CAN ORGANIZATIONAL CULTURE ENCOURAGE ISLAMIC BANKING PERFORMANCE?: THE ROLE OF ORGANIZATIONAL COMMITMENT AS MEDIATION

Nur Faliza

ABSTRACT

Purpose: This research aimed to observe the influence of organizational culture and organizational commitment on presentation in Aceh Sharia banking and the mediating impact of organizational commitment among organizational culture and performance using two methods, namely VAF and Bootstrapping.

Theoretical framework: The concept model for this research was constructed from the reflective indicator model. The evaluation of the measurement model was carried out by external load and evaluation of the internal model (structural model).

Design/methodology/approach: The research was performed on permanent employees of Aceh Sharia banking. The sampling method was a random sampling, through a questionnaire, with a self-administered process as a research tool. The pls-sem is a method of data analysis with the Smartpls analysis tool.

Findings: The results showed that organizational culture had a positive and important influence on Commitment and organizational activity that would affect Acehn's Sharia banking activity.

Research, Practical & Social implications: In addition, organizational commitment has the role as a partial mediation among the association organizational culture and presentation.

Originality/value: It showed the importance of work-related behaviors and shared conceptions in Islamic banking in achieving Aceh's Islamic banking success.

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Keywords: Islamic Banking; Organizational Culture; Organizational Commitment; Performance.

A CULTURA ORGANIZACIONAL PODE INCENTIVAR O DESEMPENHO DOS BANCOS ISLÂMICOS?: O PAPEL DO COMPROMISSO ORGANIZACIONAL COMO MEDIAÇÃO

RESUMO

Objetivo: Esta pesquisa teve como objetivo observar a influência da cultura organizacional e do comprometimento organizacional na apresentação do Aceh Sharia banking e o impacto mediador do comprometimento organizacional entre a cultura organizacional e o desempenho usando dois métodos, a saber, VAF e Bootstrapping.

Estrutura teórica: O modelo conceitual para esta pesquisa foi construído a partir do modelo de indicador reflexivo. A avaliação do modelo de medição foi realizada por meio de carga externa e avaliação do modelo interno (modelo estrutural).

Projeto/metodologia/abordagem: A pesquisa foi realizada com funcionários permanentes do Aceh Sharia Banking. O método de amostragem foi aleatório, por meio de um questionário, com um processo autoadministrado como ferramenta de pesquisa. O pls-sem é um método de análise de dados com a ferramenta de análise Smartpls.

Conclusões: Os resultados mostraram que a cultura organizacional teve uma influência positiva e importante no comprometimento e na atividade organizacional que afetaria a atividade bancária Sharia do Acehn.

Implicações sociais, práticas e de pesquisa: Além disso, o comprometimento organizacional tem o papel de medição parcial entre a associação entre a cultura organizacional e a apresentação.

Originalidade/valor: Mostrou a importância dos comportamentos relacionados ao trabalho e das concepções compartilhadas no setor bancário islâmico para alcançar o sucesso do setor bancário islâmico de Aceh.

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Can Organizational Culture Encourage Islamic Banking Performance?: The Role of Organizational Commitment as Mediation

INTRODUCTION

Activity is an indicator of an organization's success and to gain a competitive advantage, an organization must have more work. There are several methods to measure performance, but there are differences in Islamic banking. The activity of the Islamic bank can be measured using financial and non-financial ratios. ROA, ROE and CAMEL are financial indices that are commonly used to measure financial performance. Meanwhile, non-financial indices are measured in terms of workers, consumers, market shares and other non-financial indices.

Academics have conducted several studies to assess the effectiveness of Islamic banking using various proportions or indicators of financial activity (Ismal, 2010; Nurwati et al., 2014; Wasiuzzaman and Nair Gunasegavan, 2013; Johnes et al., 2014; Bualay, 2020). Eljelly and Eloobeed (2013) show that liquidity, efficiency, profitability and capital adequacy risks, as performance indicators for evaluating Sudan's Islamic banks, use ROA and ROE to measure the performance of Islamic banks CCG (Musibah and Alfattani 2014), CAMEL (Erol et al., 2014) to measure the performance of Islamic banks; Hadriche 2015).

