

HOW TO FOSTER EMPLOYEE PERFORMANCE? THE ROLE OF ORGANIZATIONAL CULTURE AND WORK ETHOS WITH MOTIVATION AS INTERVENING VARIABLES

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Abstract - Employee performance of Bank Syariah Indonesia (BSI) after the merger is an important thing to study because the three banks that are the origin of these banks have different work cultures. This study analyses organizational culture and works ethic on employee performance through work motivation as an intervening variable. The data collection method was carried out by distributing questionnaires to Bank Syariah Indonesia (BSI) employees in the Semarang office branch. The sample used was 41 respondents with a saturated sample technique. The data obtained were then processed using SPSS. The data analysis was used as path analysis. This study showed that organizational culture has a positive and not significant effect on employee performance. Work ethic has a positive and significant effect on employee performance and works motivation. Organizational culture positively and significantly affects work motivation. Work motivation has a positive and significant effect on work motivation and employee performance. Other results showed that work motivation mediates organizational culture's influence on employee performance, and work motivation mediates the effect of work ethic on employee performance. This research is expected to be additional material for banks to improve quality in terms of employee performance. It is excellent, and it must be even better, based on this research in the future.

Keywords: *Employee Performance; Organisational Culture; Work Ethic; Work Motivation*

1. INTRODUCTION

1.1 Research Background

Bank Syariah Indonesia (BSI) is the result of a merger of three major Islamic banks in Indonesia, namely Bank Syariah Mandiri, Bank Nasional Indonesia Syariah, and Bank Rakyat Indonesia Syariah. The three Islamic banks certainly have different organizational cultures and various other aspects that also affect employee performance. Issues regarding employee performance are very important to discuss to achieve good performance to gain a competitive advantage.

Organizational culture is an interesting aspect to discuss. Organizational culture can be defined as a system set of values, beliefs, assumptions, or norms that have long been valid,

agreed upon, and followed by members of an organization as a code of conduct and problem solver of the organization (Sutrisno, 2019). Culture is a friend or formula established by previous people who have been passed down from generation to generation, even in a corporate organization. The three banks before the merger must have had different organizational cultures, and of course, it was not easy to create synergies in such a fast time.

Employee performance cannot be separated from the employee as an individual, so work ethic is also important to discuss. Work ethic alone is a spirit of work that characterizes a group or someone in the group who works in a place. In general, work ethic is a good habit that includes honesty, perseverance, patience, discipline, a big responsibility for ethics in the workplace. Maybe without having a sense of work ethic someone will be overwhelmed in doing a job that has been given the responsibility to him. Which can be based on work ethics and perspectives that are believed and manifested through determination and concrete behavior in the world of work (Ginting, 2016).

Another factor driving the success of a company or organization is work motivation. Work motivation is defined as a driving factor for a person or group so that they can do their job well and emotional energy to start a new job (Thoha, 2012). Motivation is what triggers an action or behavior to achieve the desired goal. Employees who are highly motivated and good will be responsible for the importance of optimal, disciplined, and professional work.

Some of the factors mentioned above will show their output on employee performance. Like previous research states that an important element in an organization and the success factor of an organization is seen from the performance of employees in an organization (Sabir et al., 2012). Therefore, the organization or company needs to pay attention to what the employee wants so that it can create loyalty between superiors and subordinates, subordinates and subordinates, as well as support from the management environment so that it will improve employee performance and what the company aims to achieve can be achieved. The company is said to be able to compete with other companies when viewed from the optimal performance of the company's employees so that it can be recognized that the company has optimal performance. Performance is the result of work obtained from employees through the management process of an organization as a whole (Sedarmayanti, 2010). So that the quality and quantity that can be produced by employees can be used to assess someone's performance.

The novelty in this research is that the object of this research is a bank that has just merged from three banks, namely Bank Syariah Indonesia (BSI) which is the result of the merger of Bank Syariah Mandiri (BSM), Bank Nasional Indonesia Syariah (BNIS), and Bank Rakyat Indonesia. Sharia (BRIS).

1.2 Literature Review

1.2.1 Organizational culture

Organizational culture itself has two components. The first is Guiding Beliefs and Daily Beliefs. Guiding beliefs are values expected to guide an organization to achieve adaptation outside the external and gain integration within the internals. In contrast, daily beliefs are values practiced in the organization's daily life and become an organization's character (Himawan & Sobirin, 2005).

Organizational culture has several indicators used in examining organizational culture variables (Robbins & Judge, 2008). First, innovation and risk-taking, namely the extent to which employees apply innovation and risk-taking. Second, attention to detail, namely the extent to which employees apply accuracy, analysis, and attention to detail (details). Third, results-oriented, namely the extent to which the company succeeds in focusing on the results obtained, not on the techniques or processes used to achieve the desired results. Fourth, human-

oriented, namely the extent to which top management decisions consider their effects on the organization's members. Fifth, team-oriented, namely the extent to which employees do work as a team, not individually. Sixth, aggressiveness, namely the extent to which the employee is aggressive and competitive in doing work, not taking it easy, and underestimating a job. Fourth, stability, namely the extent to which the organization maintains stability or status in organizational activities when experiencing different growth.

