

Influence of organizational culture factors on employee performance at PT. Bank Syariah Mandiri Malang branch

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ABSTRACT

This research is to find out how the influence of organizational culture on employee performance. In the context of empowering human resources, in order to produce professional employees with high integrity, it is necessary to have a company standard reference imposed by something. The standard reference is an organizational culture that systematically guides employees to improve their performance. One of the elements that influence employee behavior is the environment of the employee itself, which in this case is the surrounding corporate culture. Organizational culture can influence the way employees behave, the way they describe their work, the way they work with colleagues, and the way they view the future with broad insights defined by their norms, values, and beliefs. Organizational culture determines what can and cannot be done by members of the organization, determines the normative limits of the behavior of members of the organization, determines the nature and form of organizational control and supervision, determines the managerial style that can be accepted by members of the organization, determines the right way of working, and so on. -other. Thus the data is explained through a description of the frequency and proportion. Data analysis using multiple linear regression analysis techniques, and determination. To test the hypothesis is done by using the f test and t test. This study shows that (1) organizational culture has a simultaneous effect on employee performance. (2) there is a dominant influence between trustworthiness and tabligh culture on employee performance. The dominant variable affecting employee performance is the tabligh variable.

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1. INTRODUCTION

Culture is a system of shared meaning held by members of the organization that distinguishes the organization from other organizations, so it's no wonder that organizational culture is widely used by companies to improve the quality of the company. Efforts to improve quality and ability to compete in a fairly tight business field today This causes every company to strive to optimize the utilization of its own resources, including its human resources.

The company's activities will run well if there are quality human resources in it. Even though the company has abundant resources, both raw materials, capital and technology, it will be difficult for

the company to achieve its goals if it is not supported by superior human resources. Of the various resources owned by human resource companies, they occupy a strategic position among other resources. Without human resources, other resources cannot be utilized let alone managed produce a product.

The business world is very competitive, requiring companies to work even harder to survive in the business world. In order for an organization to have high competitiveness in business competition, the organization must be able to do a better, more effective and efficient job in producing goods and services of high quality and at competitive prices. To achieve all of this, it cannot be denied that the important role of employee performance is undeniable. In the context of empowering human resources, in order to produce professional employees with high integrity, it is necessary to have standard references applied by a company. The standard reference is an organizational culture that systematically guides employees to improve their performance. One of the elements that influence employee behavior is the environment of the employee itself, in this case the surrounding corporate culture. As social beings, employees are inseparable from the various values and norms that exist in the company.

Organizational culture can influence the way employees behave, how to describe their work, how to work with colleagues, and how to look at the future with broad insights determined by their norms, values and beliefs. Organizational culture determines what members of the organization may and may not do. determine the normative limits of the behavior of members of the organization, determine the nature and form of control and supervision of the organization, determine the managerial style that can be accepted by members of the organization, determine the right way of working, and so on, a strong organizational culture will assist the company in providing certainty to all employees to develop together with the growth and development of the company.

Performance measurement (job measurement) is carried out as an effort to find out how the level of employee performance. Most people intuitively believe that culture has a very significant impact on every organization. In the context of culture as a management tool, corporate culture can be considered as part of the company's strategy in achieving goals. To obtain optimal synergy results for organizational development, there must be alignment between strategy (how the organization achieves its goals), structure (how the form of an organization can support the achievement of goals) and culture (how to take the right actions to achieve goals). One of the factors that provide the ability to develop for a company is high employee performance, this condition is strongly influenced by the company's treatment of employees, and vice versa is also influenced by the integrity and work attitude of employees as members of the company.

Developing corporate culture means developing human resources, maintaining or strengthening corporate culture means empowering human resources. If the process of internalizing corporate culture into a personal culture has been successful, employees will feel identical with the company, feel united and there are no obstacles to achieving optimal performance. This is a mutually beneficial condition, both for the company and for employees, as an example of an agency that has a lot of human resources, namely Bank Syariah Mandiri, as a bank that operates on the basis of sharia principles, which cannot be separated from the circle of business competition. Excellence in the field of human resources or in the language of Islamic banking is called human resources is one of the factors to win the competition in today's banking world. The faster progress of science must be balanced with kaffah (perfect) human resources.

