
**THE EFFECT OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON
EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS A MEDIATION IN
ISLAMIC BANKING IN BANDA ACEH**

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ABSTRACT

This research aimed to see the Organizational Culture and Work Environment's impact on Employee Performance, and how employee work motivation mediates in the model. Sampling used the probability sampling method using a census. The research method used was a quantitative method by distributing 102 questionnaires in electronic and hard copy form to Bank Aceh Syariah (BAS) Banda Aceh Branch employees. The data analysis technique used was Structural Equation Modelling (SEM). This study's results revealed that Organizational culture affected motivation, environment affected motivation, Organizational culture affected employee performance, environment did not affect employee performance, Motivation affected Employee Performance, Motivation mediated the Organizational Culture's impact on Employee Performance, Motivation mediated the Work Environment's on Employee Performance. Motivation in these findings was also proven to function as a partial mediator in the culture affecting employee performance, and as a full mediator in the environment affecting employee performance. These findings explain that the model has been verified, where the model for improving employee performance at BAS is based on suitability to organizational culture, a work environment that supports performance, and high employee motivation. This model is a premise that can be used in the development of advanced theory through further research, and is a basis for practitioners, especially BAS, to formulate strategies to improve their performance.

Keywords: Organizational Culture, Employee Performance, Work Environment, Employee Motivation.

1. INTRODUCTION

Human resources play an important role in achieving institutional goals. Success or failure depends on the performance of human resources (HR) in carrying out their responsibilities, playing an active role, and always influencing all organizational activities because HR is the planner, actor, and determinant of achieving organizational goals (Samsuni, 2017). Therefore, maximizing human resource potential is one of the main ways to produce good performance so that institutional goals are easily achieved. In today's work environment, efforts to improve employee performance are the main goal of HR. Companies need to manage human resources professionally to create harmony between employee interests and organizational interests to advance the organization (Mappamiring, Muhammad, & Kusuma, 2020).

Organizational culture is a shared opinion among all members of an organization about the true meaning of life together. As said by (Porter, 2019), culture reflects the ways organizational members think, openness, and transparency that are critical in stabilizing relationships" which is intended as a culture that reflects the way an organization is open-minded and transparent in

building good relationships between other employees and between employees and superiors. Various scientific papers highlight the role of motivation, organizational culture, work environment, and job satisfaction on employee performance. (Dewi, Rahmawati, Khoirunnissa, & Fuadi, 2021) found work culture plays a positive role and has an impact on employee performance. (Sultan, 2023) explains that organizational culture and motivation have a positive and important impact on employee performance. (Arini & Hadi, 2021) also explains that motivation, organizational culture, or work environment have an impact on employee performance levels. (Ardianti, Qomariah, & Wibowo, 2018) explains that motivation and environment have an impact on employee satisfaction.

Bank Aceh Syariah (BAS) has shown good financial performance and has maintained its growth, resilience, and intermediation functions. The bank's performance has been improving gradually, in line with the economic improvement of the community during the pandemic. In 2022, Bank Aceh was able to record assets worth IDR 28.77 trillion, which is a growth of 2.12 percent compared to 2021 when it recorded IDR 28.17 trillion. However, Third Party Funds were recorded at IDR 22.98 trillion, which is a decrease of 4.34 percent from 2021 when it was IDR 24.02 trillion. This is because of the higher absorption of local government budget funds, which directly reduces the deposition of funds in banks. In terms of financing, Bank Aceh's intermediation continues to improve with financing disbursement of IDR 17.33 trillion, growing 6.05 percent compared to 2021 when it was IDR 16.35 trillion. Another positive indicator of Bank Aceh's performance is that it recorded a net profit of IDR 436.72 billion, which is an increase of 11.37 percent from 2021 when it was IDR 392.13 billion (Annual Report BAS, 2022). In 2022, Bank Aceh's composition will consist of the largest number of staff positions at 27%. Meanwhile, the largest increase in the number of employees occurred at the Non-Permanent Employees and Professional Staff levels, increasing by 243 people (240.59%) and 81 people (202.59%) respectively. The largest increase in employees occurred at the Bachelor and equivalent level, increasing by 203 people. On the other hand, there was also a significant reduction at the senior high school level, namely a decrease of 6 people.

