

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

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Abstract

Rapid developments require companies to adapt and respond to various business changes to maintain high competitiveness. Employees, as company assets, play a crucial role in determining the company's future competitiveness through their performance, which contributes to achieving organizational goals. Work motivation and organizational culture are components that can improve employee performance, ultimately impacting the company's competitiveness. This study aims to determine work motivation, organizational culture, and employee performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar; and to analyze the influence of work motivation and organizational culture on employee performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar. This study used a quantitative approach, collecting data through questionnaires and literature review. The sampling technique used was simple random sampling, involving 123 permanent employees of Bank Syariah Indonesia (BSI) Regional 10 Makassar. To analyze the data, this study employed Structural Equation Modeling (SEM) and the Partial Least Squares (PLS) method. The results indicate that Work Motivation, Organizational Culture, and Employee Performance fall into the very good category. Based on the correlation between the constructs, it can be concluded that Work Motivation and Organizational Culture have a proven influence on Employee Performance. The findings of this study can serve as a basis for evaluation in efforts to improve employee performance in companies. Furthermore, the results can also serve as a reference in formulating steps to enhance employee motivation and company culture.

Keywords: *Work Motivation; Organizational Culture; Employee Performance*

INTRODUCTION

According to the State of the Global Islamic Economy (SGIE) Report, Indonesia's Islamic market is growing rapidly and will become the third-largest market in the world by 2023. The growth of the Islamic market in Indonesia has increased significantly, as noted in a report by The Royal Islamic Strategic Studies Centre (RISSC) entitled The Muslim 500: The World's 500 Most Influential Muslims 2024. Indonesia is the country with the largest Muslim population in the world. RISSC reported that the number of Muslims in Indonesia reached 240.62 million people in 2023. This number is equivalent to 86.7 percent of the national population, which totals 277.53 million people (Saputra, 2024). This demographic advantage positions Indonesia as a strategic hub for Islamic banking development, creating both opportunities and challenges for institutions like Bank Syariah Indonesia to maintain a competitive advantage through superior human resource management (Indiyati et al., 2021).

Bank Syariah Indonesia (BSI) has a very important role in the Indonesian economy and is one of the Islamic banks showing a positive trend. To remain competitive and sustainable, BSI needs to ensure that its employees are reliable and professional human resources in performing their tasks. According to Sinambela and Poltak (2021), Human Resources is defined as a process to manage and utilize individual resources. Therefore, the human resources at Bank Syariah

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

Indonesia Tbk. (BSI) are a very important element because human resources are one of the factors for the company's success in achieving its vision and mission (Dessler, 2020).

Bank Syariah Indonesia (BSI) is a leading Islamic banking institution in Indonesia, providing services like savings, financing, and investments in compliance with sharia law (Hajiali et al., 2022). Employee performance plays a crucial role in the company's success and the achievement of its goals. Performance is assessed based on factors such as target achievement, behavior aligned with AKHLAK values, core competencies, work hours, and cooperation (Hasibuan et al., 2024). Performance scores are categorized as excellent (90–100%), better (81–89%), good (76–80%), and poor (<75%).

Data from BSI Regional 10 Makassar reveals a concerning pattern of performance fluctuations between 2022 and 2023, highlighting a critical challenge in maintaining consistent employee productivity (Purwaningsih, 2021). While some units experienced growth trajectories, the overall organizational performance demonstrated a declining trend, with aggregate employee achievements decreasing from 74.03% in 2022 to 68.83% in 2023—a reduction of 5.2 percentage points. This decline is particularly significant as it falls below the company's "good" performance threshold of 76%, indicating systemic issues that require immediate attention. The performance assessment spanning 2022 to 2024 further reveals inconsistencies across evaluation categories, with notable shifts in the distribution of employees across performance bands. These fluctuations suggest that factors influencing employee performance are neither stable nor optimally managed, potentially undermining BSI's competitive positioning in the rapidly growing Islamic banking sector (Dunggio, 2020; Efendi & Indiyati, 2023).

The AKHLAK organizational culture, which serves as BSI's foundational value system emphasizing *Amanah* (trustworthiness), *Kompeten* (competence), *Harmonis* (harmony), *Loyal* (loyalty), *Adaptif* (adaptability), and *Kolaboratif* (collaboration), theoretically should provide a strong framework for sustaining high performance levels (Burke, 2018; Farhah, 2024). However, empirical data indicates that the culture index experienced fluctuations during the observation period, suggesting a gap between the intended cultural values and their actual implementation in daily operations (Mangkunegara, 2018). This inconsistency in cultural strength may be contributing to the observed performance decline, as organizational culture serves as the invisible hand that guides employee behavior and decision-making processes (Rayyan et al., 2021). When cultural values are not consistently reinforced and internalized, employees may lack the shared understanding and commitment necessary to maintain performance standards, thereby directly impacting both individual productivity and organizational outcomes (Rayyan et al., 2021).

Employee motivation emerges as another critical factor in this performance equation, with empirical indicators suggesting motivational deficits among the workforces (Basyid, 2024). The attendance data for 2023 reveals a low attendance rate of 6.2%, which serves as a proxy indicator for diminished work motivation. While attendance alone does not capture the full spectrum of motivational dynamics, it provides valuable insight into employee engagement and commitment levels. Low attendance rates typically correlate with reduced job satisfaction, weakened organizational commitment, and decreased intrinsic motivation—all of which directly undermine

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

performance capacity. Theoretical frameworks in organizational behavior consistently demonstrate that motivation serves as the energizing force that drives employees to exert effort, persist in the face of challenges, and strive toward goal achievement. When motivation wanes, as evidenced by the attendance patterns at BSI, it creates a cascading effect that manifests in reduced productivity, lower quality output, and diminished organizational performance.

