

## THE INFLUENCE OF ORGANIZATIONAL CULTURE, COMPENSATION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT. BANK MUAMALAT INDONESIA MAKASSAR BRANCH

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### Abstract

This study aims to determine the effect of organizational culture, organizational commitment, and compensation on employee performance from job satisfaction at PT. Bank Muamalat Indonesia Makassar Branch. The research describes the relationship and impact between the variables studied, using a quantitative approach. The sample in this research is 92 respondents. The research data collection method uses a questionnaire that is distributed offline. The data analysis technique used in this study is the structural equation model (SEM) which is operated from Smart PLS. The results of the study state that organizational culture, compensation and organizational commitment have a positive and significant effect on employee performance. Organizational culture, commitment and organizational compensation also have a significant and positive effect on job satisfaction. Likewise organizational culture, compensation and organizational commitment have a positive and significant effect on employee performance from job satisfaction .

**Keywords:** *Organizational Culture; Compensation; Organizational Commitment; Employee performance; Job satisfaction*

### A. INTRODUCTION

The actual difficulties currently stem from the influence of globalization, and since the end of 2015, Indonesia has faced a new obstacle in the form of the ASEAN Economic Community (AEC) which is the regional single market. Companies should pay more attention to management-related challenges , including human resource factors because of globalization (Lamsah, 2018) ; (Abdurrahim et al., 2017) .

Problems that often occur in an organization are human resources (HR) or poor worker performance. HR is a major player in business operations. The capacity of the company's human resources, or its personnel, to carry out the tasks assigned to them, in part determines whether it will succeed or fail in achieving its goals. As a result, management needs to give careful consideration to all issues involving human resources to ensure that workers are happy in their jobs, leading to high levels of productivity that help the company achieve its goals successfully and effectively (Nasution & Lesmana, 2019) .

Companies that are quite closely related to work effectiveness and efficiency, one of which is business in the banking sector. A bank is a business that receives and issues public money. As more and more banks sell their services, the condition of the banking industry in Indonesia is getting worse. Banks will be able to function correctly and thrive in the highly competitive banking industry by providing the best service to their clients.

Through the results of surveys, in-depth interviews (IDI), and Focus Group Discussions (FGDs) conducted by OJK, there are a number of strategic problems in Islamic banking that limit its development. These strategic issues include the lack of distinction of key business models, continued emphasis on business objectives in company growth, substandard quality of human

resources, substandard information technology, and persistently low levels of inclusion and literacy (Sari, 2023) .

The quality of human resources is one of the big tasks that must be addressed by Islamic Banking. Employees must present themselves as innovative and creative human resources with the capacity to learn and the desire to adapt to face company problems and competitiveness. The company must continue to make improvements in all areas, including planning, coaching, and developing human resources, as well as training and education, and worker welfare, to support employee performance within the company (Muafi et al., 2017) .

Performance can be used to measure how much an employee contributes to the company's achievement of the job requirements set. In order to achieve the goals and objectives where they have been set, performance measurement is used as a basis for assessing the success or failure of the implementation of activities. In order to develop employee performance, motivation, organizational culture, salary, leadership, work happiness, discipline, work environment, and organizational commitment are elements where the impact on employee performance. The study, however, concentrates on corporate culture, salary, job satisfaction, and organizational commitment (Taouab & Issor, 2019) .

According to the definition above, the focus of this research is PT. Bank Muamalat Indonesia, the first commercial bank in Indonesia which operates based on Islamic Sharia principles. People who want to use Islamic banking services can now access it thanks to the existence of Bank Muamalat . In order to create a trusted Islamic banking environment and improve employee performance in order to achieve organizational effectiveness and efficiency, the issues of inter-organizational culture relations, compensation, organizational commitment, then job satisfaction with Islamic bank performance still needs to be studied more thoroughly. The purpose of this study is to understand the impact on organizational culture, compensation, and organizational commitment on employee performance from job satisfaction at PT. Bank Muamalat Indonesia Makassar Branch based on the background where it has been presented.

