

MOTIVATIONAL DYNAMICS AS MEDIATION: THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

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Abstract

This research was conducted to examine things that influence the influence of leadership and organizational culture on employee performance through motivation as an intervening mediation in banking companies. The type of research used in this research is quantitative research with the population and sample in this research being company employees totaling 65 respondents. The results of the research show that leadership and work culture do not have a positive and significant direct influence, while leadership and work culture have a positive and significant direct influence, and motivation has a positive and significant direct influence, as well as the indirect influence of leadership and work culture on performance. through motivation it has a positive influence and motivation is full mediation. Therefore, seeing the importance of motivation as mediation, companies must always pay attention to employees in providing direct and indirect allowance facilities.

Keywords : Leadership; Organizational Culture; Motivation; Employee Performance

INTRODUCTION

Sharia banking is a financial institution that operates based on Islamic principles which has an important role in encouraging the economic growth of a country, one of which is Indonesia. (Sari Wulandari, 2018), and Akob, (2018) explain that the performance of Sharia Banking in Indonesia shows a trend that continues to increase rapidly. One of the banks in Indonesia that adheres to the Sharia system is P.T. East Java Regional Development Bank (Bank Jatim). Bank Jatim first operated on August 15 1961. In 2007, one of Bank Jatim's sharia business units, namely Bank Jatim Syariah, was officially formed and began

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operating. Banking that applies sharia principles and other banking activities that are customary in accordance with applicable laws and regulations. Not only sharia savings are offered by Bank Jatim Syariah, financing ranging from mortgages to Umrah trips is also available at this bank. One of the Bank Jatim Syariah branches is also in the city of Gresik. In 2012, Bank Jatim released 20% of its shares to the public. Three years later, in 2015, Bank Jatim issued savings products such as East Java priority, simple savings, savings and SiUMI (Micro Small Cycle) as well as fishermen's cycle savings.

The phenomenon of employee performance at Bank Jatim Syariah Gresik branch has been good, in the 3 years starting from 2020, 2021, 2022 the average KPI value per year, in 2020 employee performance was 3.16, in 2021 employee performance was obtained at 3.19, in 2022 it will be 3.25 and at Bank Jatim Syariah the desired KPI is at least 3.00, Bank Jatim Syariah employees experience an increase every year. Another phenomenon of employee performance can be seen from employee attendance. To measure the level of employee morale, you can use the elements of morale, including presence (attendance level). According to (Matuankotta, 2022) Presence is the presence of employees regarding their duties and obligations. Bank Jatim Syariah Gresik Branch always expects its employees to be present on time during every working hour.

The phenomenon that occurs in employee performance at Bank Jatim Syariah is thought to also be influenced by existing leadership. Based on the results of pre-research through questionnaires distributed to 40 employees out of a total of 65 employees, it shows that the leadership style that occurs is an authoritarian style in making decisions and directing operations without much involvement or participation from the team or subordinates. The authoritarian leadership that occurs shows that the behavior carried out by employees experiences a lack of openness which can produce several negative impacts, such as inhibition of employee innovation so far, lack of employee participation and the potential for errors due to a lack of various perspectives in decision making. According to research (Noratta et al., 2022), the Authoritarian Leadership Style partially has a big impact on employee performance. Other research on leadership types according to (Agarwal, 2020) states that it is proven that democratic leadership and transformational styles are significant for the banking sector which helps to achieve its goals and enhance the leadership performance of employees.

Other phenomena besides leadership style and organizational culture at Bank Jatim Syariah are also influenced by the competencies possessed by employees, such as providing training. One way to obtain information relating to employees' abilities in carrying out their work is to assess the tasks they carry out. The training phenomenon at Bank Jatim Syariah is good and supports employee performance and it is suspected that employee competency influences target achievement and this is also confirmed by previous research by (Jasin & Suri, 2021), namely that competency with training has a positive and significant effect on employee performance. . This is different from previous research by (Agustine Pariesti et al., 2022) which said that competence does not have a significant influence on employee performance.

The implementation of the existing organizational culture at Bank Jatim Syariah is quite good. The work culture at Bank Jatim Syariah which has been implemented based on the SOP (Standard Operational Procedure) culture at Bank Jatim Syariah Gresik branch includes: excellence, professionalism, integrity, synergy and innovation. The reality in the field is that many employees do not comply with the rules made by the company, where these rules are a form of implementation of the work culture that applies in the company. The work culture that is assessed can be seen from the daily activities of some employees, such as lack of creativity and innovation, lack of analysis, and lack of global thinking. This entire pattern of habits is a manifestation of the less than optimal work of employees at the Gresik branch of Bank Jatim Syariah.

