghozali, 2018). The normality test in this study was carried out using two methods, namely the graphic test method consisting of a histogram graph and a Probability Plot (P-Plot) graph and the statistical test method carried out with the Kolmogorov-Smirnov test. The results of the normality test using graphs can be seen in Figure 2 and Figure 3 below:

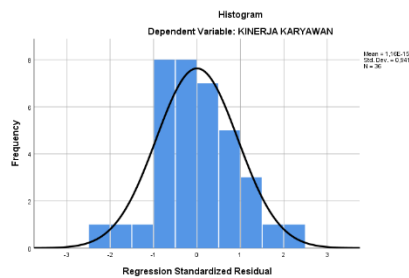


Figure 1: Histogram Graph

Source: Processed primary data, 2022.

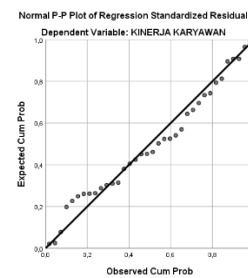


Figure 2: Normal P-Plot Graph

Source: Processed primary data, 2022.

Next, the results of the graph test with the Kolmogorov-Smirnov test can be seen in the table below:

Table 3: Results of the Kolmogorov Smirnov Test

One-Sampel Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		36
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,26353499
Most Extreme Difference	Absolute	,102
	Positive	,095
	Negative	-,102
Test Statistic		,102
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is normal		
b. Calculated from data		

Based on the results of the One-Sample Kolmogorov-Smirnov statistical test in Table 3. it can be seen that the significance value of 0.200 is greater than 0.05. This shows that the data in this study are normally distributed.

3. Classical Assumption Test

a. Multicollinearity Test

The multicollinearity test in this study aims to test whether the regression model finds a correlation between independent variables. In this study, to determine whether or not there is multicollinearity in the regression model, it can be seen from the tolerance value > 0.10 and the VIF value < 10 , then it can be concluded that the data is free from symptoms of multicollinearity (Ghozali, 2018). The results of the multicollinearity test can be seen in Table 4.

Table 4: Results of the Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Culture	,614	1,629
	Competence	,673	1,485



	Compensation	,820	1,219
	Work Motivation	,705	1,418
a. Dependent Variabel: Employee Performance			

Source: Processed primary data, 2022.

Based on Table 4. it can be seen that all independent variables consisting of organizational culture, competence, compensation, and work motivation variables show that no independent variables have a tolerance value <0.10 and no independent variables have a VIF value >10 , so it can be concluded that there is no multicollinearity between independent variables in the regression model.

b. Heteroscedasticity Test

The Heteroscedasticity Test in this study aims to test whether, in the regression model, there is an inequality of variance from the residuals of one observation to another (Ghozali, 2018). In this study, the heteroscedasticity test was carried out using two methods, namely the scatterplot graph test and the glejser test. The results of the heteroscedasticity test using the scatterplot graph test method can be seen in Figure 4.

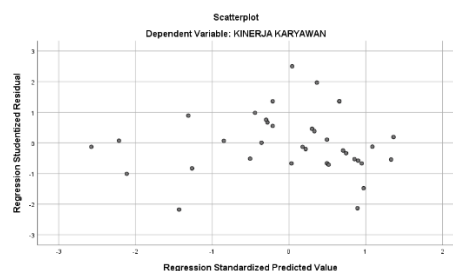


Figure 3: Scatterplot Graphic

Scatterplot graphic analysis has quite significant weaknesses because the number of observations affects the plotting results, so a statistical test is needed that guarantees the accuracy of the results. The statistical test used is the glejser test. The results of the glejser test can be seen in Table 5:

Table 5: Glejser Test Results

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-474	1,968		-,241	,811
	Organizational Culture	-,092	,089	-,228	-1,037	,308
	Competence	-,032	,086	-,079	-,376	,709
	Compensation	,059	,056	,200	1,050	,302
	Work Motivation	,126	,093	,279	1,356	,185
a. Dependent Variabel: Abs_Res						

Source: Processed primary data, 2022.

Based on Table 5. clearly shows that all significance values (sig.) of independent variables are greater than 0.05. This shows that in this study there is no symptom of heteroscedasticity.



c. Autocorrelation Test

The autocorrelation test in this study aims to test whether the linear regression model has a correlation between user errors in the current period and errors in the previous period. Detection of autocorrelation using Durbin-Watson (Ghozali, 2018). Data can be said to have no symptoms of autocorrelation if the DW value lies between the upper limit (du) and $(4-du)$. The results of the autocorrelation test in this study can be seen in Table 6.

Table 6: Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin Watson
1	,866 ^a	,751	,719	1,343	1,947
a. Predictors: (Constant), Organizational Culture, Competence, Compensation, and Work Motivation					
b. Dependent Variabel: Employee Performance					

Source: Processed primary data, 2022.

Based on the output of the summary model in Table 6. shows that the DW value is 1.947. This value will be compared with the table value, where the number of samples (n) = 36 and the number of independent variables (k) = 4, then in the Durbin-Watson table the du value will be obtained = 1.7245. Thus, it can be seen that the DW value is greater than the upper limit (du), which is 1.7245 and less than $4-1.7245$ ($4-du$) of 2.2755 or in other words $1.7245 < 1.947 < 2.2755$, it can be concluded that there is no autocorrelation in the regression model.

