

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND LEADERSHIP ON THE PERFORMANCE OF BSI FRONTLINERS WITH MOTIVATIONAL MEDIATION

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Abstrak

Setiap karyawan wajib memenuhi target perusahaan, termasuk frontliner Bank Syariah Indonesia yang berperan dalam layanan dan bisnis perbankan. Kinerja mereka dipengaruhi oleh budaya organisasi, kepemimpinan, dan motivasi berprestasi. Penelitian ini bertujuan menganalisis pengaruh budaya organisasi dan kepemimpinan terhadap kinerja frontliner dengan motivasi berprestasi sebagai mediasi. Metode yang digunakan adalah kuantitatif dengan pendekatan kausal. Sampel penelitian sebanyak 100 responden menggunakan kuesioner skala Likert 1-5, dengan analisis regresi untuk menguji hubungan antarvariabel. Hasil penelitian menunjukkan bahwa budaya organisasi dan kepemimpinan berpengaruh signifikan terhadap kinerja karyawan, baik secara langsung maupun melalui motivasi berprestasi sebagai variabel mediasi. Temuan ini menegaskan bahwa lingkungan kerja yang baik dan kepemimpinan yang efektif dapat meningkatkan semangat kerja dan produktivitas karyawan. Kesimpulannya, peningkatan budaya organisasi dan efektivitas kepemimpinan dapat meningkatkan motivasi berprestasi dan kinerja karyawan di perbankan syariah, sehingga mendukung pencapaian target perusahaan secara optimal.

Kata Kunci: Budaya Organisasi, Kepemimpinan, Motivasi Berprestasi, Kinerja Karyawan, Bank Syariah Indonesia.

Abstract

Every employee must meet company targets, including Bank Syariah Indonesia frontliners who play a role in banking services and business. Their performance is influenced by organizational culture, leadership, and achievement motivation. This study aims to analyze the effect of organizational culture and leadership on frontliner performance with achievement motivation as mediation. The method used is quantitative with a causal approach. The research sample was 100 respondents using a 1-5 Likert scale questionnaire,

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with regression analysis to test the relationship between variables. The results showed that organizational culture and leadership have a significant effect on employee performance, both directly and through achievement motivation as a mediating variable. This finding confirms that a good work environment and effective leadership can increase employee morale and productivity. In conclusion, improving organizational culture and leadership effectiveness can increase employee achievement motivation and performance in Islamic banking, thus supporting the achievement of company targets optimally.

Keywords: Organizational Culture, Leadership, Achievement Motivation, Employee Performance, Bank Syariah Indonesia.

INTRODUCTION

Islamic banking in Indonesia is growing rapidly because the majority of the population is Muslim. In a short time, BSI managed to become the largest Islamic bank in Indonesia with the largest number of customers and developed its services to foreign countries. This success cannot be separated from the role of employees as an important asset of the company, because their performance directly affects the effectiveness of operations (Ni Luh et al., 2022). According to (Mathis, Robert L., 2012) and (Dessler, 2011) employee performance is related to the quality and quantity of work results in accordance with organizational standards. A company's productivity is highly dependent on labor performance, so accurate and consistent evaluations can improve motivation and work efficiency (Tarigan et al., 2022). Conversely, improper appraisals can lower morale and negatively impact productivity. Therefore, good performance management is an important factor in achieving organizational goals (Lee et al., 2021). The following is data from the performance of frontliner employees consisting of Customer Service and Teller for 2022 and 2023.

Table 1. Frontliner Employee Performance

Year	Excellent	Pretty Good	Good	Enough
2022	25%	47%	24%	2%
2023	21%	41%	46%	5%

Source: Data processed

Bank Syariah Indonesia's frontliner employee performance data shows a decline in performance quality between 2022 and 2023, with the average score decreasing from 2.97 to 2.90. The percentage of employees in the "Excellent" category fell from 25% to 21%, and the "Fair" category fell from 47% to 41%, although the "Good" category increased from 24% to 46%. This trend shows a decrease in the number of top-performing employees



despite an increase in the middle category. Further analysis is needed to identify the contributing factors, such as comparing Teller and Customer Service performance. Interventions such as communication training and strengthening organizational culture, transformational leadership, and performance-based reward programs can increase motivation and the proportion of “Excellent” performing employees. (Pasolong, 2019) stated that employee and company performance are interconnected, so effective human resource management is the key to achieving the organization's vision.