## **B. LITERATURE REVIEW**

### **theory Bases**

#### **Organizational Culture**

(Robbins, 2015) defines organizational culture, which is a framework of shared meaning that separates a group from other groups and is embraced by its members. Another definition from (Hofstede, 2003) , culture is mental programming that separates people into different groups according to membership. Everyone has a mindset, emotions, and behaviors that they have acquired throughout their lives. To acquire new cognitive patterns, one must let go of previously taught patterns. According to (Robbins, 2015) there are 7 characteristics of organizational culture, namely: Innovation and obtaining risk, attention to detail, focus on results, emphasize people above things, teamwork, assertiveness, and stability.

#### **compensation**

Through (Manthis, 2010) compensation is an important criterion that people use to decide whether to work for one business over another. From (Hasibuan, 2017) , compensation is all cash income or commodities that are given to the business, either directly or indirectly, into rewards for contributions that are given to the business. From (Sedarmayanti, 2010) , compensation is all offered to staff as a thank you. (Simamora, 2004) if the high and low compensation can be measured through indicators: wages/salaries, incentives, benefits and facilities.

#### **Organizational Commitment**

Meyer and Allen (1997) in (Yusuf & Syarif, 2017) write the description of commitment into a psychological concept that characterizes the bond between members of an organization and their company and influences an individual's decision to remain a member of the company.

Then from Sudarmanto (2010) in (Karima et al., 2023) organizational commitment is the capacity and determination of a person to operate in a way that is consistent with the demands or requirements of the organization and to align his behavior with these needs or requirements. From Meyer and Allen (1997) in (Yusuf & Syarif, 2017) , there are 3 dimensions that affect organizational commitment, namely affective commitment, which is about the desire to be attached to the organization, then continuation commitment, namely commitment built on losses, by considering what must be submitted in order Settling in the organization, and normative commitment, that is, the moral obligation of employees to stay in the company.

### **Job Satisfaction**

Job satisfaction from (Hasibuan, 2017) is that he has a positive emotional attitude and enjoys his work. Workplace morale, discipline, as well as productivity all reflect the approach. Job satisfaction is experienced at work, outside of work, and in a mixture of both. According to Bangun (2012) in (Pudjiati & Devika, 2019) states if satisfaction at work An employee can measure whether doing his duties is enjoyable. Then from (Handoko & Rambe, 2018) job satisfaction (job satisfaction) is the emotional reaction of employees to their jobs, both negative and positive. It is clear from this point of view that personnel should be placed in positions as per their abilities as well as training. From Herzberg (2005) in (Puspasari, 2011) there are four factors that affect job satisfaction, namely psychological satisfaction, social satisfaction, physical satisfaction and financial satisfaction.

### **Employee Performance**

Performance is a multifaceted construct (Hubbard, 2009) where each party who has an interest in performance has a tendency to define it in line with their perceptions and goals. Similarly, performance is always said to be a multidimensional entity (Bates & Holton, 1995) which not only refers to all companies but many components in it, such as activity units, procedures, and specific people. The fact that performance is defined in so many different ways is not surprising given this. Performance is the result of a person's hard work in completing tasks which is given on the basis of ability, experience, sincerity, and time (Hasibuan, 2017) . Bernardin and Russell (2003) in (Ladianto, 2019) , employee performance is assessed on the quality of work, quantity, timeliness, cost-effectiveness and individual relationships.

### **Influence Between Variables**

#### **The Influence of Organizational Culture on Employee Performance**

Kotter and Heskett (1997) in (Fujiastuti, 2011) believe that organizational culture is capable of developing organizational performance. According to (Moeljono, 2003) in (Ikhsan, 2016) organizational performance is inversely proportional to the quality of the elements that make up organizational culture. Employees who are already familiar with the core beliefs of the organization will help develop their own personality. Their day-to-day behavior at work will reflect these values and beliefs, which results in individual performance.

#### **The Influence of Organizational Culture on Job Satisfaction**

From (Yulian, 2015) organizational culture is a marker that encourages professional growth and work happiness in employees. Employers must support learning within the organization to have a good impact on job satisfaction. Organizations imbued with a learning culture will continue to grow and evolve in terms of coordination and teamwork.

#### **The Effect of Compensation on Employee Performance**

From (Mulyapradana et al., 2020) compensation is all things that employees receive in return for their work. Paying attention to job compensation is very important to improve performance. pay each company a salary based on employee performance (Suyanto & Khuluq,

2018) . Fair compensation and with the expectation that employees will work better (Yuniarsih, 2009) in (Nugraha & Tjahjawati, 2018) .