Work culture is a value that is believed by all members and is used as a guideline for carrying out activities in the organization. The work culture of a company has an influence on the company's effectiveness, especially in companies that have a culture that is in line with strategy and can improve employee performance. Supported by research results by (Rahmawati & Juwita, 2019) it is stated that organizational culture has a positive and significant effect on employee performance. There are differences in the results of previous research conducted by (Ferdian & Devita, 2020a) which states that organizational culture does not have a significant effect on employee performance.

Another factor that seems to support performance is that the work motivation implemented by the Bank Jatim Syariah Gresik Branch Office is quite good. As stated by management, the Bank provides work motivation, namely in the form of direct and indirect motivation. This is supported by previous research by (Yuliana et al., 2019), the results

showed that motivation had a positive and significant effect on employee performance. There is research that has a different opinion by (Pragiwani et al., 2020) that motivation does not have a significant effect on employee performance.

This research brings significant novelty in that the factors that influence directly are mostly linear with the factors that are influenced, whereas in this research the factors that influence are not directly linear and the importance of mediating factors is suspected to improve performance or the factors that are influenced. It can be seen that PT Bank Jatim Syariah shows the phenomenon that employee performance is quite good but is not supported by a leadership style that is not accepted by employees. The aim of this research is to analyze the influence of competency and work culture on employee performance through work motivation as an intervention variable at Bank Jatim Syariah Gresik.

METHODS

This research uses a quantitative approach with an explanatory research type. The research was conducted at Bank Jatim Syariah Gresik during August - October 2023. The target population is all employees of Bank Jatim Syariah Gresik, totaling 65 people. Because the population number is below 1000, the entire population was used as the research sample. Primary data in this research includes data from the results of distributing questionnaires to respondents, where the respondents in question are employees at Bank Jatim Syariah Gresik. The data analysis technique that researchers used in this research was Partial Least Square (PLS).

The data collection technique in this research uses a questionnaire by giving a number of written statements to the respondents and they will then be answered. SmartPLS uses a bootstrapping or random doubling method. Therefore the assumption of normality will not be a problem. In addition, by carrying out bootstrapping, SmartPLS does not require a minimum number of samples, so it can be applied to research with small sample sizes. The data analysis techniques used in the PLS (Partial Least Square) method are Descriptive Statistics Test, Measurement Model Test or Outer Model, Structural Model Test or Inner Model and Hypothesis Test (Resampling Bootstrapping).

RESULTS

1. Evaluation of the Measurement Model Test or Outer Model

Evaluation of the measurement model test or outer model is carried out to ensure that the measurements used are suitable for measurement (valid and reliable). The PLS output results in the SmartPLS PLS Algorithm can be shown in Figure 1 below:

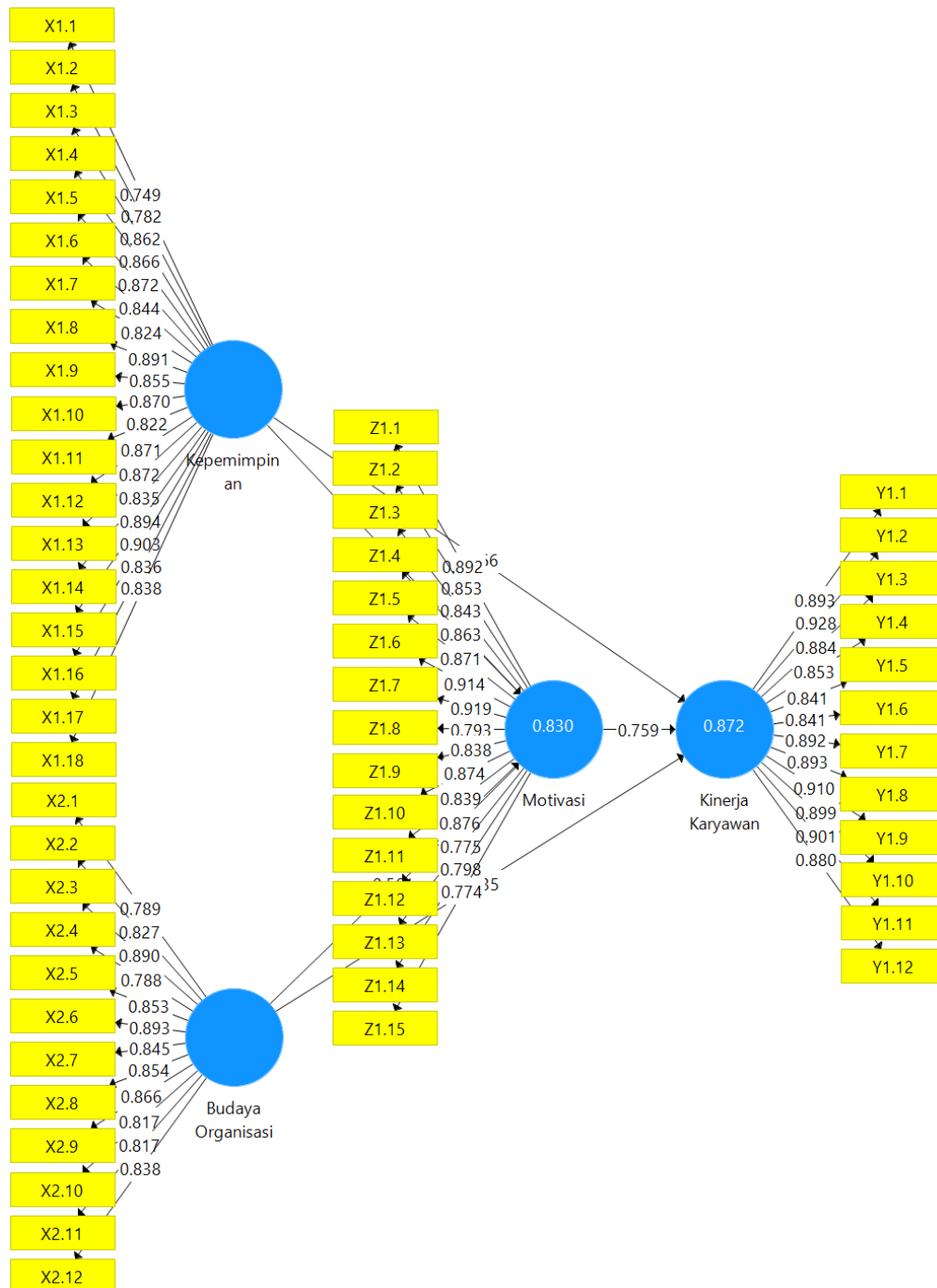


Figure 1. Outer Model Test Results

2. Convergent Validity Test

The following are the loading factor values for the research indicators in Table 1.

Table 1. Loading Factor

Items	Organizational culture	Leadership	Employee performance	Motivation
X1.1		0.749		
X1.2		0.782		
X1.3		0.862		
X1.4		0.866		
X1.5		0.872		
X1.6		0.844		
X1.7		0.824		
X1.8		0.891		
X1.9		0.855		
X1.10		0.870		
X1.11		0.822		
X1.12		0.871		
X1.13		0.872		
X1.14		0.835		
X1.15		0.894		
X1.16		0.903		
X1.17		0.836		
X1.18		0.838		
X2.1	0.789			
X2.2	0.827			
X2.3	0.890			
X2.4	0.788			
X2.5	0.853			
X2.6	0.893			
X2.7	0.845			
X2.8	0.854			
X2.9	0.866			
X2.10	0.817			
X2.11	0.817			
X2.12	0.838			
Z1.1				0.892
Z1.2				0.853
Z1.3				0.843
Z1.4				0.863
Z1.5				0.871
Z1.6				0.914
Z1.7				0.919
Z1.8				0.793
Z1.9				0.838
Z1.10				0.874
Z1.11				0.839
Z1.12				0.876

Z1.13		0.775
Z1.14		0.798
Z1.15		0.774
Y1.1	0.893	
Y1.2	0.928	
Y1.3	0.884	
Y1.4	0.853	
Y1.5	0.841	
Y1.6	0.841	
Y1.7	0.892	
Y1.8	0.893	
Y1.9	0.910	
Y1.10	0.899	
Y1.11	0.901	
Y1.12	0.880	

Based on the data analysis results displayed in Table 1, the loading factor value of the convergent validity test shows good results in compiling each variable, because in this table the loading factor value is above 0.7. In this way, the indicators are declared valid for research and can be used to carry out further analysis. Apart from observing the loading factor value, it can also be determined through another method, namely looking at the Average Variant Extracted (AVE) value. AVE results are presented in Table 2.