1.2.2 Work Ethic

In general, work ethic is a good habit that includes honesty, perseverance, patience, discipline, and a big responsibility for ethics. Maybe without having a sense of work ethic, someone will be overwhelmed in doing a job that has been given the responsibility to him. As for the indicators in the work ethic according to (Sinamo, 2005) namely: full of responsibility, high morale, discipline, perseverance, and seriousness, maintaining dignity and honor.

1.2.3 Work motivation

A leader needs to motivate his employees by paying attention to what his employees want or need. According to (Thoha, 2003), motivation is a driving factor for doing a job optimally, a factor for success or failure in many ways, and a source of encouragement in doing a job. The purpose of giving work motivation direct employee behavior following the company's wishes so that enthusiasm in doing work can increase, work discipline increases, responsibility increases, productivity results and efficiency increases, work performance increases, and employee loyalty to the company increases (Kadarisman, 2012).

1.2.4 Employee performance

Employee performance is an important element in every organization and the most important factor for an organization's success (Sabir et al., 2012). Performance is a work result that workers can obtain, a management process, or an organization as a whole, where the work results can be shown real evidence in terms of quality and quantity (Zainal et al., 2019). To obtain and maintain qualified and skilled human resources, leaders need to pay attention to work and company motivation culture, improving employee performance (Ermawati, 2018).

1.2.5 Hypothesis Development

Organizational culture's influence affects employee performance because an organization must have a culture where it is done or not done by its employees, depending on the culture itself. As in research (Muis et al., 2018), there is a partially positive and significant influence between organizational culture and employee performance. On research (Sagita et al., 2018) concluded that organizational culture affects employee performance. And also on research, according to (Arianty, 2015) concluded that there is a significant influence between organizational culture on employee performance. So, this is the first hypothesis.

H1: organizational culture has a positive and significant effect on employee performance

The work ethic is determined in the employee so that the work ethic can affect the employee's performance himself and his group or organization. Previous research states that the effect of a significant positive work ethic on employee performance (Hadiansyah & Yanwar, 2017). Other researchers argued with his research a significant positive effect on employee performance (Yaqinah & Santoso, 2020). Work ethic has a partial and significant stimulant effect on employee performance (Darmawan, 2020). So, this is the second hypothesis.

H2: Work ethic has a positive and significant effect on employee performance

Organizational culture affects work motivation so that the existing culture can affect employee work motivation. In research (Hormati, 2016), organizational culture contributes significantly to work motivation and compliance (Sutoro, 2020). The influence of organizational culture has a good impact on employee motivation. Likewise, previous research states that organizational culture contributes to employee performance (Krisnaldy et al., 2019). So, this is the third hypothesis.

H3: Organisational culture has a positive and significant effect on work motivation

Work motivation can be influenced by the work ethic of the employees themselves or their organization, with a significant positive (Karauwan & Mintardjo, 2015) on his research. Work ethic also influences work motivation (Takwim, 2015), and also said that the influence of work ethic affects employee motivation (Sari & Aziz, 2019). So, this is the fourth hypothesis.

H4: Work ethic has a positive and significant effect on work motivation

Employee performance can be influenced by work motivation. Several previous researchers have proved this. Research (Yudistira & Susanti, 2019) mentioning the results of hypothesis testing. It is known that the work motivation variable has a positive and significant effect on employee performance. The research conducted by (Lusri, 2017) shows that the research results show that work motivation has a significant positive effect on employee performance. This is the fifth hypothesis.

H5: Work motivation has a positive and significant effect on employee performance.

According to (Syapi'i & Iskandar, 2020), organizational culture positively affects employee performance through work motivation research (Asih & Artana, 2017). Organizational culture directly affects work motivation, and research (Sukatarningsih, 2019) has a significant positive effect on organizational members' performance. So, this is the sixth hypothesis.

H6: Work motivation mediates the influence of organizational culture on employee performance.

According to (Mangkat et al., 2019), work ethic results show that work ethic affects performance. In research (Febrianti & Wati, 2020), the research results show a positive and significant influence between compensation on work ethic on employee performance. Work ethic has influences on employee performance variables (Amri, 2020). So, this is the seventh hypothesis.

H7: Work motivation mediates the effect of work ethic on employee performance.