When comparing the activity of Islamic and conventional banks with different financial parameters, there are no differences in terms of profitability or liquidity (Samad, 2004). However, measuring the financial activity of the Islamic banks Al-Najjar and Kallaf (2012) is
not sufficient and does not describe the general order (Paranjape et al., 2006). In addition, research on the non-financial activity of the Islamic bank is limited (Hadriche, 2015).

According to Kaplan and Norton (1996), companies that prioritize financial performance are more concerned with short-term investments and have set aside long-term investments as an intangible and intellectual asset. Non-financial performance is a long-term asset for the company, and one of them is workers. If workers are satisfied with their work and with all the attributes based on their work and development, they will mobilize all their skills and successful experiences, which, in turn, will have an influence on the economic benefits obtained. Workers satisfied with their work will have a positive attitude towards the organization, through their contribution (Jing et al., 2011) and will develop the skills and intellectual assets necessary for the future growth of the company to achieve greater performance (Kaplan and Norton, 1996).

Measuring Islamic banking activity that has been done so far is no different than measuring traditional bank activity (Mohammed et al., 2015). Although the objectives, concepts and philosophies of both banks are different, as are their operations (Eljelly and Elobeed, 2013). The assessment of the activity of the Islamic bank must conform to the concept of shari'a. Citing Antonio et al. (2012), Mohammed et al. (2015) and Mohammed et al., (2008), maqasid al sharia is more appropriate for Islamic banking, both in terms of its operations and the objective of its implementation, i.e. the ummah. Islamic banking activity is best when measuring maqasid al sharia activity is used (Mohammed et al., 2015). Researchers have identified factors that can influence banks' activity, such as board composition (Al-Saidi and Al-Shammari, 2013), CSR (corporate social responsibility) (Farag et al., 2014), organizational culture (Mousavi et al., 2015), customer knowledge management (Taherparvar et al., 2014) and organizational commitment (Albdour et al., 2010; Dar et al., 2018; Sani and Ekowati, 2019). Organizational commitment aims to drive a better role (Yen-Ku, 2013). Engaged workers tend to identify and protect the goals and objectives of the organization (Huang et al., 2012). According to Rodrigues and Pinho (2010), there is no important connection among organizational commitment and performance. Pinho et al. (2014) have been in favor of the findings of a previous study, which ensures that organizational commitment does not affect activity at all. Compared to the Yen-Ku study (2013), organizational commitment and performance have a relationship and a positive influence, organizational activity has improved as organizational commitment increases. They were De Cuyper and De Witte (2011). However,
organizational commitment was only measured by affective commitment and it was seen that institutional commitment Rasyid et al. (2003) can affect organizational financial activity.

In addition to the well-studied organizational commitment to performance, Wilkins et al. (1983) found organizational culture as a critical factor for improving organizational activity in research on organizational and activity culture, which explained the relationship among the two and cultural anthropology. However, Lee and Yu (2004) proposed the concept of organizational culture of Pettigrew (1979), which included the concept of cultural anthropology and demonstrated in institutional analysis the relationship among symbols, myths and ritual concepts (Laily et al. 2023).

Many concepts of organizational culture have been developed through studies related to other variables, such as the cultural concept of Cameron and Quinn (2011), i.e. FVC, Denison (Denison et al., 2003) and Schein (Schein 2010). The concepts have been analyzed in companies (Prajogo and McDermott, 2012). Hogan and Coote, 2014; Naranjo-Valencia et al., 2011), conventional banking (Uzkurt et al., 2013), conventional and Islamic banks (Hamzah et al., 2020). However, research on the organizational culture of Islamic banking remains limited, especially when it comes to its relationship with organizational commitment and performance variables.