Problems related to the ability of employees must be resolved properly. The limitation of reliable sharia bankers who master the operations of sharia banking and adhere to sharia principles is also a fundamental problem in improving the performance of sharia banks. Efforts to improve the quality of human resources will also include increasing the managerial and operational capabilities of sharia banks.

In order to achieve sustainable growth and profits and to become a leading Islamic bank in Indonesia that is able to increase value for shareholders and provide benefits to the wider community, Bank Syariah Mandiri employs employees who have good performance and fully understand Islamic banking operations with a source of employees who has standards to improve performance and understanding of banking operations in addition to providing training and coaching to employees, Bank Syariah Mandiri also establishes a corporate culture that refers to the attitude of akhlaqul karimah (noble character), which is summarized in the five pillars, abbreviated as SIFAT.

2. METHOD

This type of research is explanatory research which will provide an explanation of the causal relationship between the dependent variable and the independent variable. Explanatory research is to explain the causal relationship between variables through hypothesis testing. So, it can be concluded that this type of research is explanatory research that talks about the relationship between research variables and tests the hypotheses that have been formulated using a sample whose number is the same as the population in which the sample used is h employees of Bank Syariah Mandiri, totaling 20 employees with data collection methods are survey methods and observation methods which in this method are divided into several techniques including interview techniques and questionnaires.

The variables used in this study are independent variables, which are variables that are found to influence other variables. Included in the independent variables in this study are organizational culture variables that affect employee performance at Bank Syariah Mandiri Malang and this variable is a variable that depends on other variables. Which is the dependent variable in this study is employee performance at Bank Mandiri Syariah Branch Malang and research data will not be useful if the tools used to collect research data do not meet the validity and reliability. Validity indicates the extent to which a measuring device measures what it wants to measure. Reliability shows the consistency of a measuring device in measuring the same symptoms. This study used a questionnaire in collecting research data assisted by two types of research tests namely validation tests, reliability tests and classical assumption tests.

Table 1. Reliability Test

Variable	Items	Alpha	Information
X	X1	0.6205	Reliable
	X2	0.8435	Reliable
	X3	0.6291	Reliable
	X4	0.8251	Reliable
	X5	0.8007	Reliable
Y		0.8314	Reliabe

Based on the table above, it shows that all items have an alpha of more than 0.6, it can be stated that all instruments are reliable for use in research. In the classic assumption test there is a data normality test, autocorrelation test, Heteroscedasticity Test and Multicollinearity Test. The normality test aims to test whether in the regression model, the dependent variable and the independent variable both have normal or close to normal data distribution. The autocorrelation test aims to test whether in a linear regression model there is a correlation between confounding errors in the t-period and the previous t-1 period. . If there is correlation, then there is called an autocorrelation problem. The autocorrelation test uses the Durbin Watson test. The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model is one that has homoscedasticity or does not have heteroscedasticity and the last test is the multicollinearity test carried out with the aim of testing whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between the independent variables.

Data analysis in this study used data analysis. Descriptive analysis was used to describe the distribution of items for each of the variables studied. The data that has been collected is then tabulated in a table and discussed descriptively. The descriptive measure is the scoring of numbers or in the form of percentages. This multiple linear regression analysis is a statistical model used to measure the influence of several independent variables on the dependent variable. Manually multiple regression analysis techniques can be calculated using the formula:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_kX_k \quad (1)$$

Y = Dependent variable (employee performance)

a = Constant (intercept)

b₁, b₂..... b_k = regression coefficient

X₁, X₂..... X_k = Independent variable (organizational culture)

The second analysis is to use the coefficient of multiple determination used to determine the magnitude of the contribution of all independent variables (x_1 , x_2 and so on) in their influence on the dependent variable (Y).