The research model in this study is as follows

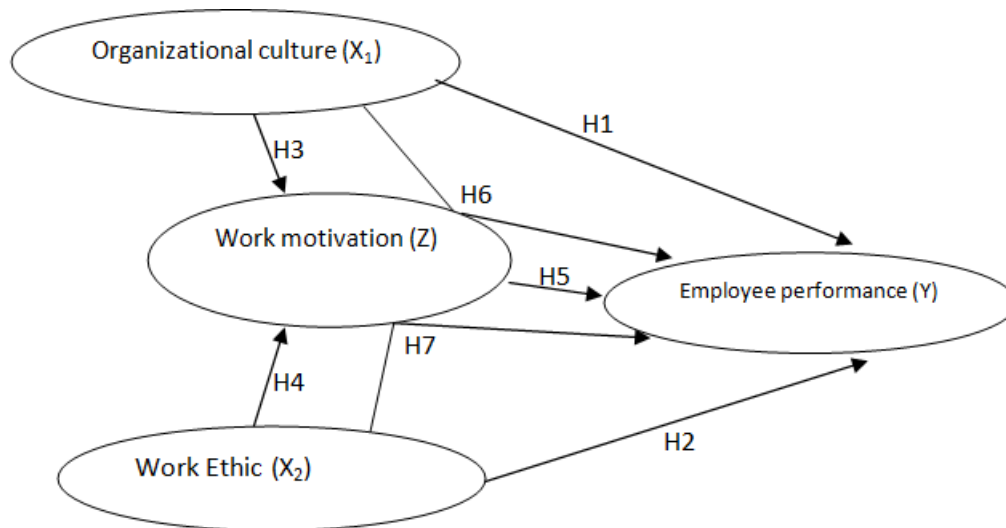


Figure 1. Research model
Source: Author

2. RESEARCH METHODS

The research object in this study was 41 employees of the Bank BSI Semarang. The sampling technique used in this study is a saturated sample, which is to use all employees in the branch office as the sample under study..This research was conducted at BSI Semarang at MT. Haryono No.657, Wonodri, Kec. Semarang Sel., Semarang City, Central Java 50242. This study uses a questionnaire with a Likert scale with five alternative answers available, where the answers to each instrument item have a gradation from strongly agree to disagree strongly. Filling in this questionnaire using each respondent must choose 1 out of 5 alternative answers from each item, there is no right or wrong answer; each answer has a different score. Through a Likert scale, the variables to be measured are translated into indicators.

Hypothesis testing using multiple linear regression analysis through the SPSS. The analysis tool media determines the significance level of Organizational Culture and Work Ethics on Employee Performance with Work Motivation as an Intervening Variable. The data analysis technique is used to process data to produce an appropriate conclusion(Ghozali, 2018).

The variables will be specified in each variable. Measurement tools will be included in the questionnaire survey to obtain respondents' answers. The indicators in this question are 30 question indicators. Variable and indicator which be used in this research presented in Table 1.

Tabel 1. Variabel and Indicators

Variable	Indicators
Organizational culture (Busro, 2018), (Robbins & Judge, 2008)	Assertiveness in attitude
	Emotional intelligence
	Initiative
	Ability insupervision
	Self guarantee
	Innovation and taking risks
	Attention to detail
	Results oriented

	Human-oriented
	Team oriented
	Aggressiveness
	Stability
Work Ethic (Sinamo, 2005)	Work is a gift
	Work is a mandate
	Work is a calling
	Work is actualization
	Work is worship
	Work is art
	Work is honor
	Work is service
Work Motivation (George et al., 2005)	Behavior direction
	Effort level
	Level of persistence
	Obedience
	Punctuality
Employee Performance (Sastrohadiwiryo, 2003)	Loyal to the company
	Work achievements achieved
	Job responsibilities
	Cooperation with colleagues
	Obedience to the rules

3. RESULT AND DISCUSSION

3.1 Result

A questionnaire is valid or valid if the questionnaire's questions reveal something that the questionnaire will measure whether the questionnaire is valid or not (Sujarweni, 2015). Validity is a measure that shows the levels of validity or validity of an instrument. The instrument itself can be said to be valid and empirical if it has been tested from experience. A questionnaire can also be valid if the statement can reveal something that the questionnaire can measure.

The significance level is done by comparing the r-count value of the Corrected item-total Correlation with the r-table value for the degree of freedom (df) = n-2. If the r-count is greater than the r-table and the statement items are positively correlated, the statement is declared valid. Each question item is valid or not. The following statistical criteria are set as the first if $r_{\text{count}} > r_{\text{table}}$ (at the significance level $\alpha = 0.05$). It can be said that the items in the questionnaire are valid. Second, if $r_{\text{count}} < r_{\text{table}}$ (at the level of significance $\alpha = 0.05$), it can be said that the items on the questionnaire are invalid.