Employee performance plays a critical role in the success of Islamic banks, especially in competitive markets such as Indonesia, where customer trust and satisfaction are key to competitive advantage. Frontliners are responsible for providing excellent service, building strong relationships with customers, and reflecting Islamic values in their interactions (Asutay & Ubaidillah, 2023). A supportive organizational culture, inspiring leadership, and high motivation are essential to encourage employees to achieve optimal performance, which in turn increases customer loyalty, expands market share, and strengthens the position of Islamic banks in the dynamic banking industry (Larasdo & Kassem, 2021; Siswandi et al., 2024). According to Irianto (2001) in (Sutrisno, 2010) Employee performance is defined as achievement in carrying out their duties, which determines the success of the organization. Therefore, objective performance evaluation is necessary to ensure the effectiveness of human resources in each work unit, as individual and group performance reflects the capabilities of the workforce involved.

Previous research shows that organizational culture and employee motivation have a significant positive impact on company performance Ni Luh Krisna et al. (2020) Furthermore, studies by (Sari et al., 2021) and (Kahfi et al., 2022) confirmed that organizational culture, transformational leadership, and employee motivation play an important role in improving performance, with leadership and motivation as the main factors. Thus, the purpose of this study is to analyze the effect of organizational culture and leadership on the performance of BSI frontliners by mediating motivation.

THEORETICAL BASIS

Organizational Culture

Organizational culture is a collective set of values, beliefs, and assumptions that influence how members of an organization think, act, and make decisions (Sutrisno, 2010). This culture serves as a framework that helps organizations overcome external challenges and improve internal cohesion. Some experts define organizational culture differently, such as



Morcos (2018) who sees it as a reflection of the collective personality, Tsou & Hsu (2015) who describe it as shared values and norms of behavior, and D Anitha Kumari (2012) who emphasizes the influence of culture on employee behavior and performance. Organizational culture also provides guidance to new members in adapting to the environment and organizational challenges (Park, Heejun, Vincent Ribière, 2004). According to Robbins and Coulter (2007), there are several key elements in organizational culture, including employee involvement, consistency, and adaptability. Employee involvement in decision-making increases their commitment, while top management consistency ensures alignment of employee behavior with organizational goals. Adaptability is critical to the organization's response to internal and external changes. Overall, organizational culture becomes the basis for all members in carrying out organizational activities and facilitates the integration of new members (Pawirosumarto, Suharno, Antonius Setyadi, 2017).

Leadership

Leadership is the ability to inspire, guide, and influence the mindset and work of team members to achieve company goals (Wahyudi, 2017; Badeni, 2017; Nuha et al., 2023). It involves the process of motivating and influencing employees to work autonomously in decision-making (Asrar-ul-Haq & Kuchinke, 2016; D. Anitha Kumari, 2012). Leadership is also related to the ability to lead change and take the necessary actions to achieve organizational goals, including treating organizational members fairly (Bahmanabadi, 2015; Reza & Rregina Aditya, 2010). Leadership functions include one-way instruction, two-way consultation, participation, delegation, and control to direct members towards achieving organizational goals (Zainal, V. R., Hadad, M. D., & Ramly, 2017; Crimson, Sitanggang, 2005). Transformational leadership theory highlights the importance of leaders in inspiring and motivating followers to achieve organizational goals by encouraging positive changes in both individuals and organizations (Khan et al., 2022). According to Bass' theory, transformational leaders have four main characteristics, namely inspirational motivation, intellectual stimulation, individual attention, and idealized influence (Nthiga et al., 2022). Through these characteristics, transformational leaders can encourage followers to exceed their expectations, create high commitment to a common goal, and make a major impact in the long-term achievement of the organization.

Motivation

Motivation is an internal drive that encourages individuals to fulfill their needs and perform desired activities (Afin Murtie, 2012; Sutrisno,



2010). According to Kadarisman (2012) and Mangkunegara (2002), motivation is the inner strength that encourages individuals to work hard without coercion. Motivation can be seen as a stimulus given to employees so that they work consciously (Damanik, 2020; Yulvita et al., 204). (Hidayat, 2008) added that achievement motivation is the social drive to achieve certain standards, while (McClelland (1961) suggested three types of motivational needs: achievement (nAch), power (nPow), and affiliation (nAff). Job characteristics such as autonomy, skill variety, and task significance influence employee motivation and performance through McClelland's motivational framework (Hung, 2023). Jobs with greater autonomy increase achievement motivation (nAch) as employees feel more responsible. Skill variety enriches work experience, which is related to self-development and achievement needs (Dzida et al., 2022). Task significance can fulfill power (nPow) and affiliation (nAff) needs, so jobs that provide meaning and challenge can increase employee motivation and performance (Ali & Anwar, 2022).

