

The Effect Of Competence And Organization Culture To Work Satisfaction And Employee Performance Of Sharia Banks In Makassar City

Afiah Mukhtar

Abstract: This study aims to determine the relationship between banks and employees of sharia banks in Makassar. The analytical method used is descriptive analysis and Inferential statistical analysis, using analysis of The Structure Equation Modeling (SEM). The study was conducted in 8 offices of Sharia Commercial Banks, with a population of 483 and the distribution of respondents as 218 employees. This study uses secondary data and distribution of questionnaires to employees of sharia bank in Makassar. The results showed that satisfaction has a positive and significant effect on job satisfaction and employee satisfaction on job satisfaction and employee performance.

Keywords: Competence, organizational culture, job satisfaction and performance

1 INTRODUCTION

The role of banking is very important in supporting national development in the country. Indonesia itself has two systems in the banking system, namely conventional banks and sharia banks. Sharia banks are also involved in boosting the economy and promoting national banking. Islamic banking is very possible to grow and develop in Indonesia Seeing the awareness of Muslim religion in Indonesia is very different from Islamic banks, this potential becomes an opportunity for sharia banks to grow and develop into large banks in the country of Indonesia and develop in the international realm. Based on the Sharia Banking Statistics Indonesia, the number of Sharia Commercial Bank offices is the difference, but for the number of offices in 2015 and in 2016 the year fell, it can be seen in table 1 below:

Table 1: Development of Bank Number and Number of Sharia Commercial Bank Offices in Indonesia

Development of Bank Number and Number of Sharia Commercial Bank Offices in Indonesia Distribution of Sharia Commercial Bank Office Network		
Year	Number of Banks	Number of offices
2012	11	1745
2013	11	1998
2014	12	2163
2015	12	1990
2016	13	1869

Source: Sharia Banking Statistics December 2015 and December 2016 (Online 27 November 2017)

Based on the existing phenomenon, several Sharia Commercial Banks in Indonesia have applied to the Financial Services Authority (OJK) to close the office. Some of the reasons submitted by the management of the Sharia (Islamic) Commercial Bank, among others, branch offices (KCP) suffered losses, and other closures related to the bank's corporate strategy to further optimize the bank's operations. The inability to survive in the middle of the banking world competition makes the Sharia Commercial Bank do many closing offices. In supporting the growth and advancement of sharia banking, human resources needed to understand the economic order of Islamic banking and Islamic system, must dare to do systematic competency development effort and have the competence that is expected in the world of sharia banking. One of the factors that determines the advancement

of a company is human resources. So it is expected that every company needs to pay attention and manage the existence of its employees as an effort in improving its performance (Triyana, 2006: 2). Sharia public bank as an organization or company in which consists of several people with different backgrounds, personalities, ego and emotions. Merging in an environment and the interaction then formed an organizational culture. In simple terms, organizational culture is defined as the unity of people who have shared goals, beliefs and principles. Organizational culture consists of various aspects while the most important aspect is the principle. Principles are what should be and are practiced by all individuals within an organization. The principles of Islam in economic terms in general, and especially in the banking sector, will certainly play an important role in the existing organizational culture and embraced in sharia commercial banks. So the organizational culture is worth to be examined in this study. Sunarto (2003: 85) said that job satisfaction is as an individual's general attitude towards his work. Thus it can be concluded that a high employee job satisfaction can be a sign that the company or organization has been managed properly, and vice versa if there are employees have a low satisfaction indicates the lack of maximum management of the company in managing the organization. The meaning of performance actually comes from the word job performance and is also called the actual performance or work performance or actual achievement that has been achieved by a person employee (Moeheriono, 2010: 61). that performance or performance is the result of work that can be achieved by a person or group of people in an organization either quantitatively or qualitatively, in accordance with the authority and duties of each responsibility in an effort to achieve organizational goals. In line with research conducted by Syahrums (2016) on the influence of competence on job satisfaction and employee performance that has a significant effect. Furthermore Arifin (2015) in the results of his research that the organizational culture only has a positive value but not significant effect on job satisfaction. Susetyo (2014) in his research found that organizational culture significantly influenced employee performance, as well as job satisfaction which was also found to have a significant influence on employee performance. Departing from the theoretical descriptions and empirical results, the writing of this study examines the Influence of Competence and Culture of Organization to Job Satisfaction and Employee Performance of Sharia Commercial Banks in Makassar City.