Table 2. Validity Test Results

Variable	Operational definition	r count	r table	Information
Organizational culture (X ₁)	Assertiveness in attitude	0.712	0.2605	Valid
	Emotional intelligence	0.634		Valid
	Initiative	0.713		Valid
	Ability insupervision	0.575		Valid
	Self guarantee	0.605		Valid
	Innovation and taking risks	0.595		Valid
	Attention to detail	0.575		Valid
	Results oriented	0.660		Valid
	Human-oriented	0.396		Valid
	Team oriented	0.546		Valid
	Aggressiveness	0.487		Valid
	Stability	0.597		Valid
Work Ethic (X ₂)	Work is a gift	0.775	0.2605	Valid
	Work is a mandate	0.691		Valid
	Work is a calling	0.706		Valid
	Work is actualization	0.829		Valid
	Work is worship	0.752		Valid
	Work is art	0.588		Valid
	Work is honor	0.734		Valid
	Work is service	0.747		Valid
Work Motivation (Z)	Behavior direction	0.713	0.2605	Valid
	Effort level	0.763		Valid
	Level of persistence	0.801		Valid
	Obedience	0.805		Valid
	Punctuality	0.867		Valid
Employee Performance (Y)	Loyal to the company	0.834	0.2605	Valid
	Work achievements achieved	0.666		Valid
	Job responsibilities	0.792		Valid
	Cooperation with colleagues	0.789		Valid
	Obedience to the rules	0.801		Valid

From the table above, it can be seen that all question items for each variable have a calculated r-value greater than r table 0.2605 so that all question items are said to be valid.

Reliability is used to measure the questionnaire, which is an indicator of a variable or constructs. A questionnaire is reliable or reliable if a person's answer to a statement is consistent or stable over time (Sujarweni, 2015). Thus, the keyword for the qualification of a measuring instrument is consistency, consistency, or non-change. The reliability test's significance level is if the Cronbach Alpha > 0.70 is said to be reliable (Ghozali, 2018).

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Information
Organizational Culture (X_1)	0.796	Reliable
Work Ethic (X_2)	0.869	Reliable
Work Motivation (Z)	0.847	Reliable
Employee Performance (Y)	0.834	Reliable

From all variable testing, it was obtained that the Cronbach Alpha value was > 0.70 . So it can be concluded that all variables are reliable.

The coefficient of determination (R^2), in essence, measures how far the ability of a model to explain the variation in the dependent variable. The coefficient of determination is between zero and one. The small value of R^2 means that the independent variables' ability to explain the dependent variable is very limited. A value close to 1 (one) means that the independent variables provide almost all the information needed to predict the dependent variable's variation (Ghozali, 2018).

Table 4. R^2 Test Results for Equation 1

Model	R Square (R^2)
1	0.632

Table 3 showed that the R-squared of 0.632 shows the ability to explain the effect of the dependent variable of 63.2%. Other variations outside this research model explain the remaining 36.8%. The F statistical test is a test of the significance of the equation. It is used to find out how much influence the independent variable on the dependent variable. If the F value $> F$ table or the significance value < 0.05 , it can be concluded that all variables The independent tested is the right variable in predicting the dependent variable. Second, if the calculated F value $< F$ table or the significance value > 0.05 , it can be concluded that all the independent variables tested were variables that did not predict the dependent variable correctly.

Table 5. F Test Results for Equation 1

Model	F	Significance
Regression residual total	32.583	0.000

From the table above, it is known that the F count is 32.583, and a significance of 0.000 < 0.05 means that the independent variables of Organizational Culture (X_1) and Work Ethics (X_2) simultaneously or together have a significant effect on Work Motivation (Z).

The T statistical test is a test of the individual partial regression coefficient used to determine whether the independent variable individually affects the dependent variable (Sujarweni, 2015). The t-test is also one of the statistical tests used to test the hypothesis's truth or falsity. Where testing is done individually, namely the independent variable organizational culture (X_1), work ethic (X_2), and work motivation (Z) on the dependent variable employee performance (Y), the criterion in determining the t-test is when it is significant < 0.05 or $= 0.05$, it can be said that an independent variable can individually affect the dependent variable.

Table 6. Test Results for Equation 1

Model	B	t	Significance
Organizational culture	0.198	3.254	0.002
Work ethic	0.290	3.837	0.000

The first test results obtained a significance value of $0.002 < 0.05$ and a positive coefficient (0.198), in other words, organizational culture (X_1) partially or individually has a positive and significant effect on work motivation (Z). The second test obtained a significance value of $0.000 < 0.05$ and a positive coefficient (0.290), so in other words, work ethics (X_2) partially or individually has a positive and significant effect on work motivation (Z).

The coefficient of determination (R^2), in essence, measures how far the ability of a model to explain the variation in the dependent variable. The coefficient of determination is between zero and one. The small value of R^2 means that the independent variables' ability to explain the dependent variable is very limited. A value close to 1 (one) means that the independent variables provide almost all the information needed to predict the variation in the dependent variable (Ghozali, 2018)

Table 7. R^2 Test Results for Equation 2

Model	R Square (R^2)
1	0.740

From the table above, it can be seen that the R-squared of 0.740 indicates the ability to explain the effect of the dependent variable of 74.0%. Other variations explain the remaining 26% outside of this research model.