Employee Performance

Employee performance is the result of work or tasks assigned by the company that can be measured based on the quality and quantity of work achieved (Supriadi, Acep Dedi, Suharto, 2018; Nwakoby & Okoye, 2019). Several other definitions state that performance refers to the results of individual work during a certain period, which includes quality, quantity, and behavior displayed in accordance with the assigned role (Rosita, 2019; Utin, 2019). In addition, employee performance also reflects the level of individual success in carrying out their duties and responsibilities in accordance with agreed standards (Al Mehrzi & Singh, 2016; Bin, 2015). High performance will have an impact on overall company productivity (Taurisa et al., 2012). Performance measurement can be done using several indicators, such as quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact (Annisa et al., 2016). Good employee performance reflects not only work results but also how individuals can work efficiently, without excessive supervision, and contribute to good interpersonal relationships in the workplace.

Relationship between variables and hypotheses

Organizational Culture on Employee Performance

Based on some of the research above, the researchers propose a hypothesis on employee performance at Bank Syariah Indonesia Bandung regional office as follows:

H1: Organizational Culture has a significant influence on Employee Performance



H2: Leadership Functions have a significant influence on Employee Performance

H3: Organizational culture has a significant influence on Achievement motivation

H4: Leadership Function has a significant influence on Achievement Motivation

H5: Organizational Culture, Leadership Function and Employee Performance on Achievement Motivation

RESEARCH METHODS

This research focuses on frontliner employees of Bank Syariah Indonesia (BSI) in the Bandung area, with a sample of 100 respondents consisting of Customer Service and Teller. This location was chosen by considering the geographical distribution of Bank Syariah Indonesia branch offices in the three main areas of Bandung, namely the central, northern and southern parts. These areas were purposively selected to reflect the diversity of branch characteristics such as size, transaction volume, and number of employees. The sampling technique used purposive sampling followed by simple random sampling to ensure fair representation of frontline employees. The unit of analysis consisted of employees serving as frontliners at BSI branches in Bandung that are relevant to the variables under study (Arikunto, 2006).

This research uses a quantitative approach to objectively measure and analyze the relationship between organizational culture, leadership, achievement motivation, and employee performance. This method was chosen to test the hypothesis experimentally with a large sample that can be generalized (Annisa et al., 2016). This research is causal in nature, with the aim of describing the cause-and-effect relationship between variables, namely how organizational culture and leadership affect employee performance through achievement motivation. Data was collected through a survey with a questionnaire to obtain information about all variables involved (Hartono, 2013).

This study analyzed data using SPSS software to test the significance of regression and relationships between variables, such as organizational culture, leadership, achievement motivation, and employee performance. Regression analysis was used to test the cause-and-effect relationship between these variables (Suharsaputra, 2012). The results provide insight into the influence of variables on the performance of frontline employees at Bank Syariah Indonesia, both directly and through the mediation of achievement motivation. The study also identified limitations, such as potential sample selection bias and a limited number of respondents that



may affect the generalizability of the results (Sugiyono, 2005). The research findings will be presented in a report that includes the methodology, analysis results, and interpretation of findings.

RESULTS AND DISCUSSION

Validity Test

According to Priyatno (2014:51) Item validity testing in research is used to assess whether the instrument can accurately measure the desired construct. An item is considered valid if it has a significant correlation with the total score, indicating its contribution in measuring the construct. The instrument is considered valid if:

1. If $r_{\text{calculate}} > r_{\text{table}}$ at a significant level ($\alpha=0.05$) then the instrument is considered invalid
2. If $r_{\text{calculate}} < r_{\text{table}}$ of the significant level table ($\alpha=0.05$) then the instrument is considered invalid