The interconnection between organizational culture and work motivation in influencing employee performance has been well documented in management literature (Zufri et al., 2024). Munawirsyah (2018) demonstrated that both motivation and organizational culture significantly affect employee performance in plantation companies, while Wigastianto and Revelation (2020) confirmed similar relationships in manufacturing contexts. However, these studies primarily focused on different industrial sectors, leaving questions about how these dynamics manifest specifically within Islamic banking institutions that operate under unique regulatory frameworks and value systems. Furthermore, Kanuto (2024) recently highlighted that organizational culture's influence on performance is often mediated through its impact on employee motivation, suggesting a more complex interrelationship than simple direct effects. Vasudevan et al. (2025) extended this understanding by demonstrating that in knowledge-intensive sectors similar to banking, sustainable leadership practices that embed organizational culture can significantly enhance employee performance through motivational pathways.

Despite these valuable contributions, significant gaps remain in our understanding of these relationships within the specific context of Islamic banking in Indonesia. First, existing studies have not adequately explored how Islamic organizational values (such as the AKHLAK principles) interact with conventional motivation theories to influence performance outcomes. Second, the mechanisms through which organizational culture affects performance in Islamic banking institutions—where employees must balance commercial objectives with religious principles—remain underspecified. Third, previous research has not sufficiently examined these relationships in the context of performance decline, as observed at BSI Regional 10 Makassar, where interventions are urgently needed. Finally, there is limited empirical evidence from Indonesian Islamic banking specifically, despite the sector's critical importance to the national economy and its unique operational characteristics (Reno & Wahyuningtyas, 2021; Rivai, 2020; Zacharias et al., 2021). This study addresses these gaps by investigating how work motivation and organizational culture influence employee performance at Bank Syariah Indonesia Regional 10 Makassar, providing insights that are contextually relevant to Islamic banking operations while contributing to broader theoretical understanding of performance management in value-driven organizations.

This study focuses on analyzing the influence of work motivation and organizational culture on employee performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar. The problem formulation includes identifying the current levels of work motivation, organizational culture, and employee performance at BSI, and understanding how work motivation and organizational culture affect employee performance. The research aims to explore these factors in detail, assessing their impact on the company's performance.

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

The research is expected to offer both theoretical and practical benefits. Theoretically, it aims to contribute to the development of management science, particularly in the areas of human resources and employee performance. For future researchers, this study can serve as an additional reference for similar research. Practically, the study's findings are intended to provide the company with valuable insights for evaluating and improving its human resource management practices to enhance employee performance.

METHOD

This study used a descriptive research design with a quantitative approach. Descriptive research aimed to answer questions about the existence of variables, while quantitative methods were used to analyze causal relationships. Data were collected through surveys using questionnaires, which were then analyzed statistically to test pre-formulated hypotheses (Indrawati, 2015).

The study examined two independent variables (Work Motivation and Organizational Culture) and one dependent variable (Employee Performance). The operational definitions of each variable were based on established theories, and data were measured using an ordinal scale with a Likert scale from 1 (strongly disagree) to 5 (strongly agree).

The population consisted of 177 employees from BSI Regional 10 Makassar, and a sample of 123 employees was selected using simple random sampling. Data were collected through primary sources (questionnaires) and secondary sources (documents and reports).

Descriptive analysis was used to summarize respondents' answers and categorize them based on a continuum scale. Structural Equation Modeling (SEM) with Partial Least Squares (PLS) was applied to test the relationships between variables (Ghozali, 2021; Hair et al., 2022). Validity and reliability tests were conducted using Pearson's Product Moment correlation and Cronbach's Alpha.

The hypotheses tested were:

1. H1: Work Motivation partially affects employee performance.
2. H2: Organizational Culture partially affects employee performance.

The results provided insights into the influence of work motivation and organizational culture on employee performance at BSI Regional 10 Makassar.

RESULT AND DISCUSSION

Respondent Characteristics

Respondent characteristics are all respondent identities that have been collected and have relevant views on the identified problems. The following are the characteristics of respondents based on gender, age, last education, and position.

Table 1. Respondent Characteristics

| Characteristics | Category | Frequency | Percentage |
|-----------------|-------------|-----------|------------|
| Gender | Male – Male | 72 | 58,5% |
| | Woman | 51 | 41,5% |
| Age | 21-28 Years | 49 | 39,8% |

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

| Characteristics | Category | Frequency | Percentage |
|-----------------|-------------|-----------|------------|
| Final Education | 29-36 Years | 57 | 46,3% |
| | 37-44 Years | 16 | 13% |
| | 45-55 Years | 1 | 0,8% |
| | High School | 1 | 0,8% |
| | Diploma | 12 | 9,8% |
| | S1 | 96 | 78% |
| | S2 | 14 | 11,4% |
| Position | Head | 3 | 2,5% |
| | Manager | 9 | 7,4% |
| | Officer | 26 | 21,3% |
| | Staff | 49 | 39,3% |
| | Executive | 36 | 29,5% |

Source: Data processed by the author (2025)

The recapitulation of the characteristics of 123 respondents shows that the majority of the respondents were male, with 72 males (58.5%) and 51 females (41.5%). In terms of age, most respondents were between 29 and 36 years old, totaling 57 respondents (46.3%), while only 1 respondent (0.8%) was aged between 45 and 55 years. Regarding the highest level of education, the majority of respondents had a bachelor's degree (S1) with 96 respondents (78%), and only 1 respondent (0.8%) had completed high school/vocational school. Lastly, in terms of position, most respondents held staff positions, with 48 respondents (39.3%), while only 3 respondents (2.5%) held managerial positions. In conclusion, the majority of respondents were male, aged 29-36, with a bachelor's degree, and held staff positions.