Table 2. Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)
Organizational culture	0.706
Leadership	0.723
Employee performance	0.783
Motivation	0.721

From the data in table 2, the results show that each variable has a good value, because the Average Variant Extracted (AVE) value is greater than 0.5.

Discriminant Validity Test

The cross loading results can be seen in table 3.

Table 3. Cross Loading Discriminant Validity

Items	Organizational culture	Leadership	Employee performance	Motivation
X1.1	0.603	0.749	0.586	0.623
X1.2	0.571	0.782	0.544	0.588
X1.3	0.641	0.862	0.697	0.720
X1.4	0.593	0.866	0.599	0.627
X1.5	0.557	0.872	0.617	0.626

X1.6	0.518	0.844	0.618	0.602
X1.7	0.600	0.824	0.658	0.649
X1.8	0.604	0.891	0.686	0.712
X1.9	0.611	0.855	0.677	0.665
X1.10	0.530	0.870	0.612	0.633
X1.11	0.488	0.822	0.577	0.577
X1.12	0.603	0.871	0.673	0.655
X1.13	0.789	0.872	0.821	0.841
X1.14	0.755	0.835	0.797	0.812
X1.15	0.833	0.894	0.861	0.858
X1.16	0.835	0.903	0.872	0.871
X1.17	0.758	0.836	0.748	0.760
X1.18	0.829	0.838	0.846	0.835
X2.1	0.789	0.714	0.736	0.777
X2.2	0.827	0.709	0.716	0.760
X2.3	0.890	0.606	0.710	0.720
X2.4	0.788	0.607	0.668	0.713
X2.5	0.853	0.635	0.662	0.710
X2.6	0.893	0.610	0.701	0.751
X2.7	0.845	0.649	0.744	0.724
X2.8	0.854	0.607	0.582	0.665
X2.9	0.866	0.617	0.664	0.662
X2.10	0.817	0.700	0.720	0.768
X2.11	0.817	0.697	0.704	0.770
X2.12	0.838	0.708	0.720	0.776
Z1.1	0.773	0.809	0.872	0.892
Z1.2	0.705	0.746	0.792	0.853
Z1.3	0.691	0.735	0.808	0.843
Z1.4	0.749	0.756	0.830	0.863
Z1.5	0.686	0.749	0.810	0.871
Z1.6	0.855	0.810	0.876	0.914
Z1.7	0.872	0.799	0.887	0.919
Z1.8	0.756	0.645	0.676	0.793
Z1.9	0.772	0.688	0.769	0.838
Z1.10	0.710	0.651	0.768	0.874
Z1.11	0.719	0.688	0.723	0.839
Z1.12	0.680	0.689	0.746	0.876
Z1.13	0.688	0.552	0.609	0.775
Z1.14	0.817	0.668	0.797	0.798
Z1.15	0.652	0.681	0.807	0.774
Y1.1	0.725	0.710	0.893	0.804
Y1.2	0.709	0.725	0.928	0.818
Y1.3	0.698	0.691	0.884	0.799
Y1.4	0.663	0.717	0.853	0.806
Y1.5	0.703	0.739	0.841	0.816
Y1.6	0.693	0.697	0.841	0.804
Y1.7	0.861	0.824	0.892	0.890
Y1.8	0.858	0.838	0.893	0.863
Y1.9	0.700	0.725	0.910	0.818

Y1.10	0.746	0.737	0.899	0.841
Y1.11	0.720	0.698	0.901	0.810
Y1.12	0.701	0.708	0.880	0.778

Based on the data display in Table 3, it is known that the research variable has the largest cross loading value on the variable it forms compared to the cross loading value on other variables. Based on the results obtained, it can be said that the indicators used in the following research already have good Discriminant Validity Test Cross Loading values in compiling their respective variables.

3. Reliability Test Results (Cronbach's Alpha and Composite Reliability)

The Validity Test Results can be seen in table 4.