Table 2. Validity Test

It	Variable	Items	R Calculate	R Table	Ket
1	Organizational Culture (X1)	Item 1	0,675	0,166	Valid
		Item 2	0,546	0,166	Valid
		Item 3	0,752	0,166	Valid
		Item 4	0,700	0,166	Valid
		Item 5	0,754	0,166	Valid
		Item 6	0,499	0,166	Valid
		Item 7	0,751	0,166	Valid
		Item 8	0,754	0,166	Valid
		Item 9	0,698	0,166	Valid
		Item 10	0,677	0,166	Valid
2	Leadership Functions (X2)	Item 21	0,734	0,166	Valid
		Item 22	0,804	0,166	Valid
		Item 23	0,787	0,166	Valid
		Item 24	0,720	0,166	Valid
		Item 25	0,780	0,166	Valid
		Item 26	0,798	0,166	Valid
		Item 27	0,777	0,166	Valid
		Item 28	0,669	0,166	Valid
		Item 29	0,779	0,166	Valid
		Item 30	0,762	0,166	Valid
		Item 31	0,695	0,166	Valid
		Item 32	0,710	0,166	Valid
		Item 33	0,713	0,166	Valid
3		Item 34	0,752	0,166	Valid



It	Variable	Items	R Calculate	R Table	Ket
	Employee Performance (Y)	Item 35	0,819	0,166	Valid
		Item 36	0,707	0,166	Valid
		Item 37	0,751	0,166	Valid
		Item 38	0,747	0,166	Valid
		Item 39	0,787	0,166	Valid
		Item 40	0,755	0,166	Valid
		Item 41	0,533	0,166	Valid
		Item 42	0,670	0,166	Valid
		Item 43	0,756	0,166	Valid
		Item 44	0,637	0,166	Valid
		Item 45	0,694	0,166	Valid
		Item 46	0,730	0,166	Valid
		Item 47	0,812	0,166	Valid
		Item 48	0,707	0,166	Valid
4	Motivation for Achievement (Z)	Item 11	0,741	0,166	Valid
		Item 12	0,757	0,166	Valid
		Item 13	0,757	0,166	Valid
		Item 14	0,770	0,166	Valid
		Item 15	0,700	0,166	Valid
		Item 16	0,698	0,166	Valid
		Item 17	0,788	0,166	Valid
		Item 18	0,749	0,166	Valid
		Item 19	0,628	0,166	Valid
		Item 20	0,778	0,166	Valid

Source: Data processed, 2024

The results of the validity test from table 2 show that all the question items in all independent, dependent and mediating variables, show that $r \text{ count} > r$ in the existing table. So it can be concluded that outcome was achieved from the respondents in this study can be said to be valid.

Reliable Test

In determining the reliability of measurements: Alfa Cronbach according to Sekaran (2006:182) "the closer the reliability coefficient is to 1.0, the better it is. In general, reliability less than 0.60 is considered bad, reliability in the range of 0.70 is acceptable and more than 0.80 is good."

Table 3. Reliability Test

No	Variable	Cronbach's Alpha	Role of thumb	Ket
1.	Organizational Culture (X1)	0,873	0,60	Reliable



2.	Leadership Function (X2)	0,935	0,60	Reliable
3.	Employee Performance (Y)	0,935	0,60	Reliable
4.	Achievement Motivation (Z)	0,907	0,60	Reliable

Source: Data processed, 2024

Based on the information above, that the test is carried out based on variables, not based on each individual question item. Then the results obtained showed that the Cronbach's Alpha value of each variable exceeded the limit value of 0.60 so that it could be said to be reliable.

Classical Assumption Test

Normality Test

The normality test was conducted to assess whether the data in this study followed a normal distribution or deviated from it. This test was carried out using the Kolmogorov-Smirnov significance test.

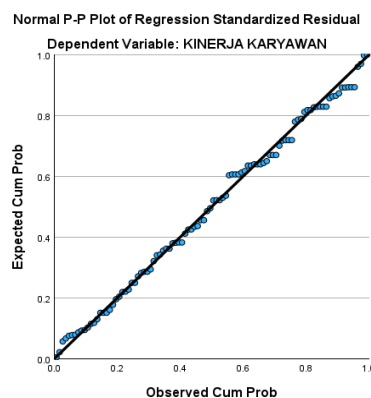


Figure 1. Normality Test

Source: Data processed, 2024

In the figure above, it is known that the distribution of the dots is on a diagonal line, and also these dots form like an existing diagonal line. If the distribution of these points follows the diagonal line, then it means that the data is distributed normally.