Descriptive Analysis

Respondents' Responses to Work Motivation Variables

The Work Motivation Variable has 18 question items with three different dimensions, namely Needs for Achievement, Needs for Power, and Needs for Affiliation. The following are the results of responses from the respondents obtained:

Table 2. Respondents' Responses to Work Motivation Variables

| No | Dimension | Item | Actual Score | Ideal Score | (%) |
|--------------|------------------------------|-----------|--------------|--------------|--------------|
| 1 | <i>Needs for Achievement</i> | 6 | 3207 | 3690 | 86,9% |
| 2 | <i>Needs for Power</i> | 6 | 3184 | 3690 | 86,3% |
| 3 | <i>Needs for Affiliation</i> | 6 | 3208 | 3690 | 86,9% |
| Total | | 18 | 9599 | 11070 | 86,7% |

Source: Data processed by the author (2025)

Table 2 above is the result of a recapitulation of respondents' answers from each dimension on the Work Motivation variable. Based on the table above, it shows that the highest percentage score is in the dimension Needs for Achievement and Needs for Affiliation with a score of 86.9% while the lowest percentage score was in the Needs for Power with a score of 86.3%. So that overall the total percentage score of the Work Motivation variable is 86.7%. The percentage value if referring to the criteria included in the category is very good.

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

Based on the continuum line above, it shows that the percentage value obtained is 86.7% which is included in the category of excellent. To be clearer, the researcher presents an overview of these dimensions based on their respective indicators as follows:

Table 3. Respondents' Responses to Needs for Achievement

| No | Indicator | Alternative Answers | | | | | Actual Score | Ideal Score | (%) |
|---------------------------|---|---------------------|----|----|----|----|--------------|-------------|--------------|
| | | STS | TS | CS | S | SS | | | |
| 1 | Realistic work goals or targets | 0 | 0 | 11 | 52 | 60 | 541 | 615 | 88% |
| 2 | Proud of the results of the work | 0 | 1 | 8 | 63 | 51 | 533 | 615 | 86,7% |
| 3 | Optimal in achieving preset goals | 0 | 0 | 11 | 55 | 57 | 538 | 615 | 87,5% |
| 4 | Getting work done with tough challenges | 0 | 1 | 9 | 65 | 48 | 529 | 615 | 86% |
| 5 | Self-development to improve performance at work | 0 | 0 | 12 | 55 | 56 | 536 | 615 | 87,2% |
| 6 | Awards by the company's management | 0 | 1 | 8 | 66 | 48 | 530 | 615 | 86,2% |
| Total Accumulation | | | | | | | 3207 | 3690 | 86,9% |

Source: Primary data processed by the author (2025)

The respondents' responses on the Needs for Achievement dimension in the Work Motivation variable, measured across six indicators, were largely positive. Most respondents strongly agreed that their work goals were realistic (88%), they took pride in their work results (86.7%), and were highly effective in achieving set goals (87.5%). Employees also demonstrated the ability to handle challenging tasks (86%), actively developed themselves to improve performance (87.2%), and appreciated the awards given by the company (86.2%). Overall, these results show a strong sense of motivation, pride, and commitment to self-improvement among employees.

Table 4. Respondents' Responses to Needs for Power

| No | Indicator | Alternative Answers | | | | | Actual Score | Ideal Score | (%) |
|---------------------------|---|---------------------|----|----|----|----|--------------|-------------|--------------|
| | | STS | TS | CS | S | SS | | | |
| 7 | Trying to influence colleagues for the better | 0 | 0 | 13 | 58 | 52 | 531 | 615 | 86,3% |
| 8 | Have high authority in the work | 0 | 1 | 12 | 62 | 48 | 526 | 615 | 85,5% |
| 9 | Cooperative in work discussions | 0 | 0 | 11 | 56 | 56 | 537 | 615 | 87,3% |
| 10 | Able to lead a work team | 0 | 1 | 9 | 66 | 47 | 528 | 615 | 85,8% |
| 11 | Consistent decision-making in the work team | 0 | 0 | 14 | 53 | 56 | 534 | 615 | 86,8% |
| 12 | Frequent competitions | 0 | 1 | 9 | 66 | 47 | 528 | 615 | 85,8% |
| Total Accumulation | | | | | | | 3184 | 3690 | 86,3% |

Source: Primary data processed by the author (2025)

The respondents' responses on the Needs for Power dimension in the Work Motivation variable, measured across six indicators, were all very positive. Most respondents indicated they were highly capable of influencing colleagues for the better (86.3%) and holding positions with

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

high authority (85.3%). They also demonstrated strong cooperation in work discussions (87.3%) and leadership abilities in managing teams (85.8%). Employees were consistent in making decisions within their teams (86.8%) and frequently participated in competitions (85.8%). Overall, these results reflect that employees possess strong leadership qualities, decision-making skills, and a proactive attitude in their work environment.