4. Multiple Linear Regression Analysis

Multiple Regression Analysis was carried out to determine the variables of organizational culture, competence, compensation, and work motivation on employee performance. The regression results can be seen in the table below:

Table 7: Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,998	3,170		,315	,755
	Organizational Culture	,729	,143	,584	5,105	,000
	Competence	,320	,138	,253	2,319	,027
	Compensation	,214	,091	,233	2,359	,025
	Work Motivation	,679	,149	,486	4,549	,000
a. Dependent Variabel: Employee Performance						

Source: Processed primary data, 2022.

Based on Table 4.7. the following multiple linear regression equation can be compiled:

Employee Performance = $0.998 + 0.729 \text{ Organizational Culture} + 0.320 \text{ Competence} + 0.214 \text{ Compensation} + 0.679 \text{ Work Motivation} + e$



The regression equation shows that the existence of organizational culture, competence, compensation, and work motivation variables has a positive effect on employee performance, meaning that the higher the independent variable, the employee performance will also increase, and vice versa.

5. F Test

The F test in this study is used to determine the significant simultaneous effect between the independent variables on the dependent variable (Hasan, 2020:24). Basically, the F statistical test shows whether all independent variables in the research model (organizational culture, competence, compensation, and work motivation) have a simultaneous effect on the dependent variable (employee performance). The results of the F statistical test can be seen in Table 8.

Table 8: Results of the F Statistical Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	168,344	4	42,086	23,348	,000 ^b
	Residual	55,878	31	1,803		
	Total	224,222	35			
a. Dependent Variabel: Employee Performance						
b. Predictors: (Constant), Organizational Culture, Competence, Compensation						

Source: Processed primary data, 2022.

Proof of hypothesis 1 (one) was carried out using the F test. Based on Table 8. the resulting F count = 23.348 > F table = 2.67 or significance = 0.000 < 0.05, which means that there is a significant influence between the variables of organizational culture, competence, compensation, and work motivation on employee performance. Thus, hypothesis 1 (one) states "It is suspected that the variables of organizational culture, competence, compensation, and work motivation simultaneously have a significant effect on employee performance at Bank Syariah Indonesia Jepara Pemuda 1 Branch Office and Jepara Pemuda 2 Branch Office" is declared accepted.

6. Determination Coefficient Test

The determination coefficient test (R²) in this study is used to measure how far the model's ability is in explaining the variation of independent variables with an R² value between 0 (zero) and 1 (one) (Ghozali, 2018). If the R² value is small, it means that the ability of the independent variables to explain the dependent variable is very limited. Conversely, if the R² value is or approaches 1 (one), it means that the independent variables provide almost all the information needed to predict the variation of the dependent variable. The results of the determination coefficient test in this study can be seen in Table 9.

Table 9: Results of the Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	,866 ^a	,751	,719	1,343
a. Predictors: (Constant), Organizational Culture, Competence, Compensation, Work Motivation				
a. Dependent Variabel: Employee Performance				



Source: Processed primary data, 2022.

Based on the results of the determination coefficient test in Table 9. the Adjusted R Square value is 0.719 or 71.9%. This means that the variables of organizational culture, competence, compensation, and work motivation can contribute to the influence on employee performance by 71.9%. While the remaining 28.1% is influenced by other variables not examined in this study.

7. t-test

The partial significance test (t-test) in this study is used to determine how much influence the independent variables have partially on the dependent variable (Hasan, 2020). The results of the t-statistic test in this study can be seen in Table 10.

Table 10: Results of the t-statistic test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,998	3,170		,315	,755
	Organizational Culture	,729	,143	,584	5,105	,000
	Competence	,320	,138	,253	2,319	,027
	Compensation	,214	,091	,233	2,359	,025
	Work Motivation	,679	,149	,486	4,549	,000
a. Dependent Variabel: Employee Performance						

Source: Processed primary data, 2022.

a. Hypothesis testing 2

Proof of hypothesis 2 (two) was carried out using the t-statistic test. Based on Table 4.14., the t-count of organizational culture = 5.105 > t-table = 2.03951 or significance = 0.000 < 0.05, which means that there is a significant influence between organizational culture partially on employee performance. Thus, hypothesis 2 (two) which states that "It is suspected that organizational culture partially has a significant effect on employee performance at Bank Syariah Indonesia Jepara Pemuda 1 Branch Office and Jepara Pemuda 2 Branch Office" is declared accepted.