In addition, Maali and Napheer's (2010) study on institutional culture used Schein theory to measure the organizational culture of Islamic banks in Jordan. Rashid et al. (2003) was used to measure the influence of organizational culture on activity. Byarwaty (2016) uses the theory of the Shein model, artifact to create an organizational culture of the Islamic bank, using qualitative methods with a research vision. Subsequently, the organizational culture Uzkurt et al., (2013) had a positive impact on their activity and highlighted the undesirable effect of the organizational culture Zhao et al., (2018).

Based on the aforementioned research gaps, the purpose of this investigate is to examine the effect of organizational culture on organizational commitment and performance, as well as the character of organizational commitment as a mediator among organizational culture and performance. This explore pays to the progress of the literature, particularly with respect to organizational behavior, especially in the Sharia Bank of Aceh.

LITERATURE REVIEW

It is an organizational action for the achievement of objectives or predetermined organizational objectives, using resources efficiently and effectively. The capacity or success
of the entity in human resources management is critical to achieving the pre-established objectives and objectives. The activity measurement system is an important aspect for the evaluation of the activity of organizations (Al-Najjar and Kalaf, 2012), which affects methods and general organizational practice (Bourne et al., 2013). Activity measurement is a process of exploring and reporting all entity activities that contribute to the achievement of entity objectives (Liu et al., 2015). According to Antony and Bhattacharyya (2010), the activity is performed to improve organizational responsibility, increasing invention or creativity within organizational objectives.

The bank is a service industry that provides financial services to the public, government and private sectors. Banking is divided into two types in Indonesia and around the world: conventional banking (conventional banks) and Islamic banking (Islamic banks), with different implementation objectives. The Islamic bank is tied to the benefit of the people or the common welfare, rather than profit.

Eljelly and Elobeed (2013) conducted a study on Sudan's Islamic banks, measuring the Islamic bank using financial performance indicators such as liquidity hazard, efficiency, profitability, and capital capability. The research compares performance among conventional and Islamic banks Erol et al. (2014), Johnes et al. (2014), Wasiuzzaman and Nair Gunasegavan (2013), using various financial metrics. The results of these investigations showed that conventional banks fared better than Islamic banks. However, Hadriche’s study (2015) revealed the opposite.

On the other hand, the Islamic bank is a bank that carries out activities based on sharia law, different from traditional banks. Ethical values and shared well-being are closely linked to the Islamic bank. The study on the activity of the Islamic bank Mohammed et al. (2015), Mohammed and Taib (2015) and Antonio et al (2012), using the maqasid al-syaria, is highly recommended with the maqasid al-syariah, which offers a better measurement. According to the intention of establishing sharia banking, i.e. for welfare or for the common good, Maqasid al sharia is very compatible with Islamic banking (Mohammed et al., 2015).

**Organizational Culture**

It is a model of basic cases applied to cultural entities to solve organizational problems related to the environment (as an adapter) and the environment, integrating the fellows of the organization as integrators. The fellows or workers of the organization, in their work conduct, are inseparable from the beliefs, norms and binding shared conceptions constituted within the
organization. Without it, it will be difficult for the members of the organization to contribute adequately to their organization, since the organizational culture reflects the uniqueness or uniqueness of the entity that makes each institution sole.

In this analysis, organizational culture is a group of systems, standards and beliefs of shared values among employees of the Islamic bank that serve as a guide for workers to know how they should act to achieve an organizational activity. Shared systems, norms and beliefs among Islamic bank employees that serve as a guide on how workers should act to achieve organizational activity. The dimensions and indicators used are cultural concepts developed by Denison et al. (2004). The Denison model, used to measure organizational culture, is based on four main characteristics: participation, strength, versatility and mission. The four Denison models are attributes of an efficient organization (Denison and Mishra, 1995; Denison et al., 2003; 2004). This model has been statistically validated and used in various organizations in North America, Asia, Europe, the Middle East and Africa (Denison et al., 2003; 2004). (Denison et al., 2006).