Table 4. Respondents' Responses to Needs for Affiliation

| No | Indicator | Alternative Answers | | | | | Actual Score | Ideal Score | (%) |
|---------------------------|---|---------------------|----|----|----|----|--------------|-------------|--------------|
| | | STS | TS | CS | S | SS | | | |
| 13 | A lot of discussions that are not related to work | 0 | 0 | 11 | 56 | 56 | 537 | 615 | 87,3% |
| 14 | Appreciated by colleagues | 0 | 1 | 9 | 63 | 50 | 531 | 615 | 86,3% |
| 15 | Feeling a harmonious work atmosphere is a good thing | 0 | 0 | 11 | 50 | 62 | 543 | 615 | 88,3% |
| 16 | Enjoys working with colleagues instead of working alone | 0 | 1 | 8 | 67 | 47 | 529 | 615 | 86% |
| 17 | Have a good relationship with colleagues | 0 | 0 | 11 | 55 | 57 | 538 | 615 | 87,5% |
| 18 | Happy to join the team and company | 0 | 1 | 9 | 64 | 49 | 530 | 615 | 86,2% |
| Total Accumulation | | | | | | | 3208 | 3690 | 86,9% |

Source: Primary data processed by the author (2025)

The respondents' responses on the Needs for Affiliation dimension in the Work Motivation variable, measured across six indicators, were all very positive. Most respondents indicated that there were many discussions unrelated to work (87.3%), felt highly appreciated by their colleagues (86.3%), and valued a harmonious work atmosphere (88.3%). They also preferred working with colleagues over working alone (86%) and had good relationships with both superiors and subordinates (87.5%). Additionally, employees expressed a high level of happiness in being part of the team and the company (86.2%). Overall, these results show that employees highly value collaboration, positive relationships, and a supportive work environment.

Respondents' Responses to Organizational Culture Variables

Respondents' responses to the Organizational Culture variable were measured using 7 (seven) dimensions with 12 question items. The following is presented the respondents' responses to the variable:

Table 5. Respondents' Responses to Organizational Culture Variables

| No | Indicator | Alternative Answers | | | | | Actual Score | Ideal Score | (%) |
|----|---|---------------------|----|----|----|----|--------------|-------------|-------|
| | | STS | TS | CS | S | SS | | | |
| 19 | I feel happy if I am given the opportunity by the organization to innovate and develop creativity in work | 0 | 0 | 10 | 55 | 58 | 540 | 615 | 87,8% |

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

| No | Indicator | Alternative Answers | | | | | Actual Score | Ideal Score | (%) |
|---------------------------|---|---------------------|----|----|----|----|--------------|-------------|--------------|
| | | STS | TS | CS | S | SS | | | |
| 20 | I always try to analyze the work in detail in completing the work | 0 | 1 | 9 | 63 | 50 | 531 | 615 | 86,3% |
| 21 | I feel that organizational leaders pay attention to the achievements of the employees' work | 0 | 0 | 12 | 57 | 54 | 534 | 615 | 86,8% |
| 22 | I feel that the leaders of the organization always monitor the performance of the organization | 0 | 1 | 10 | 67 | 45 | 525 | 615 | 85,4% |
| 23 | I feel that the organization always encourages the creation of a conducive work environment for the achievement of employee work achievements | 0 | 0 | 10 | 71 | 42 | 524 | 615 | 85,2% |
| 24 | I feel that organizations always encourage employees to prioritize team interests over individuals | 0 | 1 | 14 | 69 | 39 | 515 | 615 | 83,7% |
| 25 | I feel that organizations always reward the work achievements of employees | 0 | 1 | 15 | 66 | 41 | 516 | 615 | 83,9% |
| 26 | The organization always encourages employees to have high loyalty to the team to achieve the target | 0 | 0 | 12 | 67 | 44 | 524 | 615 | 85,2% |
| 27 | I always come on time and discipline my time so that the work is done well | 0 | 0 | 16 | 66 | 41 | 517 | 615 | 84,1% |
| 28 | I carry out healthy competition between employees in doing their work. | 0 | 1 | 13 | 68 | 41 | 518 | 615 | 84,2% |
| 29 | I feel calm and sincere in doing work activities | 0 | 0 | 14 | 65 | 44 | 522 | 615 | 84,9% |
| 30 | I feel valued and not as a tool to gain profits so that a good work environment can be realized | 0 | 1 | 11 | 70 | 41 | 520 | 615 | 84,6% |
| Total Accumulation | | | | | | | 6286 | 7380 | 85,2% |

Source: Primary data processed by the author (2025)

Based on Table 6, respondents' assessment of the Organizational Culture variable shows an overall agreement with the statements provided. The highest score, 87.8%, was for the statement,

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

"I feel happy if given the opportunity by the organization to innovate and develop creativity in work," indicating that employees appreciate opportunities for innovation. Other indicators also received excellent and very good scores, such as "I always try to analyze the work in detail in completing the work" (86.3%), and "I feel that organizational leaders pay attention to the achievements of employees' work" (86.8%). Employees feel that the organization provides a conducive work environment, encourages teamwork, and rewards achievements. However, slightly lower scores were given to statements like "I feel that the organization always gives awards for work achievements" (83.9%) and "I feel that organizations always encourage employees to prioritize team interests over individuals" (83.7%), which were still considered good. Overall, the results indicate a positive perception of the organizational culture, with employees feeling valued, motivated, and supported in their roles.