### **The Effect of Compensation on Job Satisfaction**

(Hanggraeni, 2012) said salary dissatisfaction, or employee dissatisfaction with the income earned, can result from improper compensation management. In order to have any influence on job satisfaction, businesses must pay employees according to the feedback they provide.

### **The Effect of Organizational Commitment on Employee Performance**

From (Handoko & Rambe, 2018) organizational commitment, namely employee commitment to the company : Willingness to stay afloat, support the company in achieving its goals, and refuse to quit for any reason. Carsten and Spector (2008) say that if the impact on employees will stay in the organization and always boost employee performance, the stronger the organizational commitment.

### **The Effect of Organizational Commitment on Employee Satisfaction**

One way organizational commitment affects job satisfaction is that individuals with high levels of organizational commitment perform better within the organization and get along better with colleagues. Employee happiness is fostered by the need for high organizational commitment among employees to succeed at work (Adolfina, 2014) .

### **The Effect of Job Satisfaction on Employee Performance**

The theory revealed (Gibson et al., 2004) which outlines if employee performance is affected by job satisfaction and affects whether an employee is more productive or less productive. Employee dissatisfaction in obtaining performance where lower if any. An employee can feel whether his job is pleasant or unpleasant by having job satisfaction.

### **The Influence of Organizational Culture on Employee Performance through Job Satisfaction**

If the culture prevails in the organization it promotes positive practices, so that the organization has a healthy organizational culture. Because, in order to develop their performance, many businesses were struggling to create an organizational culture. Job satisfaction will result from employees who adhere to the organizational culture and are supported by members of the organization, which can motivate workers to work better ( Yulian, 2015 ) .

### **The Effect of Compensation on Employee Performance through Job Satisfaction**

Bhattacharyya (2007) in (Saleh, 2020) asserts that to maintain a firm's competitive advantage, businesses and organizations can utilize compensation as a tool to improve employee performance in the workplace. The use of compensation can also be used to inspire workers and increase job satisfaction and performance (Handoko & Rambe, 2018) .

### **The Effect of Organizational Commitment on Employee Performance through Job Satisfaction**

Luthans (2006) in (Bodroastuti & Rulijaji, 2016) states that organizational commitment is a process by which continuous members of the organization show their care in the organization and success and then progress further. It is an attitude that reflects employee loyalty to the company. Colquitt (2009) in (Supriyanto, 2015) that employees who are emotionally invested in companies will be able to figure it out through their own behavior. It is seen as a series of measures taken by employees to prevent work-related behavior that can quickly escalate into resigning or leaving the company.

### C. METHODOLOGY

The study used a quantitative approach. The type of research used by researchers is explanatory. The research location was conducted in PT. Bank Muamalat Indonesia Makassar Branch No. 12 Jl. Dr. Sam Ratulangi is the location of this investigation. The total population of PT. Bank Muamalat Indonesia Makassar Branch is 92 people. The population in this study is not too large, which is only 92 people, so the entire population is used as respondents, in other words, this study uses a saturated sample method, where the entire population is made up of respondents. The data collection method is a survey questionnaire which instrument is sent to respondents. This study uses the Partial Least Squares (PLS) analysis method for data handling. The relationship of latent variables in research which includes organizational culture, compensation, organizational commitment, and job satisfaction is ascertained using PLS.

### RESULTS & DISCUSSION

#### Results

**Table 1: Respondents by Gender**

Gender	sum	Percentage (%)
Man	52	56.5 %
Woman	40	43.5 %
<b>Total</b>	<b>92</b>	<b>100%</b>

*Source: primary data processed by researchers, 2023*

**Table 2: Respondents by Age**

Gender	sum	Percentage (%)
18-25 Years	9	10 %
26-35 Years	46	50 %
36-45 Years	32	35 %
>45 Years	5	5 %
<b>Total</b>	<b>92</b>	<b>100 %</b>

*Source: primary data processed by researchers, 2023*

**Table 3: Respondents by Education**

Gender	sum	Percentage (%)
High School/Equivalent	5	5 %
S1	76	83 %
S2	11	12 %
<b>Total</b>	<b>92</b>	<b>100 %</b>