A. Attribution Theory

Competence

Spencer and Spencer in Palan (2007: 84) argue that competence shows the underlying characteristics of behaviors that describe the motives, personal characteristics (characteristics), self-concepts, values, knowledge or skills brought by a superior performer workplace. There are 5 (five) characteristics that form the competence that is 1). Knowledge factors include technical, administrative, humanitarian, and systemic problems. 2). Skills; refers to a person's ability to perform an activity. 3). Self-concept and values; refers to one's attitudes, values and self-image, such as one's belief that he can succeed in a situation. 4). Personal characteristics; refers to the physical characteristics and consistency of responses to situations or information, such as self-control and the ability to remain calm under pressure. 5). Motives; are emotions, desires, psychological needs or other drives that trigger action. Meanwhile, according to Kunandar (2007: 41), competence can be divided into 5 (five) parts namely:

1. Intellectual competence, namely the various devices of knowledge that exist in the individual self needed to support the performance.
2. Physical competence, ie the physical capabilities required for the performance of a task.
3. Personal competence, which is a behavioral device related to the individual's ability to manifest, self-transformation, self-identity and self-understanding.
4. Social competence, which is a certain behavioral device that is the basis of self-understanding as an integral part of the social environment.
5. Spiritual competence, namely understanding, appreciation and practice of religious principles.

In this research use indicator that is Intellectual, Appearance, Product / Consequences, Explorative and Spiritual

Organizational culture

Robbins (2011: 256) defines organizational culture as a shared system of meaning shared by members who distinguish the organization from other organizations. Organizational culture as a system of roles, flow of activities and processes (showing the organizational process or called the system / pattern of employment relationships) and involves several people as task executors, designed to carry out common goals (Chatab, 2007: 9). The notion of organizational culture explains the hierarchy of corporate culture as follows:

1. Basic assumptions; is the deepest level, and is in the subconscious.
2. Values; is the next level of concern about what should be in the organization.
3. Norms; letting members know what should and should not be done under certain circumstances.
4. Artifact; is a concrete manifestation of systems, procedures, rules, structures and physical aspects of the organization, (Cummings and Worley in Chatab, 2007: 9).

Organizational culture is a basic assumption pattern that a group has found, defined, and developed through a learning process to deal with external group adaptation and internal group integration (Schein in Wirawan, 2004: 4). Understanding of organizational culture is also put forward by Brown (1998: 34) as a form of beliefs, values, and ways that can be learned

to overcome and live in organizations, the embodiment of organizational culture is tended to be realized by members of the organization. Regular behavior, norms, dominant values, philosophy, and aggressiveness become indicators in the formation of organizational culture variables in this study.

Job satisfaction

According to Rivai (2009: 475), job satisfaction is basically something that is individual. Each individual has a different level of satisfaction in accordance with the value system that applies to him. The higher the assessment of the activities perceived in accordance with the wishes of the individual, the higher his satisfaction with the activity. Thus, job satisfaction is the result of evaluation that describes a person's feelings of satisfaction or dissatisfaction and happy or not happy in working. According Mangkunegara (2009: 117) there are two factors that affect job satisfaction, the factors that exist in the employee and work factors, which can be fully disentangled as follows:

1. Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, work experience, education, work period, personality, emotion, way of thinking, perception and work attitude.
2. Occupation factors, ie job type, organizational structure, rank (class), position, quality of supervision, social interaction, financial assurance and social security of labor, promotion opportunities, and employment relationship.

This study uses Indicators on job satisfaction variable consists of five indicators of challenging work, colleagues, superiors, salary / wages, and Congruent.