Tabel 4. One-Sample Komlogorof-Smirnov Test

<i>Unstandardized Residual</i>		
N		100
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	<i>.0000000</i>
	<i>Std. Deviation</i>	<i>2.16127303</i>



<i>Unstandardized Residual</i>		
N		100
Most Extreme Differences	Absolute	.059
	Positive	.059
	Negative	-.051
Test Statistic		.059
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Mr.	.536
	99% Confidence Interval	
	Lower Bound	.523
	Upper Bound	.549

Source: Data processed, 2024

- Test Distribution is Normal
- Calculated from data
- Lilliefors Significance Correction
- This is a lower bound of the true significance
- Lilliefors' method based on 10000 Monte Carlo Sampels with starting seed 2000000

From the data above, it is known that the data of sig 2 tailed is more than 0.05 so it can be said that the data is normally distributed.

Multicollinearity Test

Multicollinearity testing is used to determine the relationship between the independent variables in the regression model. A simple way to detect it is to check the tolerance value and Variance Inflation Factor (VIF). If the tolerance value is greater than 0.1 and the VIF is below 10, then multicollinearity is not a problem. The results of the multicollinearity analysis are presented below.

Table 5. Multicoleniaritas Test

Model	Collinearity Statistics	
	Tolerance	BRIGHT
(Constant)		
Organizational Culture (X1)	,739	1,354
Leadership Function (X2)	,850	1,117
Achievement Motivation (Z)	,854	1,170

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Data processed, 2024



The test results show the following values:

1. Organizational Culture Engagement (X1) showed that the tolerance value was $0.739 > 0.1$ and the VIF value was $1.354 < 10$. Which indicates that the variable X1 stands independently without multicollinearity. So that the regression model can be used for further testing.
2. The Leadership Function (X2) showed a tolerance value of $0.850 > 0.1$ and a VIF value of $1.117 < 10$. Which indicates that the X2 variable stands independently without multicollinearity. So that the regression model can be used for further testing.
3. Achievement Motivation (Z) showed a tolerance value of $0.854 > 0.1$ and a VIF value of $1 < 10$. Which indicates that the Z variable does not occur multicollinearity, so it can be used for further testing.

Heteroscedasticity Test

According to (Nurchaya, Wilma Arum, Nadia Prasista Arisanti, 2024) Heteroskedasticity testing is used in regression models to identify whether or not there is similarity in residual variation from one observation to another. Meanwhile, if the test results show residual variation, so it can be called homokedasticity, on the other hand, heterokedasticity when it is not.

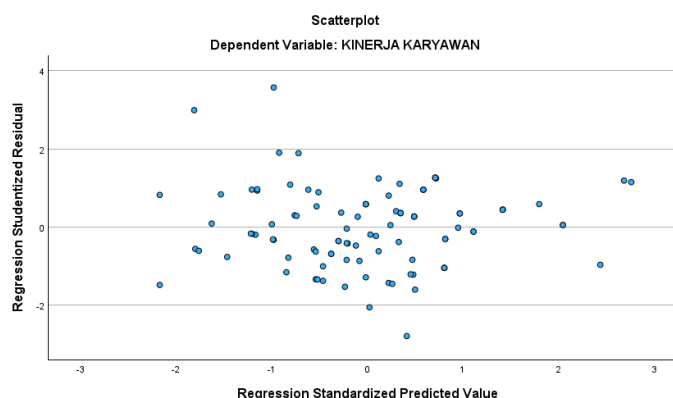


Figure 2. Heteroscedasticity Test

Source: Data processed, 2024

In Figure 2 is the result of a heteroscedasticity test conducted by the researcher, from the image it is known that the distribution results seen from the points in the image are not on one line, but the dots are scattered on other quadrants. This means that this study does not have heteroscedasticity.



Multiple Linear Regression Analysis:

Multiple linear regression is an analysis method used by researchers in prefiguring whether the dependent variable changes with the manipulation of two or more independent variables (Sahin, Gökhan, Gültekin Isik, 2023).