Previous studies confirm the effect of organizational culture on organizational commitment (Al-sada et al., 2017; Mitic et al., 2016; Sinha et al., 2016), as well as yield (Al-sada et al., 2017). (Uzkurt et al., 2013; Naranjo Valensia et al., 2015; Ogbonna and Haris, 2011; Prajogo and McDermott, 2011). Organizational culture describes the attitude of organizational members in their goals and organizational development (Aidla and Vadi, 2007). Organizational culture has the ability to drive entrepreneurial activity (Uzkurt et al (2013). The performance of the members of the organization can influence the organizational culture, which can affect the activity (Naranjo Valensia et al., 2015). For RBV, organizational culture is a long-term competitive advantage, as it is difficult to replicate (Ogbonna and Haris, 2011; Naranjo Valensia et al., 2015). In addition, it offers an advantage to its rivals (Ogbonna and Harris, 2011). Therefore, a strong organizational culture must be fostered (Prajogo and McDermott, 2011).

According to Pathardikar and Sahu (2011), organizational culture can announce workers' commitment to the organization. The impact of organizational culture on organizational commitment has been supported by academics such as Al-Sada et al. (2017), Sinha et al. (2016), Pathardikar and Sahu (2011) and Mitic et al (2016). Company commitment can influence organizational culture, according to Al-Sada et al. (2017). Sinha et al. (2016) demonstrated the fundamental power of organizational culture. Institutions must create a culture that increases the confidence of their workers and that they have great agreement, strong
behavior, cohesion and great loyalty (Al-Sada et al., 2017). A solid organizational culture, participatory, solidarity, versatility and mission, can promote a better work attitude and reinforce the work behavior of workers. Based on the above description, the hypothesis for this research is as follows:

H1: Organizational culture has a positive and important effect on activity

H2: Organizational culture has a positive and important effect on organizational commitment.

Organizational Commitment

The human strength to engage is one of the spiritual issues of institutional identification and intensity of identification of the organization, as well as enterprise and collaboration with the organization (Rahmani, 2013). Organizational attitudes or orientations are related to the identity of the organization's personnel and to the interest of the organization-related personnel (Sheldon, 1971). Workers committed to the company tend to recognize the aim and purposes of the organization and want to continue organizing (Huang et al., 2012). Organizational commitment is the attitude and behavior of faithful workers who positively help the organization.

According to this study, organizational commitment refers to the loyal attitudes of workers and helps Islamic banking. This definition describes organizational commitment. Being workers of the company, the commitment of a worker is an organizational commitment, according to Luthan (2011) and Griffin and Morhead (2014). Despite being an empirical study that distinguishes both commitments, this study frequently cites a study Yi-Ching Chen et al (2012). His research measures organizational commitment using the concepts of continuity, norms, and organizational commitment from Allen and Meyer (1990) organizations.

A relationship between organizational commitment and performance, according to previous studies. Jing and Zhang (2014), De Cuyper and De Witte (2011) and Yen Ku (2013) have been in the study. Work-related attitudes can improve organizational activity. Staff with a high organizational commitment will be heavily involved in the behaviors central to organizational success (Rodrigues and Pinho, 2010). The stronger the worker's commitment to work, the higher the entity's performance. It can become a variable between organizational culture and activity, as suggested by Adam et al. (2020). According to the study, the impact of organizational culture on activity can be realized through organizational commitment. However, Adam et al. (2020) uses multiple regression as an analytical tool and the scope of
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Research is PDAM. The attitude of workers towards the organization is increasing and will further reinforce the value systems and norms that are shared, with the breakdown of the organization. The research focused on permanent workers in Islamic banks in Aceh and applied a quantitative approach. For reasons of time and finance, it can only be said that the bank of the regions of Bireuen, lhokseumawe and Langsa:

H3: Organizational commitment has a positive and important effect on presentation

H4: Organizational commitment mediates the association among organizational culture and presentation

Figure 1: Research Model

METHODOLGY

The research was based on permanent workers of Islamic banks in Aceh and established a quantitative approach. In Bireuen, the Islamic bank was examined in the regions of Lhokseumawe and Langsa and has Syariah Indonesia (BSI), Aceh Syaria Bank and 204 employees of Muamalat Bank. This research used a simple random sampling method. A self-administered questionnaire was the main research data collection tool. The validity and reliability of each item of the question was demonstrated, using a test beforehand, before distributing the research tool to the respondents (Supriyanto et. al 2023).