*Source: primary data processed by researchers, 2023*

**Table 4: Respondents by Education**

Period of Service	sum	Percentage (%)
<5 Years	18	20 %
6-10 Years	45	49 %
11-20 Years	28	30 %
>21 Years	1	1 %
<b>Total</b>	<b>92</b>	<b>100 %</b>

*Source: primary data processed by researchers, 2023*

#### Partial Least Square Analysis

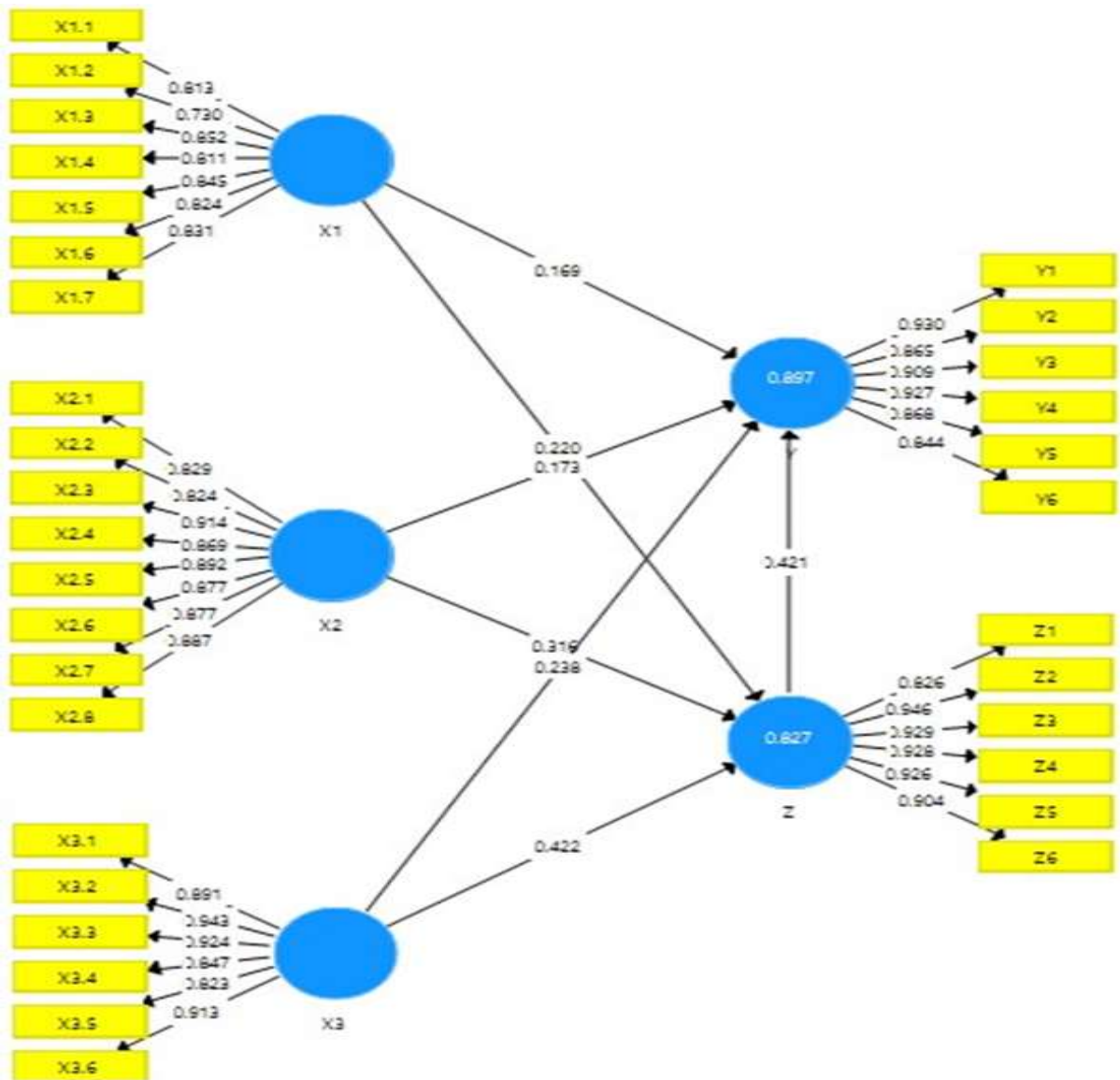


Figure 1. PLS Research Model

### Hypothesis Testing

The Smart PLS tool was used in the partial least squares (PLS) analysis of this study to assess the hypothesis. The proposed PLS model is depicted in the figure below