BAS is committed to continuously improving its HR competency. This is being achieved through various educational and training activities that are carried out following the training architecture. All work units in Bank Aceh conduct learning programs to increase employee knowledge. The aim is to create quality HR with a competency-based HR management system so as to enable measurable employee career paths.. This, in turn, is expected to improve the quality of service provided and have a positive impact on bank business sustainability. To achieve this, various education, training, and workshops are being organized. These programs are designed to improve the competence following operational and management needs. Both in-house training and external training opportunities are provided, with a budget of IDR 24,396 billion or with a Ratio of Education and Training Funds to the HR budget of 2.53 percent.

Numerous studies have explored the concept of organizational culture and its impact on employee performance. For instance, a study conducted by (Wahjoedi, 2021) demonstrated how organizational culture influences employee performance, which is further mediated by factors such as work motivation and job satisfaction. The findings of this study emphasize the importance of organizational culture in shaping employee behavior and performance. Similarly, (Ariyadin & Nawangsari, 2018) revealed that employee performance was influenced by a combination of factors, including motivation, discipline, and work environment. Another study by (Nurhadiyanti,

2019) highlighted that the key factors affecting employee performance were motivation, work discipline, and compensation. These findings suggest that multiple factors contribute to employee performance, and organizations should strive to create a work environment that fosters motivation, discipline, and fair compensation to enhance employee performance. (Martini, Santoso, Irsyad, & Ermita, 2021) found a significant relationship between an organization's culture and the performance of its employees. However, the same study also found that the impact of the work environment on employee performance is insignificant. Due to the inconsistency of research results, further studies are needed to re-examine the influence of various factors such as motivation, work environment, and employee performance. The purpose of these studies is to provide more detailed insights into the factors that contribute to the success of employees in the workplace. (Supriyadi, Widyastuti, & Soehardi, 2020) conducted a study on organizational culture, employee performance, and work motivation. However, the study was not comprehensive enough as it did not employ stronger models or research methods to determine the level of influence that organizational culture and work motivation had on employee performance. Overall, research related to employee performance is still limited, especially in Islamic banks. Therefore, it is necessary to use an analytical method such as the Structural Equation Model (SEM) analysis to effectively identify the factors that influence employee performance at Bank Aceh Syariah (BAS) and provide insights for future researchers. This study differs from previous research as it employs SEM analysis to determine the influence of each relationship between variables and uses BAS employees as research subjects.

2. LITERATURE

2.1 Employee performance

According to (Nazwirman, 2019), employee performance is an activity carried out by individuals to achieve predetermined targets (Ramadhani & Indawati, 2021). Another opinion also states that work achievement is the quantity and quality that comes from employee performance (Ilyas, 2011). Work performance results from all levels of organizational personnel, not limited to employees who serve as functional and structural employees (Manzoor, Naveed, & Habib, 2012). Therefore, employee performance can be said to be a form of effort carried out by each employee to achieve the vision and mission of the organization/agency. This effort is driven by employee skills, high motivation to do their work, and a supportive environment. (Robbins & Judge, 2017) revealed performance indicators are Work Quality; Quantity; Punctuality; Effectiveness; Independence

Work Motivation

(Irviani, 2017) explains that motivation is an income for someone to take or carry out as many actions or tasks as possible to achieve success with a commendable assessment. Meanwhile, according to Murni in (Kinanti & Simanjuntak, 2022), motivation is the energy that gives someone the enthusiasm to work alone, work effectively, and try to achieve satisfaction. Based on the definition above, it can be concluded that motivation is the energy that gives someone the enthusiasm to work alone, work effectively, and try to fulfill their satisfaction. Indicators of work motivation according to (Sedarmayanti, 2016) are: salary, supervision, work relationship, recognition, or achievement.