Performance

Build (2012: 231) argues that performance (performance) is the result of work achieved by someone based on job requirements (job requirements). Performance or performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with the authority and duties of each responsibility in an effort to achieve organizational goals. Timple (in Mangkunegara, 2012: 13) argues that the factors that affect the achievement of performance consists of internal factors and external factors.

- a. Internal factors (dispositional) is a factor associated with one's traits. For example, a person's performance is good because it has a high ability and a person is hard-working type, whereas a person has poor performance because the person has low ability and the person has no efforts to improve his ability.
- b. External Factors are factors that affect a person's performance coming from the environment. Such as the behavior, attitudes, and actions of co-workers, subordinates or leaders, work facilities, and organizational climate.

Quality of work, quantity of work, responsibility, creativity and execution of tasks become indicators in this study.

Hypothesis

Based on the issues that have been raised and the basis, it can be proposed the following hypothesis:

1. Competence has a positive and significant effect on employee job satisfaction at sharia commercial bank in Makassar
2. Organizational culture has a positive and significant effect on employee job satisfaction at sharia commercial bank in Makassar
3. Job satisfaction has a positive and significant effect on employee performance at Sharia Commercial Bank in Makassar City
4. Competence has a positive and significant impact on employee performance at sharia commercial bank in Makassar
5. Organizational culture has a positive and significant impact on employee performance at Sharia Commercial Bank in Makassar City

2. Based on Age Level 162 spondents are at the age of 26-35, this age is considered mature enough in a competence, understanding the organizational culture.
3. Based on education level Respondents with S1 education is dominated by the number of respondents 150 employees. This condition is considered that the level of education of an employee in a Sharia Bank has sufficient competence in carrying out job demands and is considered capable of understanding the culture within the organization
4. Based on length of service Respondents were dominated by ten years of work ≤ 10 years, amounting to 214 people while 4 respondents were in the working period of 11-20 years. This explains that people working in sharia banks are newly operated in Makassar so that their dominant work in ≤ 10 years makes it possible for employees not to show so good performance when compared with the performance of conventional banks.

2. RESEARCH METHODOLOGY

Analysis Method

The data analysis method used is The Structure Equation Modeling (SEM) with the use of statistical application program, AMOS (Moment of Structure Analysis) which is a package in SEM (Structural Equation Modeling) program.

Population and Sample

The study was conducted in 8 offices of Sharia Commercial Bank, with total population of 483 and sample distribution of 218 respondents. Determination of sample using slovin method in Uma Sekaran (2006: 89), as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{483}{1 + 483(0.05)^2} = 218 \text{ RESPONDENTS.}$$

3. RESULTS

Characteristics of Respondents

1. By Sex, Respondents from employees of Sharia Commercial Bank by gender were 218 people consisting of 128 men or with percentage of 59% and 90 female employees or percentage 41% of total respondents

SEM Final Test Results

Table 2: Evaluation of Goodness of Fit Indices criteria Overall Model Final Stage.

Goodness of fit index	Cut-off Value	Cut-off Value	Keterangan
X ² - Chi-Square	198.519	Expected Small	good
Sig. Probability	0.054	≥ 0.05	Good
CMIN/DF	1.182	≤ 2.00	Good
GFI	0.930	≥ 0.90	Good
AGFI	0.884	≥ 0.90	Good
TLI	0.991	≥ 0.95	Good
CFI	0.994	≥ 0.95	Good
RMSEA	0.05	≤ 0.08	Good

Source: Data Analysis Results 2018

Hypothesis testing

The direct effect analysis to evaluate each construct to direct influence is nothing but the coefficient of all coefficient lines with one end arrow, which test results are presented. To find out how big between variables, then the analysis of direct influence and indirect influence and total influence. The results of direct influence, the indirect effect of total influence as in the following table

Table 3: Hypothesis Testing and Total Value of Influence, Direct Effect and Indirect Variables