The F statistical test is a test of the significance of the equation used to determine how much influence the independent variable (X) simultaneously has on variable Y. It can be assessed first if the F value is calculated $> F$ table or the significance value < 0.05 , it can be concluded that all the independent variables tested are the right variables in predicting the dependent variable. Second, if the value of F count $< F$ table or the value of significance > 0.05 , it can be concluded that all the independent variables tested were variables that did not predict the dependent variable correctly.

Table 8. F Test Results for Equation 2

Model	F	Significant
Regression residual total	35.181	0.000

From the table above, it is known that F count is 35.181, and a significance of $0.000 < 0.05$ means that the independent variable Organizational Culture (X_1), Work Ethic (X_2), and Work Motivation (Z) simultaneously or together have a significant effect on Employee Performance (Y).

The t-test is a test of the individual partial regression coefficient used to determine whether the independent variable individually affects the dependent variable (Sujarweni, 2015). The t-test is also one of the statistical tests used to test the hypothesis's truth or falsity. Where testing is done individually, namely the independent variable organizational culture (X_1), work ethic

(X₂), and work motivation (Z) on the dependent variable employee performance (Y), the criterion in determining the t-test is when it is significant <0.05 or $= 0.05$, it can be said that an independent variable can individually influence the dependent variable.

Table 9. The Results of The T-Test for Equation 2

Model	B	t	Significance
Organizational culture	0.073	1.229	0.227
Work ethic	0.184	2.379	0.023
Work motivation	0.514	3.655	0.001

The first test results obtained a significance value of $0.227 > 0.05$ and a positive coefficient (0.073). In other words, organizational culture (X₁) partially or individually has a positive and insignificant effect on employee performance (Y). From test results, both obtained a significance value of $0.023 < 0.05$, and the coefficient is positive (0.184), then, in other words, the work ethic (X₂) partially or individual positive and significant impact on employee performance (Y). And from the third test results obtained a significance value of $0.001 < 0.05$ and a positive coefficient (0.514), so in other words, work motivation (Z) partially or individually has a positive and significant effect on employee performance (Y).

A multicollinearity test is needed to determine whether independent variables have similarities between the model's independent variables. The similarity between the independent variables will result in a very strong correlation (Sujarweni, 2015). To determine whether the data is affected by multicollinearity or not by looking at a Tolerance Value and a VIF value. If there is a VIF smaller than ten and the Tolerance Value is greater than 0.10, then the data can be said to be multicollinearity-free.

Table 10. The Multicollinearity Test Results for Equation 1

Model	Tolerance	VIF
Organizational culture	0.624	1.604
Work ethic	0.624	1.604

The multicollinearity test results show that all variables have a *tolerance* value > 0.10 and a VIF value < 10 . Thus it can be concluded that there is no multicollinearity. The normality test is a test for normality of the data distribution to know whether the data is normal or not. The normality test itself is carried out before testing the hypothesis. As is well known, the value of the residual follows a normal distribution. If these assumptions are ignored or violated, the test will be invalid for a small sample size. Data is said to be normal if it has a significant value above 0.05.

Table 11. Test for Normality of Equation 1

One-Sample Kolmogorov-Smirnov test	Unstandardized residual
Asymp. Sig. (2-tailed)	0.200

From the table above, it can be seen that the significance value is $0.200 > 0.05$, so it can be ascertained that the data is normal. This test determines whether there is an unequal variant of the residuals on the regression model's observations. Where the conclusion is the pattern is always different between variants of the residuals. Glajser test was used to determine the presence or absence of heteroscedasticity symptoms using the. If the significance value is greater than 0.05, the data is heteroscedasticity-free. If the significance value is smaller than 0.05, the data is exposed to heteroscedasticity. Good data is data that has a significance value greater than 0.05.

Table 12. The Results of the Heteroscedasticity Test for Equation 1

Model	The insignificance
Organizational culture	0.986
Work ethic	0.274

From the table above, it is known that the significance of the independent variable Organizational Culture is $0.986 > 0.05$, Work Ethic is $0.274 > 0.05$, meaning that there are no symptoms of heteroscedasticity. A multicollinearity test is needed to determine whether independent variables have similarities between the model's independent variables. The similarity between the independent variables will result in a very strong correlation. The data is affected by multicollinearity or not by looking at a Tolerance Value and a VIF value. If there is a VIF smaller than ten and the Tolerance Value is greater than 0.10, then the data can be said to be multicollinearity-free.