Organizational culture

Organizational culture encompasses the values, beliefs, attitudes, and behaviors that are shared among all members of an organization. It is an intangible but pervasive element that influences how individuals within the organization interact with each other and with external stakeholders. It is often shaped by the organization's history, leadership, and overall mission. A strong and positive organizational culture can foster a sense of belonging, motivation, and loyalty among employees, while a negative culture can lead to dissatisfaction, low morale, and high turnover rates (Robbins & Judge, 2017). Organizational culture is a system, assumptions, beliefs, and values that exist in an organization or company that are shared by members or employees whether they are aware of it or not. Organizational culture. (Muhdar, 2015) indicators of organizational culture are as follows: Integrity; Consistency; Professional; Responsibility; and Communication.

Work environment

A workplace is a good workspace, including non-physical and physical environments that give the impression of comfort, safety, calm, etc. (Mulyah, Hermawati, & Saranani, 2020). Meanwhile, according to (Pranitasari, Triana, & Taufik, 2018) the work environment is a place or condition where an individual carries out his duties and responsibilities and can influence an employee to carry out certain tasks. According to (Nitisemito, 2015) indicators of the work environment are as follows: Work atmosphere, relationships between co-workers, relationships between subordinates and leaders, availability of work facilities

Inter-Variables Effect

Organizational Culture on Work Motivation

In everyday circumstances, humans cannot escape the cultural bonds they have created. Cultural relationships are created by societies such as families, institutions, businesses, and countries. Culture defines people in terms of communication and action. Organizational culture is a hypothesis created or developed by a group to learn how to solve the problems of internal integration and external adaptation of the organization. Organizational culture is the traditions, principles, values, and ways of working that determine and influence the behavior and effectiveness of each member of the organization, aiming to create a model of good trust and behavior among employees (Ompusunggu, 2020). From these various definitions, organizational culture can be defined as learning how to solve problems of internal integration and external adaptation of the organization. (Irviani, 2017) found that there is a research hypothesis that states that organizational performance, work environment, and culture have a significant impact on work motivation. A good organizational culture in a company can influence the employees' daily work.

Work Environment on Work Motivation

According to (Farizki & Wahyuati, 2017), the performance of medical personnel can be significantly influenced by two key variables: work motivation and work environment. This finding supports the hypothesis of the current study. Work motivation is a critical factor that is shaped by the attitudes of employees towards their work environment. It is an internal force or drive that pushes individuals to achieve the goals set by their organization. When employees have a positive outlook towards their work environment, it strengthens their motivation, resulting in the highest level of performance. Therefore, creating a positive work environment is essential for fostering a motivated and high-performing workforce.

Organizational Culture on Employee Performance

Organizational culture plays a crucial role in helping employees to achieve the goals of a company or organization. It can be defined as the system that exists within a company. Research has shown that organizational culture has a significant impact on performance, as demonstrated by studies such as (Wambugu, 2014), which aimed to establish a link between organizational culture and employee performance. Similarly, (Syahrur, Brahmasari, & Nugroho, 2016) found the coordination, culture, and organizational climate affected commission, job satisfaction, and employee performance. These studies, along with research by (Hardiyono, Hamid, & Yusuf, 2017) and (Pawirosumarto, Sarjana, & Gunawan, 2017), form the basis for the hypothesis that organizational culture has an impact on performance.

Work Environment on Employee Performance

A workplace is a good workspace, including physical and non-physical environments that give the impression of comfort, safety, calm, etc. A work environment is a place or condition where an individual carries out his duties and responsibilities and can influence an employee to carry out certain tasks (Mulyah et al., 2020) & (Pranitasari et al., 2018). From the various opinions above, it concludes that the work environment is a place or condition where an individual carries out his duties and responsibilities and can influence an employee to carry out certain tasks. The research of (Quach, Thaichon, & Jebarajakirthy, 2016) compares the employee performance who work in the state sector (PNS) and those who work in other sectors (Private).