The analytical method used in this study is the PLS-SEM or SEM, based on change, using SmartPLS 3 (Ringle, 2015). There are several reasons for this study using the PLS-SEM:

1. PLS-SEM or variance-based SEM does not require data to be normally distributed (Hair et al., 2014).
2. PLS-SEM is able to process data with small sample sizes and large sample sizes (Hair et al., 2011).
3. In building a conceptual framework, you can use normative or reflective indicators (Ramayah et al., 2017).

4. Generally, variance-based SEM is used for predictive purposes, namely developing theory or building theory (Ghozali, 2015).

The evaluation of the measurement model was carried out by external load and evaluation of the internal model (structural model). The measurement of the external model, using a convergent value, was the factorial load and the AVE, then using the discriminatory value, the HTMT and the internal solidity, analyzing the reliability values of the alpha and the Cronbach compound.

In this study, the value of the external load of each item ranges from 0.5 to 0.8 to evaluate the value of the research instrument at an early stage, and the value of the load factor 0.5 or 0.6 is admissible (Chin, 1998). Indicators whose external load value is less than 0.5 will be excluded from the model in this study, such as organizational culture mission, external load value below 0.5, then robustness (CON3 and 4), participation (IN7), variability (ADP4.5 and 6). Then, pointers of organizational variables, AFE 4, NOR 1 and 2, and presentation (see Table 1).

<table>
<thead>
<tr>
<th>Table 1. Loading Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>CON1</td>
</tr>
<tr>
<td>0.737</td>
</tr>
<tr>
<td>Organizational</td>
</tr>
<tr>
<td>Culture</td>
</tr>
<tr>
<td>ADP1</td>
</tr>
<tr>
<td>0.655</td>
</tr>
<tr>
<td>Organizational</td>
</tr>
<tr>
<td>0.707</td>
</tr>
<tr>
<td>Commitment</td>
</tr>
<tr>
<td>0.739</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

It then calculates the mean value of the variation of the three variables (see table 2), which shows a value > 0.5 values Henseler et al. (2012). Cronbach's use to measure internal soundness (reliability) and composite reliability, 2. The table shows the two values for the three constructors, above 0.7, as suggested by the company Hair et al. (2014).
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Table 2. Reliability and Convergent Validity

<table>
<thead>
<tr>
<th></th>
<th>Cronbach's</th>
<th>Composite Reliability</th>
<th>Average Variance (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture</td>
<td>0.945</td>
<td>0.951</td>
<td>0.506</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.914</td>
<td>0.928</td>
<td>0.564</td>
</tr>
<tr>
<td>Performance</td>
<td>0.865</td>
<td>0.893</td>
<td>0.512</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

Subsequently, the discriminatory value is calculated, calculating the square root of the AVE for each construction. In this study, the discriminatory value test used a multi-characterized-multiple matrix as the basis for measurement. The value of the heterooperational ratio (HTMT) must be less than 0.9 to ensure the discriminatory value among two reflective builders (Henseler et al., 2015). Based on Table 3, it shows that all HTMT values are 0.9 and confirms that all constructions are valid of discriminatory validity.

Table 3. Heterotrait-Monotrait Ratio Of Correlations (HTMT)

<table>
<thead>
<tr>
<th></th>
<th>Organizational Culture</th>
<th>Organizational Commitment</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.772</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td>0.726</td>
<td>0.885</td>
<td></td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

Evaluation of the Structural Model (Inner Model)

In this analysis, the evaluation of the structural model was performed using the R2 test or decisive test and the Q2. Based on Table 4, it shows that the R2 value of endogenous institutional commitment is 0.533 and activity is 0.568. This means that the variable organizational commitment can be 53.4% depending on the organizational variable and that the organizational activity can be explained according to the variable, 66.9%.