No	Variabele			P-Value	Direct Effect	Indirect Effect	Total Effect	Information
	exogenous	Intervening	Endogenous					
H-1	competence	satisfaction	-	0.799	0.015	-	0.015	not significant
H-2	culture	satisfaction	-	0.000	0.438	-	0.438	significant
H-3	satisfaction	-	performance	0.000	0.210	-	0.210	significant
H-4	competence	-	performance	0.048	0.093	0.003	0.096	significant
H-5	culture	-	performance	0.000	0.401	0.092	0.493	significant

Source: Data Analysis Results 2018

The interpretation of table 3 can be explained as follows:

1. H1: Competence Influential Positive And Not Significant To Job Satisfaction Employees (rejected)

P-Value of 0.799, this value indicates that the competence of intellectual, appearance, consequence, explorative and spiritual give positive influence on job satisfaction but not significant. This means testing the first hypothesis in rejection

2. H2: Organizational Culture Influential Positive And Significant To Job Satisfaction (Accepted)

Organizational culture has a significant effect on employee job satisfaction with P-Value greater than 0.05. Based on the results of the study it can be concluded that the better an organizational culture the higher employee job satisfaction.

3. H3: Job satisfaction has a positive and significant impact on employee performance (Accepted)

Testing the third hypothesis that job satisfaction has a positive and significant effect on employee performance with total effect 0.210. the coefficient of positive signified influence implies that high satisfaction leads to an increase in employee performance in sharia commercial banks.

4. H4: Competence has a positive and significant effect on employee performance (Accepted)

Testing the fourth hypothesis that competence has a significant positive effect on performance. The coefficient of positive influence implies that good competence will improve the work result or performance. Hypothesis testing gives the meaning that the competence of intellectual, appearance, konsekuensi, exploration and spiritual give significant influence to the improvement of employee performance

5. H5: Organizational culture has a positive and significant effect on employee performance (Accepted)

The result of hypothesis test shows that organizational culture have positive and significant effect on performance with verification value of Direct Effect 0.401 and P-Value 0.000. This implies that the regularity of behavior, norms, dominant values, philosophy and aggressiveness have an effect on employee performance. so the hypothesis proposed in this study that is organizational culture have a positive and significant effect on the performance of employees of sharia commercial banks in Makassar can be accepted or supported by empirical facts

4. CONCLUSION

Based on the formulation of the problem, the hypothesis, as well as analysis and discussion of research results, it can be concluded that: Based on the data that has been collected and hypothesis testing with SEM analysis has been done, then the conclusion of this research are as follows: Some conclusions can be put forward in this study:

1. Competence has positive and insignificant effect on employee job satisfaction. Incompatibility between the expected competencies in the world of work with working conditions makes employees do not get job satisfaction.
2. Organizational culture has a positive and significant effect on employee job satisfaction. Good organizational culture of sharia banks gives job satisfaction, this is because Islamic values that exist in organizational culture give a

sense of job satisfaction to employees who work in Sharia Public Bank.

3. Job satisfaction has a positive and significant impact on employee performance. Coefficient of influence marked positive means that employee job satisfaction in sharia bank is able to improve employee performance. Job satisfaction obtained by employees can improve performance.
4. Competence has a positive and significant impact on employee performance. competence owned by sharia bank employees in accordance with the competence of the world of syariah banking because employees who work provided education and training on sharia banking.
5. Organizational culture has a positive and significant effect on employee performance. Organizational culture in sharia bank shows Islamic values play an important role in the formation of organizational culture. A strong organizational culture is able to have a positive and significant impact on performance improvement.

Recommendation

1. The role of government is needed to be able to grow the development of Islamic banks in Indonesia, in an effort to increase the capitalization, improvement of information technology, and the addition of distribution network in meeting customer needs.
2. The limited human resources make sharia banking still experiencing delays in growth and development so that education and training of sharia banking still need to be improved
3. Islamic values or principles of Islam are reflected in the organizational culture of sharia banks need to be in the even need and even improved in an effort to improve job satisfaction and employee performance.

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