Work Motivation on Employee Performance

According to Maslow's hierarchy of needs, there are five levels of motivation, which include friendship, intimacy, acceptance, and relatedness. Self-actualization is the ultimate goal, where an individual needs to use their skills, abilities, and potential. There is also a need to debate by presenting ideas and criticism. (Luthans, 2013) suggests that Organizational Citizenship Behavior (OCB) is related to the personality, attitude, and behavior of organizational members. Every job has certain conditions that must be fulfilled to achieve the desired goal, also known as standard work. The study conducted by (Abdurrahman, Purnomo, & Jati, 2019) has shown that motivation affects employee performance. Organizations can motivate their employees by using key aspects such as achievement, recognition, challenges, responsibility, development, involvement, and opportunities (Sastrohadiwiryo & Syuhada, 2015). Different employees are motivated in different ways, and the work environment is one of the factors that influence their work motivation. Furthermore, motivation predicts an employee's work performance (Abdurrahman et al., 2019).

Work motivation on the organizational culture affecting employee performance

Motivation is an inner drive that exists within an individual or can be encouraged by others to achieve predetermined goals. According to (Kottler & Heskett, 2007), a strong organizational culture has a positive impact on business performance as it can provide extraordinary motivation to employees. Research conducted by (Cahyono & Suharto, 2005) shows that motivation acts as a mediator between organizational culture and performance. Motivation is closely linked to the emergence of the tendency to achieve a goal through action or behavior. There is a strong correlation between motivation, actions, behavior, goals, and satisfaction, as every change is

always due to work motivation. High work motivation significantly influences high performance, where the better an employee's work motivation, the better the performance of an organization.

Work motivation in the work environment affecting employee performance

Work environment can indirectly influence employee performance by affecting their work motivation. In this research, the motivation variable serves as an intervening that mediates the work environment's impact on employee performance. According to (Robbins & Judge, 2017), a good work environment can increase employees' sense of belonging and commitment to their organization and work group. This is supported by (Ryndian & Andri, 2018), which found that the work environment has a strong impact on employee performance both individually and together with work motivation. Therefore, the better the work environment and motivation, the higher the performance.

3. METHOD

Research Location and Object

This research was done on employees of Bank Aceh Syariah in Banda Aceh (BAS Banda Aceh Branch). This research is an explanation to test hypotheses to obtain answers to all problems or assumptions. The object of this research is related to organizational culture and work environment on employee performance mediated by work motivation.

Sample

The use of research samples is permitted in research procedures as long as the sample can represent the population well (representative) and the sampling technique is correct. The technique for determining the sample used in this research is the saturated sampling technique, all population members are the sample. The sample from this research was 102 employees. There are two reasons for carrying out a census, namely that census research will be appropriate if the population is relatively small and census research is only needed if the population element units are very heterogeneous (Sugiyono, 2017).

Data Collection Techniques

Data were collected by questionnaires. The questionnaires that will be given to respondents are in electronic and hard copy form. The questionnaire contains statements related to culture, environment, motivation, and employee performance.

Operational Variables

The operational variables in this research are organizational culture and work environment as the exogenous/independent (X) variables, work motivation variables as a mediation variable (Z), and employee performance as the endogenous/dependent variable (Y).

Data Analysis Equipment

The data analysis equipment utilized in this research is the AMOS software, which makes use of Structural Equation Modeling (SEM) to confirm theoretical concepts and aid in the determination of latent variable values for the purpose of model verification (Ghozali, 2018). Apart from this,

the research also involves intervening effect tests through the application of (Baron & Kenny, 1986) concept, which are assessed using a Sobel calculator.

Hypothesis

This study formulated the hypotheses, namely :

- H1 : Culture affected motivation,
- H2 : Environment affected motivation,
- H3 : Culture affected employee performance,
- H4 : Environment affected employee performance,
- H5 : Motivation affected Employee Performance,
- H6 : Motivation mediated the Culture effect on Employee Performance,
- H7 : Motivation mediated the Environment effect on Employee Performance.