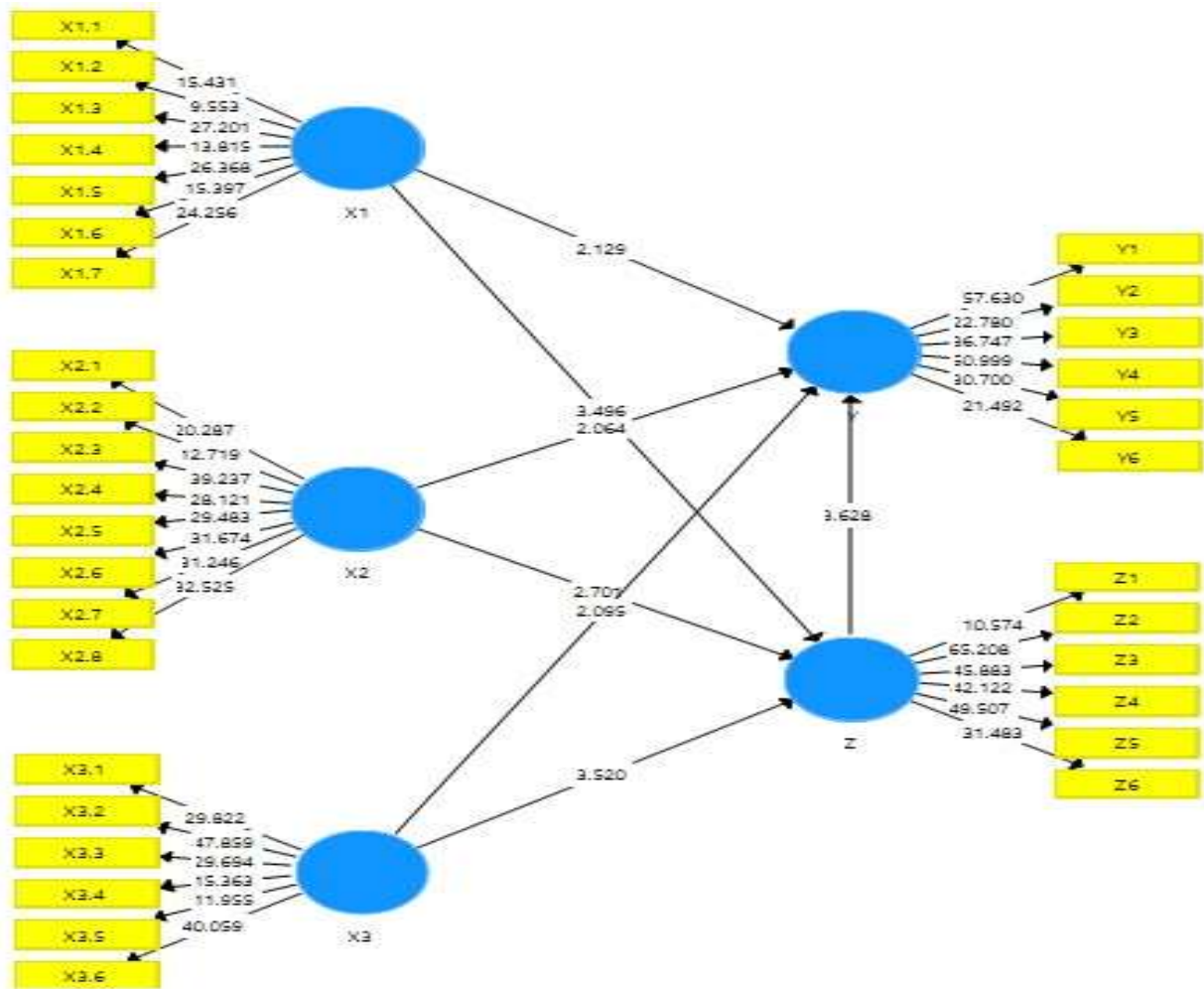


Figure 2. PLS Research Model

The results of the inner weight value in Figure 2 show if the variable Employee Performance (Y) is affected by the variables Organizational Culture (X1), Compensation (X2), Organizational Commitment (X3), and Job Satisfaction (Z) which are all explained in the structural equation below. Job Satisfaction (Z) variables are influenced by Organizational Culture (X1), Compensation (X2), and Organizational Commitment (X3) variables:

$$Z = 3.496 X_1 + 2.702 X_2 + 3.520 X_3$$

$$Y = 2.29 X_1 + 2.064 X_2 + 2.095 X_3 + 3.628 Z$$

### Direct Effects Test

In order to answer the research hypothesis, see *t-statistics* in:

Table 5: Direct Effect Test Results

Variables	T Statistics ( O/STDEV )	P Values
Organizational Culture (X <sub>1</sub> ) -> Employee Performance (Y)	2,129	0.034
Organizational Culture (X <sub>1</sub> ) -> Job Satisfaction (Z)	3,496	0.001
Compensation (X <sub>2</sub> ) -> Employee Performance (Y)	2064	0.040
Compensation (X <sub>2</sub> ) -> Job Satisfaction (Z)	2,701	0.007
Organizational Commitment (X <sub>3</sub> ) -> Employee Performance (Y)	2095	0.037

Organizational Commitment ( $X_3$ ) -> Job Satisfaction (Z)	3,520	0.000
Job Satisfaction (Z) -> Employee Performance (Y)	3,628	0.000

Source: primary data processed by researchers, 2023

Through the results of the hypothesis test, the results are: (a) Organizational Culture has a significant impact on employee performance, because the statistical T value is 2.129 which means greater at 1.96. (b) Organizational Culture has a significant impact on job satisfaction, because the statistical T value is 3.496 where a greater value will be 1.96. (c) Compensation has a significant impact on Employee Performance because the statistical T value is 2.064 which means greater at 1.96. (d) Compensation has a significant impact on Job Satisfaction because the statistical T value is 2.701 which means greater than 1.96 (e) Organizational Commitment has a significant impact on Employee Performance, because the statistical T value is 2.095 which means greater at 1.96. (f) Organizational commitment has a significant impact on job satisfaction, because the statistical T value is 3.520 which means greater than 1.96. (g) Job Satisfaction has a significant impact on Employee Performance, because the statistical T value is 3.6 28 which means greater will be 1.96.

### Indirect Effects Test

After conducting a direct influence test, the next step is indirect influence testing. Here's a table based on the test results:

**Table 6: Direct Effect Test Results**

Variables	T Statistics ( O/STDEV )	P Values
Organizational Culture ( $X_1$ ) -> Job Satisfaction (Z) -> Employee Performance (Y)	2,533	0.012
Compensation ( $X_2$ ) -> Job Satisfaction (Z) -> Employee Performance (Y)	2,188	0.029
Organizational Commitment ( $X_3$ ) -> Job Satisfaction (Z) -> Employee Performance (Y)	2,227	0.026

Source: primary data processed by researchers, 2023

Through the results of hypothesis testing, the results are: (a) Organizational Culture has a significant impact on employee performance of job satisfaction because the statistical T value is 2.533 which means greater will be 1.96. (b) Compensation has a significant impact on Employee Performance from Job Satisfaction because the statistical T value is 2.188 which means greater will be 1.96. (b) Organizational Commitment has a significant impact on Employee Performance from Job Satisfaction because the statistical T value is 2.227 which means greater than 1.96.

### Discussion

#### The Influence of Organizational Culture on Employee Performance

Through the results of the study, the results if the power has a significant impact on employee performance, because the statistical T value is 2.129 where the meaning is greater at 1.96, which indicates if employee performance can be affected will be more effective. Until the hypothesis reads "Organizational Culture has a significant effect on the work of employees at PT. Bank Muamalat Indonesia Makassar Branch", it is said to be proven and accepted as true. The results of hypothesis testing are proven if the impact has a significant impact on employee performance through unidirectional or positive impact directions. This result states that the higher the organizational culture which is the result of work so that the higher the work of the organization's employees. This is in accordance with (Firmansyah, 2018) where they say that



organizational culture variables have a strong bond in developing employee performance variables.