Based on the continuum line above, it shows that the percentage value obtained is 85.2% which is included in the category of excellent. This identifies that the Organizational Culture of PT. Bank Syariah Indonesia (BSI) Regional 10 Makassar is classified as very good.

Respondents' Responses to Employee Performance Variables

Respondents' responses to the Employee Performance variable were measured using 5 (five) dimensions with 12 question items. The following is presented the respondents' responses to the variable:

Table 6. Respondents' Responses to Employee Performance Variables

| No | Indicator | Alternative Answers | | | | | Actual Score | Ideal Score | (%) |
|----|--|---------------------|----|----|----|----|--------------|-------------|-------|
| | | STS | TS | CS | S | SS | | | |
| 31 | I can complete the work according to the set target | 0 | 0 | 12 | 60 | 51 | 531 | 615 | 86,3% |
| 32 | I can complete the work in accordance with the applicable procedures | 0 | 1 | 9 | 69 | 44 | 525 | 615 | 85,4% |
| 33 | I can complete the job completely | 0 | 0 | 13 | 63 | 47 | 526 | 615 | 85,5% |
| 34 | I can complete the work meticulously | 0 | 1 | 11 | 68 | 43 | 522 | 615 | 84,9% |
| 35 | I can minimize errors in work | 0 | 0 | 16 | 61 | 46 | 522 | 615 | 84,9% |
| 36 | I can complete the work on time | 0 | 2 | 11 | 72 | 38 | 515 | 615 | 83,7% |
| 37 | I can make the right decisions | 0 | 0 | 21 | 57 | 45 | 516 | 615 | 83,9% |
| 38 | I always come to the office on time | 0 | 2 | 15 | 65 | 41 | 514 | 615 | 83,6% |
| 39 | I always get home from work on time | 0 | 0 | 19 | 56 | 48 | 521 | 615 | 84,7% |
| 40 | I can work with employees in the same division | 0 | 1 | 8 | 72 | 42 | 524 | 615 | 85,2% |
| 41 | I can work with employees across divisions | 0 | 0 | 15 | 64 | 44 | 521 | 615 | 84,7% |

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

| No | Indicator | Alternative Answers | | | | | Actual Score | Ideal Score | (%) |
|---------------------------|---|---------------------|----|----|----|----|--------------|-------------|--------------|
| | | STS | TS | CS | S | SS | | | |
| 42 | I value other people's opinions on getting the job done | 0 | 1 | 8 | 74 | 40 | 522 | 615 | 84,9% |
| Total Accumulation | | | | | | | 6259 | 7380 | 84,8% |

Source: Primary data processed by the author (2025)

Based on Table 7, respondents' assessment of the Employee Performance variable shows a generally positive response. The highest scores were for statements such as "I was able to complete the work according to the set target" (86.3%) and "I was able to complete the work in accordance with applicable procedures" (85.4%), both categorized as very good or excellent. Employees also demonstrated strong performance in completing tasks thoroughly (85.5%) and minimizing mistakes (84.9%). While there were good scores for time management, including "I was able to complete the work on time" (83.7%) and "I always come to the office on time" (83.6%), these were in the good category. Other indicators, such as collaboration within and across divisions and valuing others' opinions, scored well (85.2% to 84.7%). Overall, the results suggest that employees are highly competent, punctual, and capable of working well both individually and collaboratively.

Based on the continuum line above, it shows that the percentage value obtained is 84.8% which is included in the very good category. This identifies that the Performance of PT. Bank Syariah Indonesia (BSI) Regional 10 Makassar is classified as very good.

SEM Analysis – PLS

This study uses verifiable analysis to test hypotheses that have been formulated with the help of statistical techniques. The hypothesis tested is related to the Influence of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar. For the hypothesis test, the Structural Equation Modeling (SEM) method with the Partial Least Square (PLS) approach was used using SmartPLS-3 software.

Evaluation of Measurement Models (Outer Model)

Evaluation of measurement models (Outer Model) is used to identify the relationship between latent variables and their indicators (manifest variables) that measure them. This test includes convergent validity test, discriminant validity, and reliability test.

1) Convergent Validity

Convergent validity refers to the principle that indicators measuring the same construct should have a high correlation. Convergent validity testing in PLS software is carried out by looking at the loading factor value of each indicator in its construct. An indicator is considered to have good validity if the loading value is ≥ 0.70 , and the Average Variance Extracted (AVE) value ≥ 0.50 . Details of the results of these tests are presented in Table 8 below:

Table 7. Test results Loading Factor and AVE

| Variable Leave | Manifest | Loading Factor | AVE | Conclusion |
|----------------|----------|----------------|-----|------------|
| | MK1 | 0,900 | | Valid |
| | MK2 | 0,902 | | Valid |