4. RESULT

This research involved 141 respondents who were employees of BAS Banda Aceh Branch. Testing the validity, this research used Pearson product-moment through the SPSS program. Table 1 explains that all variables used in this research are declared valid because they have a correlation coefficient above their critical value, which is 0.1654. Thus, all indicator items have met the requirements for further testing.

Table 1. Validity

No	Question	Variable	Correlation coefficient	Critical Value 5%	Result
				(N=141)	
1	A-1	Organizational culture	0.677	0.1654	Valid
2	A-2		0.720		
3	A-3		0.866		
4	A-4		0.831		
5	A-5		0.872		
6	A-6		0.869		
7	A-7		0.853		
8	A-8		0.772		
9	A-9		0.801		
10	A-10		0.808		
11	A-11		0.592		
12	A-12		0.749		
13	A-13		0.792		
14	A-14		0.760		
15	B-1	Work environment	0.827	0.1654	Valid
16	B-2		0.766		

No	Question	Variable	Correlation coefficient	Critical Value 5% (N=141)	Result
17	B-3		0.760		
18	B-4		0.799		
19	B-5		0.793		
20	B-6		0.780		
21	C-1	Work motivation	0.739	0.1654	Valid
22	C-2		0.792		
23	C-3		0.757		
24	C-4		0.785		
25	C-5		0.783		
26	C-6		0.824		
27	C-7		0.792		
28	C-8		0.756		
29	C-9		0.775		
30	C-10		0.425		
31	E-1	Employee performance	0.752	0.1654	Valid
32	E-2		0.782		
33	E-3		0.866		
34	E-4		0.772		
35	E-5		0.784		
36	E-6		0.836		
37	E-7		0.808		
38	E-8		0.669		

To assess the reliability, this research used Cronbach's Alpha.

Table 2. Reliability

No.	Variable	Variable Items	Alpha Value	Result
1.	Organizational Culture	14	0.950	Reliable

2.	Work Empirionment	6	0.876	Reliable
3.	Work Motivation	10	0.912	Reliable
4.	Employee performance	8	0.910	Reliable

Based on the reliability analysis, reveals that the reliability measurement meets Cronbach Alpha credibility where all the alpha values are greater than Alpha 0.60 (Malhotra, 2011). Furthermore, the causality model in this research is tested using structural test technique (Ferdinand, 2011).

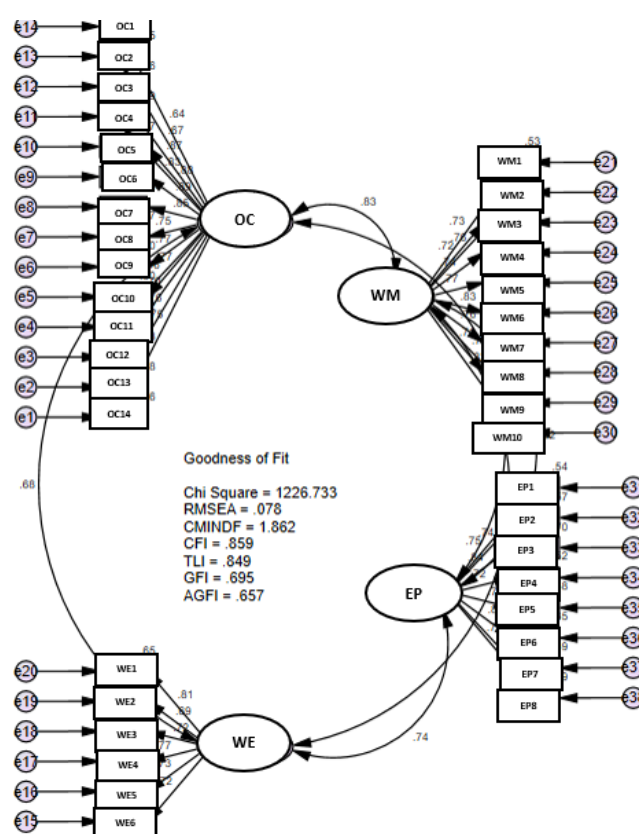


Figure 1. Measurement Test

After all assumptions have been met, the hypotheses are tested, and provide the results below.