Table 4. Coefficient of determination R2

<table>
<thead>
<tr>
<th></th>
<th>R Square</th>
<th>R Square Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Commitment</td>
<td>0.534</td>
<td>0.531</td>
</tr>
<tr>
<td>Performance</td>
<td>0.689</td>
<td>0.686</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

Next, the value of predictive importance can be seen in Table 5, which shows that for each endogenous variable, organizational commitment and commitment to action the Q2 value is greater than 0, so it can be decided that the model has prognostic importance.
RESULT AND DISCUSSION

Based on the results of Smartpls 3, it shows that organizational culture has a positive and important effect ($\beta = 0.651$, $t = 8.572$ and $p <0.05$). According to the first hypothesis, the advanced the level of organizational culture, the higher the performance. According to these results, the organizational culture is stronger and, conversely, if the organizational culture is weak, performance will be reduced. The weak organizational culture does not deeply inculcate the main values of the institution. Consequently, workers are not as engaged or strong at work, or aware of learning, when responding to variations in the work atmosphere. The results of this research are: Uzkurt et al. (2013), Naranjo Valensia et al. (2015), Ogbonna and Haris (2011) and Prajogo and McDermott (2011) expressed the need to build a good organizational culture for success.

Organizational culture has a positive and important influence on organizational commitment ($\beta= 0.731$ $t= 16.245$ and P-value $<0.05$), and the second hypothesis is supported. It means that the stronger the organizational culture the more organizational commitment there will be. The weak of organizational culture will form conflicting groups and low loyalty to the organization. Until positive work behavior is less formed in employees which causes employees to contribute less to their organization. The consequences of this research are consistent with Jain (2015), verified that Organizational culture have positive impact on organizational commitment.

Organizational commitment has a positive and important effect on activity ($\beta=0.225$, $t= 2.397$ and $p <0.05$). The third hypothesis is supported, which means that the larger the commitment of the workers, the higher the performance of the Islamic Bank of Aceh. The staff capable of identifying the objectives and objectives of the organization and remaining in the organization (Huang et al., 2012) tends to have a great adherence to the organization, that is, it is able to improve the activity of the entity. The results of this research coincided with the organizations Suliman and Al-Khairi (2015) and demonstrated that organizational commitment can improve markedly.

<table>
<thead>
<tr>
<th></th>
<th>SSO</th>
<th>SSE</th>
<th>$Q^2(=1$-SSE/SSO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Commitment</td>
<td>240000</td>
<td>1472.584</td>
<td>0.227</td>
</tr>
<tr>
<td>Performance</td>
<td>163200</td>
<td>1087.491</td>
<td>0.335</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)
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This research confirms that organizational commitment acts as a mediator among organizational culture and performance. The outcomes presented that organizational culture had a positive and important impact on activity (see Table 6). In addition, the outcomes are positive and important, given the unintended effect of organizational culture on activity, through organizational commitment (see Table 7).

Table 6. Direct effect

<table>
<thead>
<tr>
<th></th>
<th>β-path</th>
<th>t-Value</th>
<th>P-Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>O.Culture -&gt; PERF</td>
<td>0.651</td>
<td>16.245</td>
<td>0.000</td>
</tr>
<tr>
<td>O.Culture -&gt; O.Commitment</td>
<td>0.731</td>
<td>8.572</td>
<td>0.000</td>
</tr>
<tr>
<td>O.Commitment -&gt; PERF</td>
<td>0.225</td>
<td>2.397</td>
<td>0.017</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

Table 7. Indirect Effect

<table>
<thead>
<tr>
<th></th>
<th>β-path</th>
<th>t-Value</th>
<th>P-Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>O.Culture -&gt; O.Commitment-&gt; PERF</td>
<td>0.164</td>
<td>2.420</td>
<td>0.016</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

