

# **The Islamic Working Culture of BRI Syariah and Its Influence on Employee Performance (Case Study at BRI Syariah Banyuwangi Branch)**

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## **Abstract**

The purpose of this study is to see the influence of Islamic work culture " Pasti OK " on the performance of employees of BRI Syariah Banyuwangi branch, with quantitative descriptive approach. With the determination of a census sample of 28 employees. Technique of data retrieval by observation technique, interview technique, questionnaire technique or questionnaire and documentation technique. While the research instrument used in this study is a questionnaire. The test instrument used is the validity and reliability test, data transformation using excel program, while the data analysis tool used multiple regression, the result of research indicates that Islamic work culture is " Pasti OK " has a positive effect on Employee Performance.

**Keywords:** Islamic Working Culture, Employee Performance, Sharia Banking

## **1. Introduction**

BRI as one of the largest state-owned Bank that has existed since December 16, 1895, in line with the passage of time that requires all the joints of life changed, PT. Bank Rakyat Indonesia (Company), Has been expanding its acquisition of Bank Jasa Arta on December 19, 2007 and after obtaining a license from Bank Indonesia on October 16, 2008 through its letter o.10/67/KEP.GBI/DpG/2008, Then on November 17, 2008 PT. BRI Syariah officially operates. Then PT. BRI Syariah changed the business activities that originally operated conventionally, then converted into banking activities based on Islamic sharia principles. Become PT. BRI Syariah with Islamic principles, the corporate culture adjusts to financial services according to customers' needed with the easiest reach for more meaningful life. Serve customers with excellent service and offer a variety of products that meet customer expectations with the principles of sharia. Adjustments to the changes must be made, for which PT. BRI Syariah which has Islamic principles of sharia build an organizational culture as an effort to build corporate identity. A company or organization needs to form a culture that is able to become a corporate identity and a reference in acting

and behaving. With a work culture or organization, employees will feel proud of the company and have a reference in the work. Strong organizational culture will make the company in providing assurance to all employees to grow together, grow and develop the company (Robbins, 2002). With the motto "Together Make the Hope " BRI Syariah Branch Company continues to maintain the corporate culture that is translated with Values in 7 Cultures of Islamic Workers of BRI Syariah Branch Banyuwangi listed in the word "PASTI OKE" namely:

- Professional;
- Enthusiastic;
- Quality Human Resources;
- Tawakal (Believe);
- Integrity;
- Business Oriented; and
- Customer satisfaction. For that how the Islamic work culture that has been formed to influence the performance of employees of BRI Syariah Banyuwangi branch.

## **2. Theory Review**

### **2.1. Employee Culture and Performance**

In ensuring organizational survival in a competitive environment, an organization must be able to make changes by having the ability to adapt to the new system as well as to the new culture. Modern theory suggests that organizations are not a closed system that deals with stable environments, but organizations are an open system that must adapt to changes in its environment. Concepts related to organizational culture with organizational matches are important to organizational success, and as an effort to improve organizational performance. According to Schein (2010), organizational culture is the archetype accepted by organizations to act and solve problems, forming employees who are able to adapt to the environment and unify the members of the organization. Robbins (2009), organizational culture is a shared perception shared by members of the organization. Wood and Zeffane (2001), organizational culture is a system of trust and value developed by organizations in which guided the behaviour of members of the organization itself. Organizational culture is "the personality of the organization: the shared beliefs, values and behaviours of the group (Mowat, 2002). It is symbolic, holistic, and unifying, stable, and difficult to change. The definition of organizational culture is a system of shared meanings embraced by members that distinguish an organization from other organizations (Robbins, 2009). This shared system of meanings, when examined more thoroughly, is a set of key characteristics valued by an organization. Organizational culture deals with how employees perceive characteristics of an organizational culture, not by whether employees like culture or not. (Schein, 2010) in (Konopaske, Robie, and Ivancevich, 2005) defines culture as a pattern of basic assumptions created, discovered, or developed by a particular group while learning to deal with external adaptation problems and internal integration that has worked well enough to be considered valid, And therefore, to be taught to new members as the correct way to perceive, think and feel in terms of the problems it faces.

Organizational culture is the values adopted by members of the organization and run and affect performance. Hofstede, Bond, and Luk in their research entitled "Individual Perception of Organizational Cultures: A methodological treatise on level of analysis, where the results of the study are organizational culture have a positive effect on organizational commitment and impact on employee performance (Hofstede, Bond, and Luk, 1993). Employee Performance According to Mangkunegara (Mangkunegara, 2001) in (Pratama, Sunuharyo, and Hakam, 2013) the term performance derives from the word job performance or actual performance (achievement or actual achievement achieved by someone). Understanding the performance (work performance) is the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. Performance refers to the level of achievement of tasks that form an employee's job. Performance appraisal is the process by which the organization oversees the execution of individual work. In the performance appraisal is assessed the contribution of employees to the organization during a certain period. Performance feedback lets employees know how well they work when compared to organizational standards (Simamora, 2004; Oetomo et al., 2019).