Table 3. Structural Test Result

			Estimate	S.E.	C.R.	P
Work Motivation	<---	Culture	0.481	0.086	5.627	0.000
Work Motivation	<---	Work Environment	0.523	0.103	5.652	0.000
Em_Performance	<---	Culture	0.233	0.128	2.078	0.031

		Estimate	S.E.	C.R.	P
Em_Performance	<--- Work Environment	0.124	0.164	0.869	0.385
Em_Performance	<--- Work Motivation	0.631	0.066	3.006	0.000

Source: Processed Primary Data, (2023)

The organizational culture impact test on work motivation obtained p 0.000. This number is < 0.05 means that hypothesis 1 is accepted, explaining organizational culture affected significantly motivation. The significant influence size of Culture on Motivation is 0.481 or 48.1%, showing that improving organizational culture can strengthen motivation.

The work environment impact test on work motivation obtained p 0.000. This number is < 0.05 means that hypothesis 2 is accepted, explaining environment affected significantly the work motivation. The significant size of the Work Environment on Motivation is 0.523 or 52.3%, revealing the more appropriate the environment, the greater the motivation.

The organizational culture impact test on employee performance obtained p 0.031. This number is < 0.05 means that hypothesis 3 is accepted, explaining that Organizational Culture affected significantly Employee Performance. The significant size of work motivation on employee performance is 0.233 or 23.3%, showing the more appropriate the culture, the more higher the employee performance.

The work environment impact test on employee performance obtained p 0.385. This number is > 0.05 means that hypothesis 4 is rejected, explaining the work environment did not influence significantly employee performance.

The motivation impact test on employee performance obtained p 0.000. This number is < 0.05 means that hypothesis 5 is accepted, explaining that work motivation affected significantly employee performance. The significant size of work motivation on employee performance is 0.631 or 63.1%, showing the higher the work motivation, the higher employee performance.

The mediating effect model of Work motivation on Organizational Culture affecting Employee Performance is figured as follows:

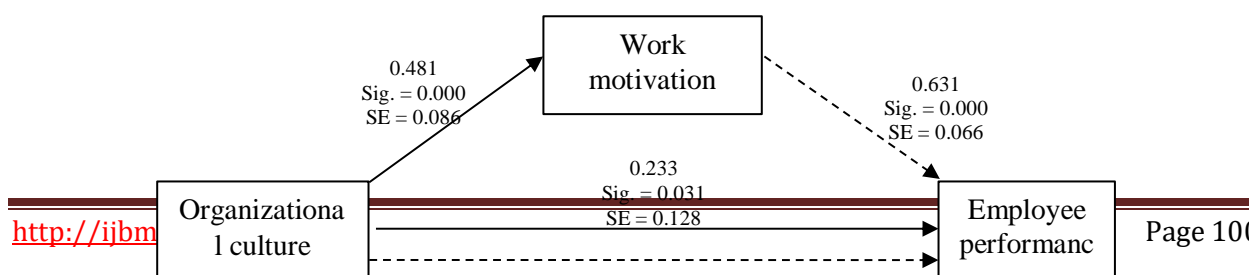


Figure 2. Mediation Test of H6

The mediation test calculation provides the Sobel was 4.827 with p 0.008. Thus, work motivation acts as a mediator on the culture's impact on employee performance. So, because Work Motivation acts as a mediating variable, and Organizational Culture did not affect Employee Performance, so the Work Motivation's role in mediating the Culture's impact on Employee Performance is partially mediating. Partial means that the Culture's impact on Employee Performance can happen both directly or indirectly through Work Motivation. The Sobel value can be seen below.