Table 4. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability (rho_a)
Organizational culture	0.962	0.966
Leadership	0.977	0.979
Employee performance	0.975	0.977
Motivation	0.972	0.975

Based on the data display in table 4, it can be seen that the Cronbach's alpha value and composite reliability value for all research variables are >0.7 . A construct is declared reliable if the composite reliability value is above 0.70 (Ghozali, 2016). Based on these results, the research shows that each research variable meets the requirements for Cronbach's Alpha and Composite Reliability values, so that finally a conclusion can be drawn that all variables have a high level of reliability.

4. Structural Model or Inner Model Test Results

Nilai R^2 dapat dilihat pada Tabel 5.

Tabel 5. R-Square

Variables Independent	R-square
Employee performance	0.872
Motivation	0.830

Based on the data presentation in table 5, it can be seen that the R-Square value for the Employee Performance variable is 0.872. This states that the percentage for employee performance is 87.2% or the model is declared strong and the results of the Motivation variable show a value of 0.830 or a percentage of 83.0%, which means the model is said to be strong.

5. Hypothesis Test Results

Table 6. Path Coefficient

	Original sample	Sample mean	Standard deviation	T statistics	P values
Leadership -> Employee Performance	0.166	0.171	0.098	1.688	0.092
Organizational Culture -> Employee Performance	0.035	0.047	0.120	0.292	0.771
Leadership -> Motivation	0.403	0.374	0.122	3.311	0.001
Organizational Culture -> Motivation	0.561	0.581	0.117	4.790	0.000
Motivation -> Employee Performance	0.759	0.730	0.104	7.264	0.000
Leadership -> motivation -> Employee Performance	0.306	0.278	0.110	2.771	0.006
Organizational Culture -> motivation->Employee Performance	0.425	0.419	0.087	4.894	0.000

DISCUSSION

1. The Influence of Leadership on Employee Performance

Leadership has no effect on employee performance. In the research that researchers have conducted, the results obtained are different from the results of research conducted by Gede & Piartini (2018), which explains that leadership has a positive and significant effect on employee performance. If the leadership role is carried out appropriately, it will improve employee performance. Apart from that, other research conducted by Basuki & Pranata (2023), also stated that leadership has a positive and significant effect on employee performance. Good leadership should encourage employees to work better. As well as previous research conducted by Fadude, et al (2019), Majidah (2022), Naim, et al (2019) and Ardiansyah et al., (2019) also presented different results from researchers that leadership had a positive and significant effect on performance. employee.

Based on the results of research conducted by researchers on Bank Jatim Syariah employees, the hypothesis of the influence of Leadership on Employee Performance shows that the original sample results of the variable influence of Leadership on Employee

Performance of 0.166 are positive because it is above zero, the t-tastic value is less than the t-table ($t\text{-stat} > 1.960$) namely 1.688 which means rejected and the p-values are 0.092 which means more than 0.050 or rejected. So it can be stated that leadership has no effect on employee performance.

However, the results of this research support research conducted by Mukaromah (2022) which states that leadership has no significant effect on employee performance. So it can be said that the results of the research that researchers have conducted show that leadership has no effect on employee performance for Bank Jatim Syariah Gresik employees. Leadership is the ability of a leader to achieve organizational goals by mobilizing, directing and influencing other people to carry out their duties to improve employee performance. It turns out that the research results show that leadership cannot influence the performance of Bank Jatim Syariah Gresik employees. So it can be concluded that the individual who can control and determine the increase in employee performance is each employee.

2. The Influence of Organizational Culture on Employee Performance

Organizational culture has no effect on employee performance. From the results of this research, results were obtained that were in line with research conducted by (Ferdian & Devita, 2020b), which showed that organizational culture had no effect on employee performance. However, there are different results from research conducted by Arifin (2021) which explains that organizational culture has a positive and significant influence on employee performance. Organizational culture is temporary, subjective and the subject is manipulated directly by power within the company. So if work culture is improved then there is a possibility that performance will also increase. On the other hand, if work culture declines, there is a possibility that performance will also decline. Likewise with the research results of Silvia, et al (2019), Soetjipto, et al (2021), (Fitriani et al., 2022), Al-Ayyub (2019), Bafagehi, et al (2023), and Irmayanti, et al (2020) stated different results from researchers, that organizational culture has a positive and significant effect on employee performance. If the organizational culture is strong, members in the organization consider rules no longer as binding obligations, but as a necessity.