### **The Influence of Organizational Culture on Employee Job Satisfaction**

According to the study's findings, organizational culture has a significant impact on job satisfaction. This is because the statistical T value of 3.496, and greater than 1.96 shows that the existence of organizational culture can have an impact on job satisfaction. Until the hypothesis reads "Organizational Culture has a significant effect on job satisfaction at PT. Bank Muamalat Indonesia Makassar Branch", is said to be proven and accepted as true. The findings of the hypothesis testing state if organizational culture has a significant, positive, or unidirectional impact on job satisfaction. This states that the more positive the organizational culture that develops as a result of the work, the more satisfied employees are with their work in the company. This is according to research by (Agustin, 2021) where it is said that employee job satisfaction indicators are strongly correlated with company culture characteristics.

### **Compensation for Employee Performance**

Based on the findings of the study, compensation has a significant impact on employee performance because the statistical T value of 2.064 is higher than 1.96 which shows if compensation can have an impact on employee performance. Until the hypothesis reads "Compensation has a significant effect on Employee Performance at PT. Bank Muamalat Indonesia Makassar Branch", is said to be proven and accepted as true. The findings of hypothesis testing state if compensation in a significant way affects employee performance in a beneficial or unidirectional manner. This suggests that an employee works better for the company if they receive increased income as a result of their efforts. This is according to (Mulyapradana et al., 2020) research which says that compensation factors and increased employee performance factors are strongly correlated.

### **Compensation for Employee Job Satisfaction**

According to the research findings, compensation has a considerable impact on job satisfaction because the statistical T value is 2.701 which is greater than 1.96, indicating that compensation can have an impact on job satisfaction. Until the hypothesis reads "Compensation has a significant effect on job satisfaction at PT. Bank Muamalat Indonesia Makassar Branch", it is said to be proven and accepted as true. The findings of hypothesis testing suggest that compensation has a large, positive, or unidirectional impact on job satisfaction. This states that job satisfaction within the organization increases along with the increase in compensation for work. This is according to research (Saleh, 2020) where it is said that the increase in employee job satisfaction is strongly correlated with compensation variables.

### **The Effect of Organizational Commitment on Employee Work**

According to the research findings, organizational commitment has a significant impact on employee performance because the statistical T value is 2.095 which is greater than 1.96 and shows if organizational commitment can have an impact on employee performance. Until the hypothesis reads "Organizational Commitment has a significant effect on Employee Performance at PT. Bank Muamalat Indonesia Makassar Branch", it is said to be accepted and proven to be true. The findings of hypothesis testing state that organizational commitment has a large, positive, or unidirectional impact on employee performance. It states that if an employee can work better for the company, the more organizational commitment they experience through their work. This is according to (Yulian, 2015), which says that the variables of organizational commitment and employee performance improvement are strongly correlated.

### **The Effect of Organizational Commitment on Job Satisfaction**

According to research findings, organizational commitment has a significant impact on job satisfaction. This is because the statistical T value for this relationship is 3.520 which is greater than 1.96, stating that organizational commitment can impact job satisfaction. Until the hypothesis reads "Organizational commitment has a significant effect on job satisfaction at PT. Bank Muamalat Indonesia Makassar Branch", it is said to be proven and accepted as true. The findings of hypothesis testing state if organizational commitment has a significant, positive, or unidirectional impact on job satisfaction. This finding states that job satisfaction in an organization is inversely proportional to the level of organizational commitment generated from the workforce. This is according to research by (Lamsah, 2018) where said that increased employee job satisfaction is strongly correlated with organizational commitment.

### **The Effect of Job Satisfaction on Employee Performance**

According to the research findings, job happiness significantly affects employee performance because the statistical T value is 3.628, which is greater than 1.96 and implies that job satisfaction can affect employee performance. Until the hypothesis reads "Job Satisfaction has a significant effect on Employee Performance at PT. Bank Muamalat Indonesia Makassar Branch", it is said to be accepted and proven to be true. The findings of hypothesis testing show that employee performance is significantly affected by job satisfaction in a unidirectional and positive way. This shows if the performance of employees at work will increase directly proportional to their level of job satisfaction. This is in accordance with (Wicaksono & Gazali, 2021) where it is said that job satisfaction variables have a strong relationship in order to develop employee performance variables.