In this study, VAF and bootstrapping methods were used to test the intermediate effect using PLS-SEM (Ramayah et al., 2017). Hair et al., 2014). This research analyzes the intermediate effect using the vaF method (accounted variance), using the Hair et al. criteria (2014), whose direct and indirect method must be important. According to the findings, organizational culture has a positive and significant impact on activity (see Table 6). In addition, the results are positive and important, given the indirect impact of organizational culture on activity, through organizational commitment (see Table 7). Both direct and indirect effects have met the criteria Hair et al. (2014), so the intermediate influence can be further demonstrated with FEVs. The consequences of the calculation of VAF are shown in Table 8, in which organizational commitment acts as partial mediation: 79.8% <80 (Hair et al., 2014, Ramayah et al., 2017). The following table shows the outcomes of the VAF calculation:

Table 8. VAF calculation result

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DIRECT EFFECT</td>
<td></td>
<td>0.651</td>
</tr>
<tr>
<td>INDIRECT EFFECT bxc</td>
<td>0.731</td>
<td>0.225</td>
</tr>
<tr>
<td>TOTAL EFFECT (a) + (bxc)</td>
<td>0.815</td>
<td>0.798</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

The results of the calculation of VAF display that organizational culture can directly or indirectly influence the action of organizational commitment. The intermediate impact test can
also be analyzed using bootstrapping, in addition to the VAF point of view. Table 7 shows the influence of mediators. It is possible to use the BC CI or correlation distance and bias correlation, with a 95% confidence level to analyze PLS-SEM mediation (Ramayah et al., 2017).

Table 9. Hypothesing Testing on Medition by Boot CI BC

<table>
<thead>
<tr>
<th></th>
<th>Std.Beta</th>
<th>Std.Error</th>
<th>t-Value</th>
<th>Confidence Interval (BC)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>LL</td>
</tr>
<tr>
<td>O.Cul-&gt; O.Com-&gt; PERF</td>
<td>0.164</td>
<td>0.068</td>
<td>2.420</td>
<td>0.036</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2023)

The indirect effect accounts for 95% of the 95% (LL = 0.036, UL = 0.300), 9. according to the table. At the BootLLCI and BootULCI levels (Hayes, 2013) there is no zero value. Therefore, it can be said that the influence of mediation is statistically important. The indirect impact value is not standardized by bootstrapping at 0.164, according to the results of the previous analysis, and the confidence margin (CI) is 95%, from 0.036 to 0.300. It can be concluded that organizational culture has an indirect influence on the activity of Aceh banks, through organizational commitment, since zero is not included in a 95% confidence margin. The intermediate influence is found in both systems.

According to Nitzl, et al., (2016) and Ramayah et al. (2017), the partial mediation of this research is a complementary partial mediation, which shows that the direction of its impact is positive and mutually helpful. This indicates that organizational culture can improve the Islamic activity of banks and that the incorporation of organizational commitment as a mediator among organizational culture and performance strengthens the relationship among the two.

CONCLUSIONS AND SUGGESTIONS

Based on the outcomes of the investigate, the four proposed research hypotheses have been accepted. The first hypothesis is that organizational culture has a positive and important influence on activity. The second hypothesis is that organizational culture has a positive and significant impact on organizational commitment. The third hypothesis is that organizational commitment has a positive and important effect on the Islamic Bank of Aceh. The fourth hypothesis is that organizational commitment acts as an intermediate variable among organizational culture and Acehn's Sharia banks. The Sharia Bank of Aceh points out the standing of work-related behavior, as habits must always be reinforced with a system of norms and values shared by the organization's workers. Suggestion: This study has limits related to
the structure of the investigate sample. It is recommended that future researchers interested in this study have a larger sample, not just one province or region, but several regions or states (Indonesia). Likewise, it is suggested to measure the organizational, organizational and activity culture using a concept different from that used in this study.

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Faliza, N. (2023) Can Organizational Culture Encourage Islamic Banking Performance?: The Role of Organizational Commitment as Mediation


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