This is in accordance with the results of research that researchers have tested, which shows that the hypothesis of the influence of Organizational Culture on Employee Performance shows that the original sample results of the variable influence of Organizational Culture

on Employee Performance of 0.035 are positive because it is above zero, the t-stastic value is less than the t-table ($t\text{-stat} > 1.960$) which is 0.292 which means it is rejected and the p-values are 0.771 which means it is more than 0.050 or rejected. So it can be stated that organizational culture has no effect on employee performance.

So it can be said that the results of the research that the researchers have conducted show that Organizational Culture has no effect on Employee Performance for Bank Jatim Syariah Gresik employees. Organizational culture is the value that guides human resources in dealing with external problems and efforts to adjust integration into the company, with the aim of organizational members being able to understand existing values and how they should act and behave. If the organizational culture at Bank Jatim Syariah Gresik runs well, it will encourage good employee performance as well. However, in fact, the research results show that organizational culture cannot influence the performance of Bank Jatim Syariah Gresik employees. So that companies can further improve the organizational culture of employees, or take other approaches that can improve employee performance, for example holding counseling, paying attention to facilities, benefits obtained by employees, and so on.

3. The Influence of Leadership on Motivation

Leadership influences motivation. In this research, the same results were obtained as research conducted by Haniatul Mukaromah (2022), which stated that leadership has a positive and significant influence on motivation. The presence of humility, patience and kindness in leaders makes employees happier at work, thereby increasing employee work motivation. Apart from that, other research by Edi Suhendi Hidayat, et al., (2021) and Elvandari (2018), also presented the same results, that leadership has a positive and significant effect on motivation. A leader must observe his leadership style because this style plays an important role in influencing employee motivation.

This is proven by the hypothesis of the influence of Leadership on Motivation which shows that the original sample result of the variable influence of Leadership on Motivation of 0.403 is positive because it is above zero, the t-stastic value is more than the t-table ($t\text{-stat} > 1.960$) namely 3.311 which means it is accepted and the p-values are 0.001, which means less than 0.050 or acceptable. So it can be stated that leadership influences motivation.

From the following research, the results showed that leadership is really needed and can motivate Bank Jatim Syariah Gresik employees. Work motivation is something that creates encouragement or work enthusiasm in improving work performance and productivity. In addition, (Siagian & Pranoto, 2019) states that motivation is a mental state that encourages, activates or moves and it is the motive that directs and channels a person's behavior, attitudes and actions which are always linked to achieving goals. So it can be concluded that with good leadership it can increase the motivation of Bank Jatim Syariah Gresik employees at work.

4. The Influence of Organizational Culture on Motivation

Organizational culture influences motivation. From the research that researchers have conducted, the results obtained are the same as research conducted by Alfred Lasarudin, et al., (2021) which shows that organizational culture has a positive and significant effect on motivation. An organizational culture that leads to positive things can make organizational members avoid work stress or in other words being under pressure and will have an impact on improving performance. (Abidin et al., 2022) also stated the same thing, that organizational culture has a positive and significant influence on motivation. Organizational culture will motivate team members to create creative ideas and new innovations to advance the organization, which is the organization's goal.

This is proven in the results of research conducted by researchers, which shows that the original sample of the variable influence of Organizational Culture on Motivation of 0.561 is positive because it is above zero, the t-stastic value is more than the t-table ($t\text{-stat} > 1.960$), namely 4.790, which means accepted and the p-values are 0.000, which means less than 0.050 or accepted. So it can be stated that organizational culture influences motivation.

From the following research, the results showed that organizational culture can increase the work motivation of Bank Jatim Syariah Gresik employees. A good organizational culture in the workplace will greatly influence employee motivation in building teamwork and this can influence the quality of performance. If the organizational culture runs well, it will encourage good motivation in employees, such as togetherness and rewards, as well as instilling company cultural values.

5. The Effect of Motivation on Employee Performance

Motivation influences employee performance. In research conducted by researchers, researchers obtained the same results as research conducted by (Suristya & Adi, 2021), which stated that motivation has a positive and significant influence on employee performance. Good work motivation can improve the performance of a company in achieving its goals. Employees need to be given direction and encouragement so that the potential within them can become achievements that benefit the organization.