### **The Influence of Organizational Culture on Employee Performance through Job Satisfaction**

According to the study's findings, organizational culture has a significant impact on employee performance because the statistical T value of 2.533 is greater than 1.96, indicating that if the organization can impact employee performance. Until the hypothesis reads "Organizational Culture has a significant effect on the work of employees at PT. Bank Muamalat Indonesia Makassar Branch", it is said to be proven and accepted as true. The results of hypothesis testing state if company culture has a strong, positive, or unidirectional impact on employee performance. This states that the better employees perform for the company, the higher the organizational culture that develops as a result of work. This is according to research by (Ikhsan, 2016) where they say that organizational culture variables have a strong bond in developing employee performance variables.

### **Compensation for Employee Performance through Job Satisfaction**

According to the study's findings, compensation significantly affects employee performance from job satisfaction. This is because the statistical T value for this relationship is 2.188, which is greater than 1.96, and this tells us that organizational culture can impact employee performance from job satisfaction. Until the hypothesis reads "Organizational Culture has a significant effect on one employee's performance through Job Satisfaction at PT. Bank Muamalat Indonesia Makassar Branch", it is said to be proven and accepted as true. The findings of the evaluation hypothesis suggest that company culture has a large, positive, or unidirectional impact on employee performance from job satisfaction. This states that a larger organizational culture at the job site leads to improved employee performance from increased job satisfaction with the company. This is according to (Saleh, 2020) where said if Through increased job satisfaction, the compensation factor greatly affects employee satisfaction characteristics.

### **Effect on Organizational Commitment on Employee Performance through Job Satisfaction**

According to the research findings, organizational commitment has a significant impact on employee performance from job satisfaction because the statistical T value of 2.227 is greater than 1.96, this states that organizational commitment can have an impact on employee

performance. Until the hypothesis reads "Organizational Commitment has a significant effect on Employee Performance through Job Satisfaction at PT. Bank Muamalat Indonesia Makassar Branch", it is said to be proven and accepted as true. The findings of the hypothesis evaluation show that organizational commitment has a large, positive, or unidirectional impact on employee performance from job satisfaction. It states that a larger organizational culture at the job site leads to improved employee performance from the development of job satisfaction with the company. This is according to (Yulian, 2015) which says that job satisfaction is strongly correlated with organizational commitment in terms of improving employee performance characteristics.

#### **D. CONCLUSION**

Through the results of the resulting analysis, conclusions can be drawn, namely: (1) Organizational Culture, Compensation and Organizational Commitment have an impact on the work of PT. Bank Muamalat Indonesia Makassar Branch. The direction of the impact where it occurs is Positive, which means the higher the Organizational Culture, Compensation and Organizational Commitment, the higher the Employee Work. (2) Organizational Culture, Commitment and Organizational Compensation affect the Job Satisfaction of PT. Bank Muamalat Indonesia Makassar Branch. The direction of positive impact, where the higher the organizational culture, compensation and organizational commitment, the higher the employee job satisfaction. (3) Organizational Culture, Commitment and Organizational Compensation have an impact on Employee Performance from Satisfaction at PT. Bank Muamalat Indonesia Makassar Branch. The direction of the impact is Positive, which means the higher the Organizational Culture, Commitment and Organizational Compensation, the higher the Employee Performance through Job Satisfaction.

#### **E. SUGGESTIONS**

Researchers make several recommendations for employee performance improvement and additional studies based on the findings of the analysis and discussion conducted. Recommendations are listed below: (1) Expected employees of PT. Bank Muamalat Indonesia Makassar Branch to prioritize sharia principles as the identity of Bank Muamalat so as to create a strong organization, (2) pay attention to providing incentives to create employee satisfaction so that it has an impact on employee performance, (3) provide satisfactory income so that employees find it difficult to produce work on better income resulting in high organizational commitment has an impact on high performance, (4) pay more to provide good in order to create attention employee job satisfaction, (5) pay more attention to the effectiveness of free time so that it is useful for work, (6) it is expected that the next research so that the development of this research should include other variants (eg leadership, work stress, motivation, discipline, work environment, and others) that also affect job satisfaction and employee performance .

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