This is in line with the view of Munandar (2020) who explains that organizational culture is a way of thinking, working, and behaving of employees of a company in carrying out their respective work tasks. So the high and low performance of employees of a company is produced by the basic assumptions of the organizational culture owned by the company. The results of this study support the results of previous studies conducted by Amanda et al., (2017), Nahdluddin & Maftukhah (2015), and Ainanur & Satria (2018) in their studies stated that organizational culture has a positive and significant effect on employee performance.

b. Hypothesis testing 3

Proof of hypothesis 3 (three) is carried out using the t-statistic test. Based on Table 4.14., the resulting t-count of competence = 2.319 > t-table = 2.03951 or significance = 0.027 < 0.05, which means that there is a significant influence between competence partially on employee performance. Thus, hypothesis 3 (three) which states that "It is suspected that competence partially has a significant effect on employee performance at Bank Syariah Indonesia, Jepara Pemuda 1 Branch Office and Jepara Pemuda 2 Branch Office" is declared accepted.



This is in line with Wibowo's view (2010) that competence is an ability to carry out or do a job (task) that is based on skills and knowledge and supported by the work attitude required by the job. Increased employee competence will also improve the performance of company employees through the dimensions of competence they have such as skills, knowledge, motives, traits, and self-concept. This illustrates that competence is a driver of performance and the high and low quality of that performance. So that companies supported by competent employees can develop and survive amid competition between Islamic banking companies in Indonesia (Ataunur & Ariyanto, 2016). The results of this study support the results of previous studies conducted by Selviasari (2018), Callista (2016), and Ainanur & Tirtayasa (2018) which state that competence has a positive and significant effect on employee performance.

c. Hypothesis testing 4

Proof of hypothesis 4 (four) is carried out using the t-statistic test. Based on Table 4.14, the compensation t-count is obtained = $2.359 > t\text{-table} = 2.03951$ or significance = $0.025 < 0.05$, which means that there is a significant influence between partial compensation on employee performance. Thus, hypothesis 4 (four) which states that "It is suspected that partial compensation has a significant effect on employee performance at Bank Syariah Indonesia, Jepara Pemuda 1 Branch Office and Jepara Pemuda 2 Branch Office" is declared accepted.

This is in line with the view of Afandi (2018) who states that compensation is a reward or award given to employees as a reward for their contributions to the company. In essence, humans work to earn money to meet their needs. An employee needs to appreciate hard work and show more loyalty to his company so that the company also rewards employee work performance through this compensation. The results of this study support the results of previous studies conducted by Sanjaya & Indrawati (2014), Abadiyah & Purwanto (2016), and Pratama & Ridwan (2020) which stated that compensation has a positive and significant effect on employee performance.

d. Hypothesis testing 5

The proof of hypothesis 5 (five) was carried out using the t-statistical test. Based on Table 4.14., the t count of work motivation = $4.549 > t\text{ table} = 2.03951$ or significance = $0.000 < 0.05$, which means that there is a significant influence between work motivation partially on employee performance. Thus, hypothesis 5 (five) which states that "It is suspected that work motivation partially has a significant effect on employee performance at Bank Syariah Indonesia Jepara Pemuda 1 Branch Office and Jepara Pemuda 2 Branch Office" is declared accepted.

This is supported by the view put forward by Munandar (2020) that work motivation is a process where there is a drive from within a person to carry out a series of activities that lead to the achievement of certain goals. Motivated employees will be willing to work hard and seriously in their work. Harahap (2016) also stated that motivation is a very fundamental psychological process that reflects the interaction between attitudes, needs, perceptions, and compliance that occurs within a person. Work motivation in Islam is not to pursue a hedonistic life, not for recognition of status, and not to pursue wealth by all means, but rather earning a living is part of worship, doing transactions, and by the established creed. The results of this study support the results of previous studies conducted by Harahap (2016), Hasibuan & Silvya (2019), and Muafi (2003) which state that work motivation has a positive and significant effect on employee performance.



CONCLUSION

The variables of organizational culture, competence, compensation, and work motivation simultaneously have a significant effect on employee performance at Bank Syariah Indonesia Jepara Pemuda 1 Branch Office and Jepara Pemuda 2 Branch Office. The variables of organizational culture partially have a significant effect on employee performance at Bank Syariah Indonesia Jepara Pemuda 1 Branch Office and Jepara Pemuda 2 Branch Office. The variables of competence partially have a significant effect on employee performance at Bank Syariah Indonesia Jepara Pemuda 1 Branch Office and Jepara Pemuda 2 Branch Office. The variables of compensation partially have a significant effect on employee performance at Bank Syariah Indonesia Jepara Pemuda 1 Branch Office and Jepara Pemuda 2 Branch Office. The variables of work motivation partially have a significant effect on employee performance at Bank Syariah Indonesia Jepara Pemuda 1 Branch Office and Jepara Pemuda 2 Branch Office. The limitation of these research are limited questionnaire data due to the difficulty of the data collection process, due to the number of respondents from Bank Syariah Indonesia Jepara Pemuda 1 Branch Office and Jepara Pemuda 2 sub-branch office only 36 respondents. The limited independent variables studied because the Adjusted R-Square value showed a figure of 71.9%, this indicates that there are 28.1% of independent variables that have not been explained in this study. Related to limited sample, it is recommended that further research use a larger research sample so that more varied data can be obtained. While related to the Adjusted R-Square results of 71.9% and there are still 28.1% of independent variables that have not been explained in this study, it is recommended that further research be conducted using other variables that affect employee performance at Bank Syariah Indonesia.

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