Table 13. Result of Multicollinearity Equation 2

Model	Tolerance	VIF
Organizational culture	1.229	2.051
Work ethic	2.379	2.225
Work motivation	3.655	2.715

The multicollinearity test results show that all variables have a tolerance value > 0.10 and a VIF value < 10 . Thus it can be concluded that there is no multicollinearity. The normality test is a test for normality of the data distribution to know whether the data is normal or not. The normality test itself is carried out before testing the hypothesis. As is well known, the value of the residual follows a normal distribution. If this assumption is ignored or violated, the test is invalid for a small sample size. Data is said to be normal if it has a significant value above 0.05.

Table 14. Test for Normality of Equation 2

One-Sample Kolmogorov-Smirnov test	Unstandardized residual
Asymp. Sig. (2-tailed)	0.068

From the table above, it can be seen that the significance value is $0.068 > 0.05$; it can be ascertained that the data is normal. This test was used to determine the inequality of variants from the residuals to the regression model observations. The conclusion is that the pattern is always different between the residuals' variants. Glaser test was used to determine the presence or absence of heteroscedasticity symptoms. If the significance value is greater than 0.05, the data is heteroscedasticity-free. On the other hand, if the significance value is smaller than 0.05,

the data is exposed to heteroscedasticity. Good data is data that has a significance value greater than 0.05.

Table 15. Results of The Heteroscedasticity Test For Equation 1

Model	Significance
Organizational culture	0.955
Work ethic	0.318
Work motivation	0.993

From the table above, it is known that the significance of the independent variable Organizational Culture is $0.955 > 0.05$, Work Ethic $0.318 > 0.05$, and Work Motivation $0.993 > 0.05$, which means that there is no symptom of heteroscedasticity. Path analysis was used to test the contribution (contribution) indicated by the path coefficient for each path diagram of causal relationships between variables X_1 and X_2 , against Y and Z . impact on the correlation and regression analysis is the basis of the calculation of the path coefficients.

Table 16. Results of Equation Model 1

Model	R square (R^2)
1	0.632

The independent variable can explain the variation in the dependent variable of 0.632 or 63.2 %. The remaining 36.8% explains the variation of other variables outside this study.

$$e1 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0.632)} = 0.606630036$$

Table 17. Coefficients Test Results Equation 1

Model	B	T	Significance
(Constant)		0.560	0.579
Organizational culture	0.406	3.254	0.002
Work ethic	0.478	3.837	0.000

$$Z = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Z = 1.370 + 0.406 X_1 + 0.478 X_2 + 0.606630036$$

Table 18. Results of the Equation Model 2

Model	R square (R^2)
1	0.740

The independent variable can explain the variation in the dependent variable of 0.740 or 74.0 %. The remaining 26% explains the variation of other variables outside of this study.

$$e2 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0.740)} = 0.509901951$$

Table 19. Coefficients test results Equation 2

Model	B	T	Significance
(Constant)	0.273	0.128	0.899
Organizational culture	0.073	1.229	0.227
Work ethic	0.184	2.379	0.023
Work motivation	0.514	3.655	0.001

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Z + e$$

$$Y = 0.273 + 0.147 X_1 + 0.297 X_2 + 0.504 Z + 0.509901951$$

From the discussion above, a path diagram can be obtained as follows:

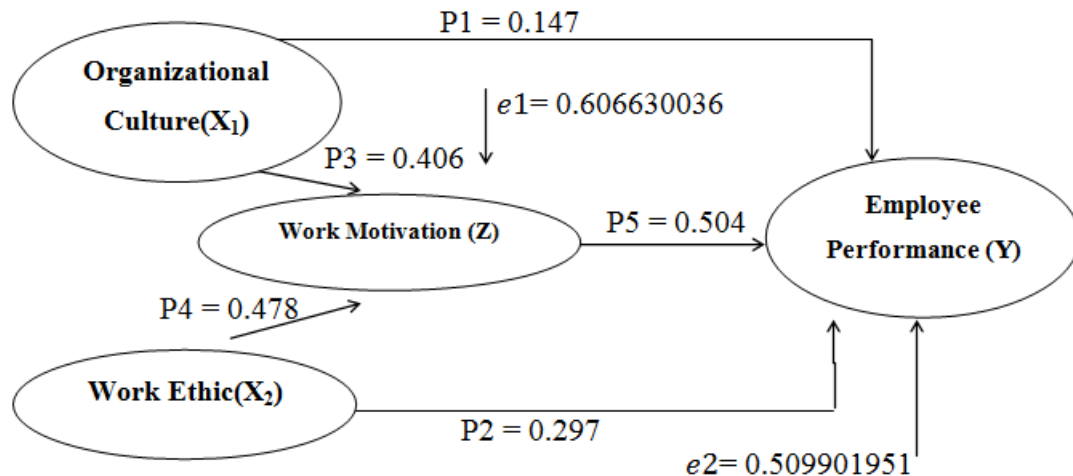


Figure 2. Model Path Analysis

From the picture above, it can be seen that the direct, indirect and total effect of this study is the direct influence of organizational culture X_1 on employee performance Y ($P1 = 0.147$). The direct effect of organizational culture X_1 on work motivation Z ($P3 = 0.406$). The indirect effect of organizational culture X_1 to employee performance Y ($P6 = P3 \times P5 = 0.406 \times 0.504 = 0.204624$). The net effect of organizational culture X_1 against the employee's performance $Y = \text{Influence Direct } (P1) + \text{influence does not directly} = 0.147 + 0.204624 = 0.351624$. The direct effect of work ethic X_2 on employee performance Y ($P2 = 0.297$). The direct effect of work ethic X_2 on work motivation Z ($P4 = 0.478$). Indirect effect of work ethic X_2 on employee performance Y ($P4 \times P5 = 0.478 \times 0.504 = 0.240912$). The net effect is the work ethic X_2 against the employee's performance $Y = \text{influence spirit directly } (P2) + \text{The effect is not immediate} = 0.297 + 0.240912 = 0.537912$.

The influence of organizational culture on employee performance through work motivation need calculation using sobel test. Direct effect X_1 to Y ($P1 = 0.147$), Direct effect X_1 to Z ($P4 = 0.406$), indirect effect X_1 to Y ($P6 = P3 \times P5 = 0.406 \times 0.504 = 0.204624$) and total effect X_1 on $Y = \text{Direct effect } (P1) + \text{Indirect effect} = 0.147 + 0.204624 = 0.351624$

The mediation effects are indicated by the multiplication of the coefficient ($P3 \times P5$) of 0.204624. It is to find significant or not tested with the Sobel test as follows:

$$\begin{aligned}
 Sp_{2p3} &= \sqrt{p_3^2 Sp_{2^2} + p_2^2 Sp_{3^2} + Sp_{2^2} Sp_{3^2}} \\
 &= \sqrt{\frac{(0.514)^2(0.061)^2 + (0.198)^2(0.141)^2 + (0.061)^2}{(0.141)^2}} \\
 &= \sqrt{\frac{(0.264196)(0.003721) + (0.039204)}{(0.019881) + (0.003721)(0.019881)}} \\
 &= \sqrt{\frac{0.000983073316 + 0.000779414724 + 0.000073977201}{0.001836465241}} \\
 &= \sqrt{0.001836465241} \\
 &= 0.0428539991
 \end{aligned}$$

Based on the results of Sp_{2p3} , we can calculate the t value:

$$t = \frac{p_3 p_5}{Sp_{2p3}} = \frac{(0.406)(0.504)}{0.0428539991} = \frac{0.204624}{0.0428539991} = 4.77491026$$

It is known that the value of t count $4.77491026 > t$ table 1.68595 means that it is significant. How to determine t table with the formula $n-k$ where n is the number of population and k is the number of independent variables (X_1 , X_2 , and Z) used, it is obtained $41-3 = 38$. The t table is pulled down to the 38th respondent right at the level. The significance is 0.05 so that the t count is 1.68595. Therefore it can be concluded that it is significant, meaning that work motivation (Z) mediates the influence of organizational culture (X_1) on employee performance (Y).

The influence of work ethic on employee performance through work motivation need calculation using sobel test. Direct effect X_2 to Y (P_2) = 0.297, Direct effect X_2 to Z (P_4) = 0.478, indirect effect X_2 to Y ($P_4 \times P_5$) = $0.478 \times 0.504 = 0.240912$ and the total effect of X_2 on Y = direct influence (P_2) + indirect influence = $0.297 + 0.240912 = 0.537912$

The mediation effects are indicated by the multiplication of the coefficient ($P_4 \times P_5$) of 0,240912. It is to find significant or not, and it is tested with the Sobel test as follows:

$$\begin{aligned}
 Sp_{2p3} &= \sqrt{p_3^2 Sp_{2^2} + p_2^2 Sp_{3^2} + Sp_{2^2} Sp_{3^2}} \\
 &= \sqrt{\frac{(0.514)^2(0.076)^2 + (0.290)^2(0.141)^2 + (0.076)^2}{(0.141)^2}} \\
 &= \sqrt{\frac{(0.264196)(0.005776) + (0.0841)}{(0.019881) + (0.005776)(0.019881)}} \\
 &= \sqrt{\frac{0.001525996096 + 0.0016719921 + 0.000114832656}{0.003312820852}} \\
 &= \sqrt{0.003312820852} \\
 &= 0.0575571095
 \end{aligned}$$

Based on the results of Sp_{2p3} , we can calculate the t value:

$$t = \frac{p_4 p_5}{Sp_{2p3}} = \frac{(0.478)(0.504)}{0.0428539991} = \frac{0.240912}{0.0575571095} = 4.18561672$$