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

| Variable | Latent Variable | Manifest | Loading Factor | AVE | Conclusion |
|------------------------------------|-----------------|----------|----------------|-------|------------|
| Work Motivation (X1) | | MK3 | 0,899 | 0,800 | Valid |
| | | MK4 | 0,907 | | Valid |
| | | MK5 | 0,893 | | Valid |
| | | MK6 | 0,903 | | Valid |
| | | MK7 | 0,878 | | Valid |
| | | MK8 | 0,861 | | Valid |
| | | MK9 | 0,899 | | Valid |
| | | MK10 | 0,902 | | Valid |
| | | MK11 | 0,873 | | Valid |
| | | MK12 | 0,893 | | Valid |
| | | MK13 | 0,907 | | Valid |
| | | MK14 | 0,891 | | Valid |
| | | MK15 | 0,881 | | Valid |
| | | MK16 | 0,902 | | Valid |
| | | MK17 | 0,907 | | Valid |
| | | MK18 | 0,896 | | Valid |
| Organizational Culture (X2) | | BO1 | 0,842 | 0,728 | Valid |
| | | BO2 | 0,839 | | Valid |
| | | BO3 | 0,862 | | Valid |
| | | BO4 | 0,864 | | Valid |
| | | BO5 | 0,899 | | Valid |
| | | BO6 | 0,835 | | Valid |
| | | BO7 | 0,854 | | Valid |
| | | BO8 | 0,882 | | Valid |
| | | BO9 | 0,810 | | Valid |
| | | BO10 | 0,827 | | Valid |
| | | BO11 | 0,852 | | Valid |
| | | BO12 | 0,870 | | Valid |
| Employee Performance (Y) | | KK1 | 0,876 | 0,756 | Valid |
| | | KK2 | 0,864 | | Valid |
| | | KK3 | 0,893 | | Valid |
| | | KK4 | 0,884 | | Valid |
| | | KK5 | 0,884 | | Valid |
| | | KK6 | 0,874 | | Valid |
| | | KK7 | 0,835 | | Valid |
| | | KK8 | 0,834 | | Valid |
| | | KK9 | 0,838 | | Valid |
| | | KK10 | 0,892 | | Valid |
| | | KK11 | 0,875 | | Valid |
| | | KK12 | 0,881 | | Valid |

Source: Primary data processed by the author (2025)

Based on table 8 shows that the results of the calculation of the Loading Factor and AVE, all indicators manifest on each of the latent variables indicates the value outer loading above 0.7 and the AVE exceeds 0.5. This indicates that the variables of Work Motivation, Organizational Culture, and Employee Performance have met the criteria convergent validity. Thus, all indicators

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

are declared valid in explaining the dependent variables, and the independent and moderation variables used have been proven to be able to measure the construct in question accurately and meet the statistical requirements for use in the next hypothesis test. This reliability supports the assumption that research models have strong potential in elucidating relationships between constructs, especially in testing the important role of Work Motivation and Organizational Culture on Employee Performance (Nur Apriliah & Rahayu, 2024).

Discriminant Validity

Discriminant validity can be analyzed through *cross loading* values, which aim to ensure that each construct does indeed measure things differently and does not show a high correlation with each other. Discriminant validity reflects how far a construct can empirically be distinguished from another. To ensure that each construct in the research model has a different theoretical identity and does not conceptually overlap, discriminant validity testing is carried out using three approaches: Fornell-Larcker Criterion, Cross Loadings, and Heterotrait-Monotrait Ratio (HTMT).

Table 8. Test Results Cross Loading

| Manifest | Motivation Work | Organizational Culture | Employee Performance |
|----------|-----------------|------------------------|----------------------|
| MK1 | 0,900 | 0,809 | 0,775 |
| MK2 | 0,902 | 0,809 | 0,799 |
| MK3 | 0,899 | 0,815 | 0,794 |
| MK4 | 0,907 | 0,794 | 0,811 |
| MK5 | 0,893 | 0,795 | 0,786 |
| MK6 | 0,903 | 0,815 | 0,816 |
| MK7 | 0,878 | 0,794 | 0,800 |
| MK8 | 0,861 | 0,744 | 0,781 |
| MK9 | 0,899 | 0,811 | 0,790 |
| MK10 | 0,902 | 0,816 | 0,830 |
| MK11 | 0,873 | 0,780 | 0,782 |
| MK12 | 0,893 | 0,799 | 0,815 |
| MK13 | 0,907 | 0,820 | 0,793 |
| MK14 | 0,891 | 0,782 | 0,787 |
| MK15 | 0,881 | 0,785 | 0,741 |
| MK16 | 0,902 | 0,823 | 0,816 |
| MK17 | 0,907 | 0,821 | 0,800 |
| MK18 | 0,896 | 0,783 | 0,799 |
| BO1 | 0,830 | 0,842 | 0,725 |
| BO2 | 0,860 | 0,839 | 0,760 |
| BO3 | 0,820 | 0,862 | 0,714 |
| BO4 | 0,762 | 0,864 | 0,734 |
| BO5 | 0,802 | 0,899 | 0,837 |
| BO6 | 0,678 | 0,835 | 0,738 |
| BO7 | 0,737 | 0,854 | 0,759 |
| BO8 | 0,767 | 0,882 | 0,810 |
| BO9 | 0,644 | 0,810 | 0,749 |
| BO10 | 0,743 | 0,827 | 0,771 |
| BO11 | 0,756 | 0,852 | 0,759 |

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

| Manifest | Motivation Work | Organizational Culture | Employee Performance |
|-----------------|------------------------|-------------------------------|-----------------------------|
| BO12 | 0,764 | 0,870 | 0,782 |
| KK1 | 0,825 | 0,804 | 0,876 |
| KK2 | 0,858 | 0,808 | 0,864 |
| KK3 | 0,831 | 0,809 | 0,893 |
| KK4 | 0,841 | 0,774 | 0,884 |
| KK5 | 0,732 | 0,762 | 0,884 |
| KK6 | 0,722 | 0,772 | 0,874 |
| KK7 | 0,695 | 0,724 | 0,835 |
| KK8 | 0,699 | 0,711 | 0,834 |
| KK9 | 0,640 | 0,727 | 0,838 |
| KK10 | 0,820 | 0,826 | 0,892 |
| KK11 | 0,736 | 0,759 | 0,875 |
| KK12 | 0,836 | 0,830 | 0,881 |

Source: Primary data processed by the author (2025)

Through analysis cross loadings, the validity of the discriminant is tested by comparing the values loading indicators against the original construct with loading against other constructs. The results show that the majority of indicators have loading highest on the right construct. However, there are several indicators such as BO2 (0.860 on Work Motivation and 0.839 on Organizational Culture) that show a high correlation with other constructs. Despite this, due to the dominance of cross loading Still in its original construct, the validity of discrimination through this method is generally still met.