**Table 6. Multiple Linear Analysis
ANOVA Table**

				F	Mr
Employee Performance + Organizational Culture		Deviation from linearity		1,721	0,88
Employee Performance + Leadership Function		Deviation from linearity		2,840	0,001
Employee Performance + Motivation for Achievement		Deviation from linearity		2,020	0,046

Source: Data processed, 2023

Based on the data in Table 6, the linear regression equation representing the relationship between each variable in this study can be formulated as follows:

- [1] Employee Performance + Organizational Culture is known for F calculation of 1.94 which has a greater than f table, which is at 1.721, meaning that the relationship between the variables has a linear relationship.
- [2] Employee performance + Leadership function is known for F calculation of 1.796 which has a value smaller than the f table at 2.880 which means that the relationship between the variables is not linear.
- [3] Employee performance + Achievement motivation is known for F calculation of 1.99 which has a value smaller than the f calculation of 2.020 which means that the relationship between the variables is not linear

Coefficient of Determination Test

According to Yan et al (2024), the coefficient of determination (R^2) indicates the extent to which the model accounts for the variation in the dependent variable. R^2 values range from 0 to 1, with a lower R^2 suggesting that the independent variable has a limited capacity to predict the dependent variable. On the other hand, a higher R^2 value, closer to 1, suggests a strong predictive relationship between the independent and dependent variables.



Table 7. Determination coefficient test (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529a	0,280	0,257	2,70703
a. Predictors: (Constant), Organizational Culture, Leadership Function, Achievement Motivation				

Source: Data processed, 2024

Table 7 shows an R-squared value of 0.257. This indicates that 25.7% of the variance in Employee Performance can be attributed to the combined influence of Organizational Culture, Leadership Function, and Achievement Motivation. The remaining 74.3% of the variance is likely explained by factors not included in this study.

Hypothesis Testing

Test T

The statistical T test is used to evaluate each influence of independent variables on dependent variables.

Table 8. T Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Mr.
	B	Std. Error	Beta		
1 (Constant)	44,421	6,141		7,233	0,000
Organizational Culture (OC)	0,343	0,149	0,233	2,306	0,023
Leadership Functions (LF)	0,138	0,057	0,244	2,416	0,018
a. Dependent Variable: Employee Performance (EP)					

Source: Data processed, 2024

From the table above, it is known that :

[1] Hex test 1 (H1)

The test of the involvement of OC (X1) on EP (Y) shows that the t-value is 2.306 with a significant result of 0.023 > 0.05, which shows that OC (X1) has a significant influence on EP (Y).



[2] Hex Test 2 (H2)

The test of the involvement of the LF (X2) on EP (Y) shows that the t-value is calculated at 2.416 with a significant result of $0.018 > 0.05$ so that it shows that the LF (X2) has a significant influence on EP (Y).

Table 9. T Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Mr.
		B	Std. Error	Beta		
1	(Constant)	13.616	5.311		2.564	.012
	Organizational Culture	.329	.106	.300	3.091	.003
	Leadership Functions	-.049	.041	-.116	-1.192	.236
	Employee Performance	.285	.071	.383	4.030	<.001

a. Dependent Variable: Motivation for Achievement

Source: Data processed, 2024

[3] Hypothesis Test 3 (H3)

It was obtained that the significant value of Organizational Culture (X1) on Achievement Motivation Z had a value of 0.012, smaller than 0.05 so that it had a significant influence on Achievement Motivation (Z).

[4] Hypothesis Test 4 (H4)

It was obtained that the significant value of the Leadership Function (X2) on Achievement Motivation (Z) had a value of 0.236 greater than 0.05 so that it did not have a significant influence on Achievement Motivation (Z).

[5] Hypothesis Test 5 (H5)

In table 10 above, it is known that the significant values of the Organizational Culture Variable $X1=0.03$, Leadership Function $X2=0.236$ and Employee Performance $Y=0.001$ show less than 0.05 so that it can be known that variables X1, X2 and Y have a significant effect on Z.

Test F

Simultaneous Effect Test (Test F) is used to determine whether jointly or simultaneously, independent variables affect dependent variables.

Table 10. Test Result F

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Mr.
1	Regression	273,349	3	91,116	12,434	<.001B
	Residual	703,491	96	7,328		
	Total	976,840	99			
a. Dependent Variable: EMPLOYEE PERFORMANCE						
b. Predictors: (Constant), MOTIVATION FOR ACHIEVEMENT, LEADERSHIP FUNCTION, ORGANIZATIONAL CULTURE						

Source: Data processed, 2024



Based on the results of the F table test in table 10, it is known that the calculated f value is $12.434 > f \text{ table } 2.69$ with a significant level of $0.001 < 0.005$. These indicate that the involvement of organizational culture, leadership functions and achievement motivation affects the increase in the number of Employee Performance (Y).