3. RESULTS AND DISCUSSION

From the research results it is known that the description of the respondents (employees of PT. Bank Mandiri Syariah) are as follows:

3.1 Distribution of respondents

Respondents who provided information based on several sources, namely:

Table 2. Frequency Distribution of Respondents Based on Education

Education	Amount	Percentage
S1	11	55 %
DIII	3	15 %
EQUIVALENT HIGH SCHOOL	6	30 %
AMOUNT	20	100 %

From the table it can be seen that based on the level of education, 11 employees (55%) have a bachelor's degree, 3 employees (15%) have a diploma and as many as 6 people (30%) have a high school education. Thus the majority of employees of PT. Bank Syariah Mandiri has a university education with the majority having bachelor degrees.

Table 3. Frequency Distribution of Respondents by Sex/Gender

Gender	Amount	Percentage
Man	15	75 %
Woman	5	25 %
AMOUNT	20	100 %

From the table it can be seen that based on gender, 15 employees (75%) are male, and 5 employees (25%) are female. This shows that most of the employees of PT. Bank Syariah Mandiri is male.

Table 4. Frequency Distribution of Respondents by Age

Age intervals	Amount	Percentage
≥ 25	2	10 %
26-36	13	65 %
37-47	5	25 %
AMOUNT	20	100 %

From the table it can be seen that based on age, 2 people (10%) are ≥ 25 years old, 13 employees (65%) are 26-36 years old, and 5 people (25%) are between 37-47 years old.

3.2 Data Analysis

3.2.1 Descriptive Analysis of Answers

Based on the questionnaire given to 20 respondents, it can be seen that the distribution of scores from respondents' responses to all questions. This variable measures the extent to which employees have an honest attitude, there are no contradictions between words and actions, and have sincerity and accuracy. This variable is stated based on the employee's choice as a respondent through a questionnaire that has been distributed with the available answer choices and from the results of the research that has been tabulated, the respondents' answers about the shiddiq variable are found. There are no employees who answer strongly disagree, disagree, and disagree. As many as 22% answered agree, as much as 78% answered strongly agreed and on the istiqomah variable it was found that there were no employees who answered strongly disagree and disagree, as much as 2% answered that they did not agree, 54% gave answers that agreed, and 44% answered strongly agreed. This variable measures the extent to which employees understand, understand, and deeply appreciate everything that becomes their duties and obligations. From the research results that have been tabulated, the respondents' answers regarding the fathonah variable show that no employees answered strongly disagree and 1% answered disagree, 6% answered disagree, 57% gave agree answers, and 36% answered strongly agree. the results of the research that have been tabulated,

the respondents' answers about the trust variable, the results show that no employees answered strongly disagree and 1% answered disagree, 6% answered disagree, 57% agreed, and 36% answered strongly agree.

3.2.2 Hypothesis testing

The influence of organizational culture factors on employee performance partially. From the calculation of the T test it can be concluded that partially only the trusteeship variable and the tabligh variable have a significant influence on employee performance and the tabligh variable has a dominant influence on employee performance at Bank Syariah Mandiri Malang Branch. The second hypothesis which states that the Tabligh variable is the dominant variable affecting the performance of employees at PT. Bank Syariah Mandiri Malang Branch, obtained a regression coefficient value of 1.643 with a significance of 0.000 which is the highest value of the other variables. Thus the second hypothesis is declared proven true and tested.

From the results of the partial hypothesis test with the t-test it is known that only the organizational culture of amanah and tabligh in this study has a significant influence on employee performance. For the Shidiq variable (X1), namely the extent to which employees have an honest attitude, there are no contradictions between words and actions, and have sincerity and accuracy. In the study it was found that around 78% answered strongly agree, meaning that most employees have honesty and have sincerity and accuracy in work. The implementation of shidiq is displayed in the form of sincerity and accuracy (mujahadah and itqon) both timeliness, promises, service, reporting, admitting weaknesses and deficiencies (not covering up) to then be continuously improved, and abstaining from lying and deceiving.