Apart from that, other research by Arifin (2021), Piartini (2018), (Fitriani et al., 2022), (Sugiyono & Rahajeng, 2022), Lasarudin, et al (2021), Syamsuddin (2019), and Andriyani (2019) also explains that motivation has a positive and significant effect on employee performance. Motivation is one aspect that influences employees in carrying out certain activities, which in this case is work, or it can be explained and interpreted that motivation can be a driving factor for employee performance.

This is evident in the original sample results of the variable influence of Motivation on Employee Performance of 0.759 which is positive because it is above zero, the t-stastic value is more than the t-table ($t\text{-stat} > 1.960$) namely 4.790 which means it is acceptable and the p-values are 0.000 which means less than 0.050 or accepted. So it can be stated that motivation influences employee performance.

From the following research, the results showed that motivation influences employee performance. Employee motivation is a process where needs encourage a person to carry out a series of activities that lead to the achievement of certain goals and objectives of the organization and to fulfill several needs. The strength and weakness of an employee's employee motivation will determine the size of his or her achievements. With that, it can be concluded that the high motivation obtained by Bank Jatim Syariah Gresik employees can improve employee performance at work.

6. The Influence of Leadership on Employee Performance through Motivation

Leadership influences employee performance through motivation. Previous research is in line with the results of researchers' research, where research by Gede & Piartini (2018) has an indirect relationship between leadership and employee performance through motivation as an intervening variable. However, these results contradict other research conducted by Basuki & Pranata (2023) which explains that leadership has no influence on employee performance through motivation as an intervening variable.

Based on the results of research on the influence of leadership on Employee Performance through Motivation, the original sample results show that the variable influence of Leadership on Employee Performance through Motivation is 0.306, which is positive because it is above zero, the t-stastic value is more than the t-table ($t\text{-stat} > 1.960$), namely 2.771 which is means accepted and the p-values are 0.006 which means less than 0.050 or accepted. So it can be stated that leadership influences employee performance through motivation.

Leadership is a set of strategies that a leader uses to influence employees so that organizational goals are achieved or it can also be said that leadership style is a strategy pattern or behavior pattern that is liked and often applied by a leader. With a good leadership style applied to Bank Jatim Syariah Gresik employees, it can create motivation at work, which makes employee performance good. With this, it can be concluded that the leadership variable has an indirect effect on employee performance through motivation.

7. The Influence of Organizational Culture on Employee Performance through Motivation

Organizational culture has an indirect effect on employee performance through motivation. The research conducted by researchers is in line with the results of previous research which has an indirect relationship between organizational culture and employee performance, including by Alfred Lasarudin, et al (2021). However, there are differences with research conducted by (Sugiyono & Rahajeng, 2022), which states that organizational culture does not significantly influence the relationship with employee performance through motivation as an intervening variable.

Based on the research results of the influence of Organizational Culture on Employee Performance through Motivation, the original sample results of the variable influence of Organizational Culture on Employee Performance through Motivation are 0.425, which is positive because it is above zero, the t-stastic value is more than the t-table ($t\text{-stat} > 1.960$), namely 4.894 which means accepted and the p-values are 0.000 which means less than 0.050 or accepted. So it can be stated that organizational culture influences employee performance through motivation.

Organizational culture is a mindset that is developed continuously to overcome external and internal problems in the workplace. Having a good organizational culture in the workplace will greatly influence the quality of employee performance in building teamwork

and this can influence the quality of performance. If the organizational culture runs well, it will encourage good employee performance as well. Likewise, in this research, the results were obtained that with the existence of a good organizational culture at Bank Jatim Syariah Gresik, it can indirectly improve employee performance through motivation from employee performance. With this, it can be concluded that organizational culture variables have an indirect effect on employee performance through motivation.

CONCLUSION

Based on the results of the analysis described above, the following conclusions can be drawn:

1. Leadership has no effect on employee performance
2. Organizational culture has no effect on employee performance
3. Leadership influences motivation
4. Organizational culture influences motivation
5. Motivation influences employee performance
6. Leadership influences employee performance through motivation
7. Organizational culture influences employee performance through motivation

Based on the conclusions from the research results, the advice that can be given is that leaders can achieve organizational goals by holding regular evaluation and coordination meetings. Bank Jatim Syariah Gresik can further improve the organizational culture of employees, for example holding counseling, paying attention to facilities and benefits obtained by employees. Leaders can provide motivation to employees such as recognizing and appreciating employee achievements in the form of awards, public recognition, or incentives.

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