Discussion

1. Influence of Organizational Culture (X1) on Employee Performance (Y)

The findings from our hypothesis demonstrate a clear link between organizational culture and employee performance. A strong and well-defined company culture, where values are deeply ingrained, significantly contributes to higher employee performance.

2. The Influence of Leadership Function (X2) on Employee Performance (Y)

The results of our hypothesis reveal a positive correlation between effective leadership functions and employee performance within the company. Improved leadership practices consistently lead to enhanced employee performance.

3. The Influence of Organizational Culture (X1) on Achievement Motivation (Z)

The findings from our hypothesis indicate a positive relationship between organizational culture and employee achievement motivation. Companies with strong cultures foster higher levels of achievement motivation among their employees.

4. Effect of Leadership Function (X2) on Achievement Motivation (Z)

In the results of the hypothesis above, it is known that the motivation for achievement in employees can also be caused by not the existing leadership function. Therefore, in this study, the leadership function is not a factor that can directly affect the motivation for achievement.

5. Organizational Culture (X1), Leadership Function (X2), Employee Performance (Z) to Achievement Motivation (Z). Overall, the findings indicate that organizational culture and effective leadership functions positively influence employee motivation to achieve within the company.

Discussion

Based on the results above, it is known that the significant implications of each endogenous variable in this study, which are substantial in order from the largest to the smallest, are as follows:



- 1) The implications for the Vehicle Condition (KK) variable from the Travel Time (WT) variable are 82.99%, with a significant error determination of 17.1%, and they are significant.
- 2) The implications on the Public Transportation (TU) variable from the Comfort Level (TK) variable are 53.73%, with a significant error determination of 46.27%, which underscores the impact of the Comfort Level (TK) variable.
- 3) The implications for the Comfort Level (TK) variable from the Travel Time (WT) variable are 53.43%, with an error determination of 46.56%, and they are significant.
- 4) The implication on the Online Transportation (TO) variable from Vehicle Condition (KK) is 40.32% with an error determination of 59.68% and significant.
- 5) The implication on the Conventional Motorcycle Taxi (OK) variable from the Comfort Level (TK) is 25.02% with an error determination of 74.98% and significant.
- 6) The implication on the Online Transportation (TO) variable from the Comfort Level (TK) is 90.30% with an error determination of 90.70% and significant.
- 7) The implication on the Conventional Motorcycle Taxi (OK) variable from Vehicle Condition (KK) is 07.62% with an error determination of 92.38% and significant.

Based on the significant implications contained in the research variables, as explained above, it can be concluded that: the variables Travel Time (WT), Vehicle Condition (KK) and Comfort Level (TK) are the most influential factors in choosing transportation modes in Bitung City

CONCLUSION

In this study, it is known that the overall variables studied, namely organizational culture, leadership function and employee performance mediated by achievement motivation in Islamic banking in the Bandung area have a significant impact on each other. Employee performance in each employee of the company has the influence of the variables that have been studied. By strengthening all the variables that have been researched, it can be the key to further improve employee performance in the company, which in turn will have an increasingly positive impact on the company as a whole.

In the next study, it is hoped that it will be re-perfected by analyzing other variables that are the influence of employee performance, so that more other factors can be seen to assess the influence on employee performance.



Then for this research was carried out in the Bandung regional office, which is expected to be researched in other regional offices in the future so that they can know more about the employees as a whole.

However, although this research provides valuable insights, there are several limitations that need to be considered. First, this study was only conducted in the Bandung regional office, so the results cannot be generalized to all regional offices of Bank Syariah Indonesia. Local factors such as internal policies, work culture, and leadership in other regions may have different characteristics, which may affect the results of the study. Second, this study only focuses on three main variables, namely organizational culture, leadership, and achievement motivation, without considering other factors that may also play a role in influencing employee performance, such as employee welfare, work environment, or incentive system. Third, since the data was collected through questionnaires, there is a possibility of respondent bias in providing answers that are more positive or in accordance with social expectations. Therefore, future research is recommended to expand the scope of the research area and add other variables that can enrich understanding of the factors that influence employee performance in Islamic banking.

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