From the results of the regression analysis it can be explained that shidiq does not have a significant effect on employee performance because the regression coefficient value is 0.360 thus the stronger the shidiq culture will not make employee performance better. For the Istiqomah variable (X2), namely the extent to which employees are consistent in faith and good values despite facing various temptations and challenges. Istiqomah in goodness is displayed with firmness, patience, and tenacity, so as to produce something optimal. In the study it was found that about 54% gave answers that agreed, and 44% answered that they strongly agreed. This means that most of the employees have committed to faith and good moral values. From the results of the regression analysis, it can be explained that the culture of istiqomah has no significant effect on employee performance because the regression coefficient value is 0.411, thus the stronger the culture of istiqomah, it will not make employee performance better. For the Fathonah variable (X3), namely the extent to which employees understand, understand, and live deeply everything that is their duty and obligation.

In the study, it was found that 57% of employees gave agreed answers, and 36% of employees answered strongly agreed. This illustrates that employees understand their duties and responsibilities. From the results of the regression analysis it can be explained that fathonah culture does not have a significant effect on employee performance because the regression coefficient value is 0.844 thus the stronger fathonah culture will not make employee performance better.

Shiddiq, Istiqomah and Fathonah cultures do not have a significant effect on employee performance. This can occur because there are other factors that affect employee performance. Other factors such as motivation, ability differences, individual skills, job design, goals to be achieved and feedback from work can determine a person's work behavior. For the variable Amanah (X4), namely the extent to which employees have responsibility in carrying out each task and obligation. Amanah is displayed in openness, honesty, optimal service, and the best kindness) in all matters. In the study, it was found that 57% agreed, and 36% answered strongly agreed.

This illustrates that most employees are responsible for carrying out their duties and obligations. From the results of the regression analysis, it can be explained that the culture of trust has a significant effect on employee performance because the regression coefficient value is 0.001, thus the stronger the culture of trust, the better the performance of employees. The results of this study can explain that the attitude of responsibility of Bank Syariah Mandiri employees is quite large. Based on the description of the research results and discussion of the results of the research in the previous chapter, it can be concluded that there is a simultaneous influence between organizational culture consisting of Shiddiq, Istiqomah, Fathonah, Amanah and Tabligh on the performance of Bank Syariah Mandiri Malang Branch employees among organizational culture factors researched, Tabligh variables have a dominant influence on employee performance. So the second hypothesis which

states that the Tabligh variable is a variable that dominantly influences employee performance can be proven.

4. CONCLUSION

The suggestion that the writer can convey is that the company, namely PT. Bank Syariah Mandiri Malang Branch has an important role in the development of corporate culture that influences employee performance, so it is necessary to continue to make adjustments to existing needs and demands. In addition, there is a need for a change in strategy that is more in line with the actual management of corporate culture in order to produce higher performance so that corporate goals will be achieved. socialization that has been implemented by the company such as motivational systems, recruitment, training or social activities and spiritual development in the implementation of organizational culture, PT. Bank Syariah Mandiri Malang Branch from top to bottom must consistently implement SIFAT and strengthen corporate culture with company systems or regulations.

Thus the two - culture and system - will strengthen and complement each other. As a sharia-based bank, the readiness of human resources capable of applying the sharia system is very much needed, for this reason companies must often conduct training and education about sharia in general and sharia banking in particular. so as to be able to provide manpower to fill the needs of top, middle and management staff who have SIFAT (Shiddiq, Istiqomah, Fathonah, Amanah and Tabligh) and make DUIIIIIIT (prayer, effort, worship, faith, sincerity, ihsan, science and technology, istiqamah, Islamic, introspection and taqwa) as basic principles in work.

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