### **2.2. Islamic Work Culture at Bank BRI Syariah Branch Banyuwangi**

In improving performance is about how to implement an Islamic work culture. Work culture is a philosophy based on the view of life as values that become the nature, habits and driving forces, entrenched in the life of a group of society or organization, then mirrored from attitudes into behaviours, beliefs, ideals, opinions and actions embodied As "work" or "work" (Swarsi et al., 1995). Implement a work culture can't be separated with human resources (HR) itself, because the work culture is closely related to the attitude or behaviour and the paradigm of

human thinking in creating adequate performance. The working culture of Islam must be motivated, dynamism and fostering dynamic nature to lead. Workers will realize the potential and power God has given him such as creativity, intellect, original thought, individual talent, ability to use certain tools and so on. That is what is called a work culture in an Islamic perspective. Work is essentially a manifestation of good deeds. As a charity, then the intention in running it will determine the judgment. In a hadith, the Prophet Muhammad said, "Truly the value of the charity is determined by its intention". The work culture applied in sharia institutions is "NATURE" which stands for Siddiq, Istiqomah, Faith, Amanah, and Tablig (Hafidhuddin, 2003). Where the description of these properties as:

### **2.2.1. Siddiq**

Means to have honesty and always underlying words, beliefs, and deeds based on Islamic teachings. There is no contradiction and deliberate contradiction between speech and deed. Therefore, God commands believers to always have Siddiq's character and create a siddiq environment.

### **2.2.2. Istiqomah**

Istiqomah, meaning consistent in faith and good values despite the face of temptations and challenges. Istiqomah in kindness is displayed with determination, patience, and tenacity, resulting in something optimal. Istiqomah is the result of a process that is done continuously. For example, a strong interaction with God in the form of prayer, recitation of the Qur'an, and others. All of these processes will grow a system that allows goodness, honesty, and openness to apply properly.

### **2.2.3. Fathanah**

Means to understand, and deeply comprehend everything that becomes duty and duty. This nature will foster creativity and ability to perform various useful innovations. Creative and innovative may only be possessed when one is always trying to add to the various sciences, rules, and information, both in relation to his work and the company in general.

### **2.2.4. Amanah**

Means having responsibility in carrying out every duty and obligation. Trust is shown in openness, honesty, optimal service, and ihsan (doing the best) in everything. The nature of trust must be owned by every believer, let alone who has work related to the service for the community.

### **2.2.5. Tablig**

Means to invite as well as give examples to other parties to implement the provisions of Islamic teachings in our daily lives. Tablig is delivered with wisdom, patience, argumentative, and persuasive will grow humanitarian relationships that are more solid and strong.

Later in organizational culture is also the same, work culture in Islamic organizations are also applied in syari'ah financial institutions such as in BRI Syariah Banyuwangi Branch. Such an individual initiative is the level of responsibility, freedom, and independence of an individual employee; Tolerance to risk provides an overview of risk-taking, innovation, and employee individual courage.

To achieve the main objective, which is determined to improve the efficiency and performance of employees in running business activities by continuing to maintain the corporate culture of BRI Syariah Banyuwangi Branch. The statement of Islamic cultural values of BRI Syariah is attitude and behaviour of employees of PT. BRI Syariah Banyuwangi Branch, with the motto "Together Make the Hope". Values in 7 Working Cultures of employees of BRI Syariah Banyuwangi Branch are listed in the word "PASTI OKE" as follows:

- Professional is the sincerity in performing tasks in accordance with technical and ethical standards that have been specified.
- Enthusiasm is the spirit and the drive to take an active and profound role on every activity.
- Quality Human Resources and treats both individuals and groups based on mutual trust, openness, fairness, and respect, that is placing and rewarding employees as the main capital of the company by carrying out optimal efforts ranging from planning, recruitment, development and empowerment.
- Tawakal (believe) is the optimism that begins with earnest prayer manifested by a genuine effort and ends with sincerity for the results achieved.
- Integrity is the compatibility between words and deeds in applying work ethics, values, policies and organizational rules consistently so that it can be trusted and always hold firm ethics and business even in difficult circumstances to do so

- Business Oversight is responsive to change and opportunity, always thinking and doing to generate added value in their work.
- Customer Satisfaction Has Awareness of attitudes and actions aimed at satisfying external and internal customers within the company.

In addition, BRI Syariah also has a management policy. The established policy is to develop the business world in general, especially small and medium enterprises and cooperatives, based on the principles of compliance, prudence, good corporate governance, and commitment from all management and employees.

### 3. Research Design

This research uses descriptive quantitative approach, by using multiple regression analysis. Population and samples using census sampling technique from this research are staff from BRI Syariah Banyuwangi Branch numbering 28 people, consisting of 27 staff and 1 person management. Technique of taking data with Observation, Interview, Questionnaire or Questionnaire and Documentation. While the research instrument used in this study is questionnaire where the respondents fill out the questionnaire by checking the checklist (√) on the appropriate answer. Each item in the questionnaire provided 4 categories. Each answer is stated with SS (strongly agree) with score = 4, letter S (agree) with score = 3, TS (disagree) with score = 2, STS (strongly disagree) with score = 1. Test instrument used is Validity and reliability test, data transformation using excel program, while data analysis tool used is multiple regression, with coefficient value of determinant of multiple correlation.