In addition to using cross loadings, The validity of the discriminant can also be evaluated by comparing the square root value of the AVE of each construct against the correlation between constructs in the model. Based on the approach Fornell-Larcker, discriminant validity is considered to be met if the root value of an AVE construct is higher than its correlation value with another construct. With the results that can be seen as follows:

Table 9. Test Results Fornell Larcker

| Variable Leave | Motivation Work | Organizational Culture | Performance Employee |
|-------------------------------|------------------------|-------------------------------|-----------------------------|
| Work Motivation | 0,894 | | |
| Organizational Culture | 0,895 | 0,853 | |
| Employee Performance | 0,890 | 0,894 | 0,869 |

Source: Data processed by the author (2025)

It can be seen in table 10 that the diagonal values of each construct are Work Motivation: 0.894, Organizational Culture 0.853, and Employee Performance: 0.869. However, it should be noted that the correlation between Organizational Culture and Work Motivation (0.895) as well as between Work Motivation and Employee Performance (0.890) is slightly higher than the diagonal value of some constructs. This indicates that the relationship between constructs is very close, even close to the critical threshold, so it is necessary to examine it more deeply with an additional approach using the Heterotrait – Monotrait Ratio:

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

Table 10. Test Results *Heterotrait - Monotrait Ratio*

| Variable Leave | Organizational Culture | Employee Performance | Work Motivation |
|-------------------------------|------------------------|----------------------|-----------------|
| Organizational Culture | | | |
| Employee Performance | 0,842 | | |
| Work Motivation | 0,152 | 0,141 | |

Source: Data processed by the author (2025)

It can be seen in table 11 that the HTMT results provide stronger confirmation regarding the separation between constructs. With an HTT threshold of 0.90, all HTMT values are in a very safe range. In fact, the HTMT value between Work Motivation and the other two constructs showed a low correlation, indicating that Work Motivation is a statistically very good stand-alone construct.

2) Reliability Test

Reliability testing is carried out to ensure that the data obtained from all respondents is consistent. In this study, the method used is the composite reliability test, where the value obtained must exceed 0.7, and Cronbach's alpha which must have a value above 0.6. The results of this test can be seen in the table below.

Table 11. Reliability Test Results

| Variable Leave | Cronbach's Alpha | Composite Reliability | Critical Values | Conclusion |
|-------------------------------|------------------|-----------------------|-----------------|------------|
| Work motivation | 0,985 | 0,986 | >0.7 | Reliable |
| Organizational Culture | 0,966 | 0,970 | | |
| Employee Performance | 0,971 | 0,974 | | |

Source: Data processed by the author (2025)

Based on the results of the reliability test in the table above, all variables show a value of Cronbach's Alpha and Composite Reliability above 0.7. This shows that the data used in this study is relatively reliable because all values have passed the set threshold. Thus, it can be concluded that all indicators in the research variables are consistent and reliable.

Structural Model Evaluation (Inner Model)

The assessment of the structural model (inner model) was carried out to test the hypothesis regarding the relationship between latent variables. The following are the results of bootstrapping that show the t-statistical value of each variable in this study:

Testing of the inner model was carried out by analyzing the value of the path coefficient to assess the significance of the influence between variables. The t-statistic value used in this analysis was obtained through the bootstrapping procedure on the SmartPLS application – 3. Evaluation of the structural model can be carried out by looking at the value of the determination coefficient (R-Squared), Q-Square Predictive Relevance, and the estimation of the path coefficients (Path Coefficients). The results of the structural model test are described as follows.

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

Coefficient of Determination (R – Square)

R-square is used to show how much influence an exogenous variable has on an endogenous variable. Based on the results of data processing using the SmartPLS application by the researcher, the R-square value was obtained as follows:

Table 12. Test Results R - Square

| Variable endogenous | R – Square | R – Square Adjust |
|----------------------|--------------|-------------------|
| Employee Performance | 0.840 | 0,837 |

Source: Data processed by the author (2025)

Based on the results of the calculation of the determination coefficient in the table above, it shows that the R-Square value in the employee performance variable is 0.840 (significant) (Nisa & Nurhidayati, 2024). This value shows the percentage of work motivation variables and organizational culture that can influence or can explain employee performance variables of 84%. While the remaining 16% were influenced by other variables outside the research model.

Q - Square Predictive Relevance

Q^2 (predictive relevance) is used to assess how accurate the model is in predicting observation values and parameter estimations. If the value of Q^2 is below 0, then the model is considered to lack predictive ability. Conversely, if the value of Q^2 is more than 0, then the model is considered to have good predictive ability. The following results from Q^2 can be seen in the following table 14:

Table 13. Q Test Results – Square

| Variable Leave | SSO | SSE | $Q^2 (=1-SSE/SSO)$ |
|------------------------|----------|----------|--------------------|
| Work Motivation | 2214,000 | 2214,000 | |
| Organizational Culture | 1476,000 | 1476,000 | 0,625 |
| Employee Performance | 1476,000 | 552,763 | |

Source: Data processed by the author (2025)

The Q^2 value of 0.625 in the Employee Performance variable shows that the structural model in this study has excellent predictive power and is able to accurately describe the relationship between variables. These findings strengthen the validity of the model in illustrating the simultaneous influence of Work Motivation and Organizational Culture on improving Employee Performance at Bank Syariah Indonesia Regional 10 Makassar.