It is known that the value of t count $4.18561672 > t$ table 1.68595 means that it is significant. How to determine t table with the formula $n-k$ where n is the number of population

and k is the number of independent variables (X_1 , X_2 , and Z) used, it is obtained $41-3 = 38$. The t table is pulled down to the 38th respondent right at the level. The significance is 0.05, so the t count is 1.68595. Therefore it can be concluded that it is significant, meaning that work motivation (Z) mediates the effect of work ethic (X_1) on employee performance (Y)

4. DISCUSSION

Organizational Culture (X_1) partially or individually has a positive and insignificant effect on Employee Performance (Y). Thus, the first hypothesis (H_1) that organizational culture positively and significantly affects employee performance is rejected. The results of this study are in line with research (Al-Ayyubi, 2019), (Amanda et al., 2017), (Lina, 2016), which states that organizational culture has no significant effect on employee performance. However, it is different from research (Amanda et al., 2017), (Pratama et al., 2019), and (Muis et al., 2018), which state that organizational culture has a positive and significant effect on employee performance.

Work Ethic (X_2) partially or individually positively and significantly affects Employee Performance (Y). The second hypothesis positively and significantly affects employee performance is accepted. This research is also in line with research- research (Hadiansyah & Yanwar, 2017) states that a positive work ethic significantly influences employees' performance (Yaqinah & Santoso, 2020) found by research a significant positive effect on the performance of work wan. The opinion of (Darmawan, 2020) states that work ethic has a partial and significant stimulant effect on employee performance. However, this is different from research (Yasdianto et al., 2020) (Saleh & Utomo, 2018) which states that work ethic does not affect employee performance.

Organizational Culture (X_1) partially has a positive and significant effect on Work Motivation (Z). Thus, the third hypothesis (h_3) that organizational culture positively and significantly affects work motivation is accepted. This study's results align with research (Hormati, 2016) that organizational culture contributes significantly to work motivation. According to (Sutoro, 2020), the influence of organizational culture positively impacts employee motivation. Likewise, in research (Krisnaldy et al., 2019), organizational culture contributes to employee performance. It is different from the research results (Anggraini et al., 2020) (Abdi Setiawan, 2016), which states that organizational culture does not affect work motivation.

Work Ethic (X_2) partially or individually positively and significantly affects Work Motivation (Z). Thus the fourth hypothesis (H_4) work ethic has a positive and significant effect on work motivation is accepted. This study concurs with research (Karauwan & Mintardjo, 2015) that work motivation can be influenced by the work ethic of the employees themselves or their organizations, with a significant positive. Work ethic also affects, according to (Takwim, 2015) on work motivation. According to (Sari & Aziz, 2019), work ethic affects employee work motivation.

Work Motivation (Z) partially has a positive and significant effect on Employee Performance (Y). Thus the fifth hypothesis (H_5) work motivation has a positive and significant effect on employee performance is accepted. This study's results align with research (Yudistira & Susanti, 2019), which states that hypothesis testing results show that work motivation variables positively and significantly affect employee performance. Then the research conducted by (Lusri, 2017) shows the results of the study found that work motivation has a significant positive effect on employee performance.

Thus, the sixth hypothesis (H_6) that work motivation mediates the organizational culture's influence on employee performance is accepted. The results are consistent with

research in tian (Syapi'i & Iskandar, 2020) that a positive stimulant had an organizational culture on employee performance through motivation to work, the researcher's (Asih & Artana, 2017) directly influence the work motivation in the study (Sukatiningsih, 2019) has a significant positive effect on the performance of members of the organization.

Thus the seventh hypothesis (H7) that work motivation mediates the effect of work ethic on employee performance is accepted. This study's results are in line with research according to (Mangkat et al., 2019), showing that work ethic indicates that work ethic affects performance. The study (Febrianti & Wati, 2020) showed a positive and significant influence between compensation on work ethic and employee performance. In research (Amri, 2020), work ethic had influences employee performance and other variables.

5. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

Organizational culture partially or individually has a positive and insignificant effect on employee performance, so the first hypothesis is rejected. Work ethic partially or individually has a positive and significant effect on employee performance, so the second hypothesis is accepted. Organizational culture partially has a positive and significant effect on work motivation, so that the third hypothesis is accepted. Work ethic partially or individually has a positive and significant effect on work motivation, so that the fourth hypothesis is accepted. Work motivation partially has a positive and significant effect on employee performance, so that the fifth hypothesis is accepted. Work motivation mediates the influence of organizational culture on employee performance, so the sixth hypothesis is accepted. Work motivation mediates the effect of work ethic on employee performance so that the seventh hypothesis is accepted.

5.2 Suggestion

To improve performance at Bank Syariah Indonesia, there is three reinforcement that must be done by the bank. First, adhering to organizational culture. Bank Syariah Indonesia must adapt from a variety of different organizational cultures to get synergy. Second, strengthening the work ethic of employees. And finally, an increase in employee motivation.

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