Table 4. Significance of H6

Input:		Test statistic:	Std. Error:	p-value:
a	0.481	Sobel test: 4.82761472	0.06286976	0.00000138
b	0.631	Aroian test: 4.80805968	0.06312546	0.00000152
s _a	0.086	Goodman test: 4.84741032	0.06261302	0.00000125
s _b	0.066	Reset all	Calculate	

The mediating effect model of motivation on Work Environment affecting Employee Performance is figured below.

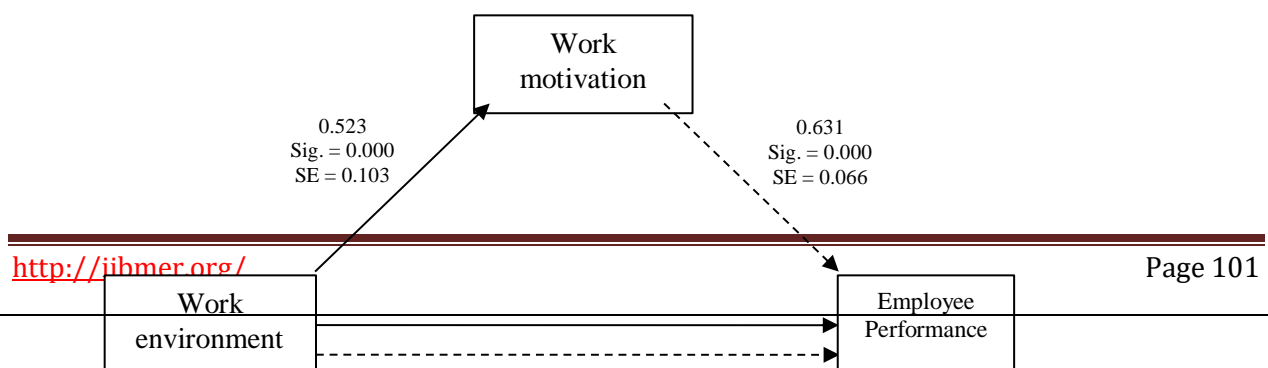


Figure 3. Mediation Test of H7

The mediation test calculation provides the Sobel was 4.484 and with p 0.016. Thus, work motivation acts as a mediator on the work environment's impact on employee performance. So, because Work Motivation acts as a mediation, and the Work Environment did not affect Employee Performance, so the Work Motivation's role in mediating the Work Environment's impact on Employee Performance is fully mediating. Full means that the work environment's impact on employee performance can only be significant through indirect effect, with motivation as a mediator. The Sobel value can be seen below.

Table 5. Significance of H7

	Input:		Test statistic:	Std. Error:	p-value:
a	0.523	Sobel test:	4.48444255	0.07359064	0.00000731
b	0.631	Aroian test:	4.46543059	0.07390396	0.00000799
s _a	0.103	Goodman test:	4.50369944	0.07327598	0.00000668
s _b	0.066	Reset all	Calculate		

5. CONCLUSION

This study's results revealed that Organizational culture affected motivation, environment affected motivation, Organizational culture affected employee performance, environment did not affect employee performance, Motivation affected Employee Performance, Motivation mediated the Organizational Culture's impact on Employee Performance, Motivation mediated the Work Environment's on Employee Performance. Motivation in these findings was also proven to function as a partial mediator in the culture affecting employee performance, and as a full mediator in the environment affecting employee performance. These findings explain that the model has been verified, where the model for improving employee performance at BAS is based on suitability to organizational culture, a work environment that supports performance, and high employee motivation. This model is a premise that can be used in the development of advanced theory through further research, and is a basis for practitioners, especially BAS, to formulate strategies to improve their performance. Some recommendations from the survey results that can be mapped are :

- 1) BAS employees are expected to be given clarity regarding working environment conditions and maintain employee performance and employee motivation so that employees can carry out their duties and responsibilities with a sense of calm and comfort.

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- 2) It is hoped that Bank Aceh can create a comfortable work environment for employees to improve employee performance.

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