F – Square

The f-square index is used to assess how well the model is built. This value serves to evaluate the extent to which the influence of exogenous variables on endogenous variables is substantial. Based on the results of data processing through SmartPLS software carried out by the researcher, the value of f-square was obtained as shown below:

Table 14. F - Square Test Results

| Variable Leave | Work Motivation | Organizational Culture | Employee Performance |
|------------------------|-----------------|------------------------|----------------------|
| Work Motivation | | | 0,253 |
| Organizational Culture | | | 0,300 |
| Employee Performance | | | |

Source: Data processed by the author (2025)

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

Based on the results of the calculation in table 15, it shows that the value of f-square in the variable of work motivation on employee performance is 0.253 (moderate influence). In the organizational culture variable on employee performance of 0.300 (medium to large influence).

1) Path Coefficient Analysis

The direction of the relationship or influence between variables can be recognized by the path coefficient sign, whether it is positive or negative. The full results can be seen in Table 4.16 below:

Table 15. Path Coefficient

| Variable Leave | Path Coefficients |
|---|-------------------|
| Employee Performance → Work Motivation | 0,451 |
| Employee Performance → Organizational Culture | 0,491 |

Source: Data processed by the author (2025)

A path coefficient with a positive value indicates a unidirectional relationship, that is, when the free variable increases, the bound variable also tends to increase. Based on the data in the table, it can be seen that work motivation and organizational culture have a positive relationship with employee performance. This means that the better the implementation of work motivation and organizational culture, the performance of employees at Bank Syariah Indonesia (BSI) Regional 10 Makassar will also increase.

Goodness of Fit Index (GoF)

Table 16. Test Results Goodness of Fit with SRMR

| Model Fit | Saturated Model | Estimated Model |
|------------------|-----------------|-----------------|
| SRMR | 0,114 | 0,114 |
| d _{ULS} | 11,816 | 11,816 |
| d _G | N/A | N/A |
| Chi – Square | N/A | N/A |
| NFI | N/A | N/A |

Source: Data processed by the author (2025)

Table 17 shows that the Goodness of Fit (GoF) Evaluation was conducted to assess the suitability of the model with empirical data. The SRMR value of 0.114 slightly exceeds the general limit (< 0.10), but is still acceptable in the context of complex social research. This value indicates that the model adequately represents the data well. Meanwhile, a d_{ULS} value of 11.816 in both models (Saturated and Estimated) indicates stability between the actual data and the model's predictions. Overall, these results confirm that the model built is feasible and valid to test the influence of Work Motivation and Organizational Culture on Employee Performance in BSI Regional 10 Makassar.

Hypothesis Test

Hypothesis testing was carried out to answer the research questions in this study, where the relationships between variables were analyzed using the bootstrapping. Furthermore, the evaluation of the hypothesis is carried out by looking at the value of the path coefficient as a basis for determining whether the hypothesis is accepted or rejected. Based on the results of data

The Effect of Work Motivation and Organizational Culture on Employee Performance at Bank Syariah Indonesia (BSI) Regional 10 Makassar

processing through the program SmartPLS used by the researcher, the results of hypothesis testing were obtained as follows:

Table 17. Hypothesis Test Results

| Variable Leave | | | Original Sample | T Statistics | P Values | Conclusion |
|--|-------------|------------------|-----------------|--------------|----------|----------------|
| Employee Performance → Work Motivation | | | 0,451 | 2,657 | 0,008 | H1 Accepted |
| Employee Culture | Performance | → Organizational | 0,491 | 2,998 | 0,003 | H2 Accepted |

Source: Data processed by the author (2025)

Based on the results of the calculation in Table 18, it is known that the first hypothesis (H1) regarding the influence of Work Motivation on Employee Performance is acceptable. This is shown by a t-Statistic value of 2.657 (>1.96) and a P value of 0.008 (<0.05), as well as a path coefficient of 0.451 which is positive. Thus, it can be concluded that Work Motivation has a positive and significant effect on Employee Performance.

The second hypothesis (H2) regarding Organizational Culture towards Employee Performance is acceptable. This can be shown by a Statistical T value of 2.998 (>1.96) and a P value of 0.003 (<0.05), and a path coefficient of 0.491 which is positive. Thus, it can be concluded that Organizational Culture has a positive and significant effect on Employee Performance.

CONCLUSION

The study found that work motivation at Bank Syariah Indonesia (BSI) Regional 10 Makassar was very good, with 86.7% of employees exhibiting high motivation in achievement, power, and affiliation. Organizational culture was also rated very good at 85.2%, reflecting strong employee perception of the company's values and practices. Employee performance aligned with this trend, with 84.8% of employees performing at a high level. Both work motivation and organizational culture had a significant positive impact on employee performance, indicating that fostering these factors enhances productivity. Future research could explore how specific cultural elements and motivational strategies interact over time to sustain performance, as well as investigate the effects of external environmental factors on employee outcomes in Islamic banking contexts.

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