Variable Instrument of Islamic Work Culture To test instrument validation using correlation with pearson product moment formula as on Variable Instrument of Islamic Work Culture to test instrument validation using correlation with pearson product moment formula:

$$r_{hitung} = \frac{\sum(XY) - \frac{\sum X \sum Y}{n}}{\sqrt{(\sum X^2 - \frac{(\sum X)^2}{n})(\sum Y^2 - \frac{(\sum Y)^2}{n})}} \quad (1)$$

Then the calculation is generated in the following table 1: If  $t_{count} > t_{table}$  means valid and  $t_{count} < t_{table}$  is not valid.

Table 1: Employee Performance Variable Instrument

No. Item	correlation coefficient $r_{count}$	Price $t_{count}$	Price $t_{table}$	Decision
1	0,446	2,541	2,056	Valid
2	0,522	3,121	2,056	Valid
3	0,399	2,219	2,056	Valid
4	0,468	2,700	2,056	Valid
5	0,464	2,671	2,056	Valid
6	0,432	2,442	2,056	Valid
7	0,393	2,179	2,056	Valid

To test instrument validation using correlation with pearson product moment formula as on instrument validation using correlation with pearson product moment formula:

$$R_{arithmetic} = r_{count} = \frac{\sum(XY) - \frac{\sum X \sum Y}{n}}{\sqrt{(\sum X^2 - \frac{(\sum X)^2}{n})(\sum Y^2 - \frac{(\sum Y)^2}{n})}} \quad (2)$$

Then the calculation is generated in the following table: If  $t_{count} > t_{table}$  means valid and  $t_{count} < t_{table}$  3 is not valid.

Table 3: Test of Validation and Reability Instruments

No	correlation coefficient $r_{count}$	Price $t_{count}$	Price $t_{table}$	Decision
1	0,561	3,456	2,056	Valid
2	0,526	3,154	2,056	Valid
3	0,422	2,373	2,056	Valid
4	0,399	2,219	2,056	Valid

5	0,551	3,367	2,056	Valid
6	0,426	2,401	2,056	Valid
7	0,536	3,237	2,056	Valid

Furthermore, the instrument is re-tested with reliability research instrument whose reliability is tested by test-retest is done by attempting the instrument several times on the respondent (Sugiyono, 2006: 274). Having obtained the price  $r_{count}$ , then to be able to decide the instrument is reliable or not, the price is consulted with  $r_{table}$  price. With  $n = 28$  5% error rate obtained 0,374. Because  $r_{count}$  is bigger than  $r_{table}$  for error rate 5% ( $0,675 > 0,374$ ) hence can be concluded instrument work ability is reliable and can be used for research.

#### 4. Result And Discussion

Results of Data Analysis Research conducted at PT. BRI Syariah Banyuwangi Branch using quantitative methods. By involving as many as 28 respondents, giving information about how the influence of work culture on employee performance, from the title of this research influence each independent variable work culture (X) and employee performance dependent variable (Y) can be explained as follows: The Influence of Work Culture on Employee Performance In valid and reliable calculation, the data is analyzed by using F.  $F_{count}$  test of 10,462 then compare with  $F_{table}$  equal to 3,38. By comparing F count with  $F_{table}$  then, it has a significant influence between the influence of supervision and the work Islamic culture on employee performance. To determine the magnitude of influence partially there is influence of supervision, and culture of work  $R_{x_1 x_2} = 0,591$  magnitude influence  $k_p = R^2 = 0,6752 = 45,59\%$ , while influence of work Islamic culture to perform the employees  $R_{x_2 y} = 0,531$  magnitude influence  $K_p = R^2 = 0,5312 = 28,20\%$ . So in the results of empirical test the influence between the Islamic work culture on employee performance shows the value of the influence there is influence between the culture of Islamic work with employee performance  $R_{x_2 y} = 0,531$  magnitude influence  $k_p = R^2 = 0,5312 = 28,20\%$ . Which means the greater the work culture the greater the performance of employees. From the data analysis shows that the regression coefficient for the variable is significant with the significant level of 0.000 or 5%. This shows that the variables of Islamic work culture have a s B. Description Instrument of variables of Islamic Work Culture (X)

- Performing tasks in accordance with technical and ethical standards that have been specified = 3.088
- The spirit to take an active and profound role on every activity = 2.408
- Good behaviour as individuals with mutual trust, open, fair, and appreciate, that is placing and valuing employees as the main capital of the company = 3,183
- Tawakal/Believe with a serious effort on the results achieved = 2.671
- consistent so that it can be believed and always hold firm ethics profession and business even in difficult circumstances to do it = 3,864
- Respond with the opportunity, by thinking, and doing for to generate added value in its work. = 2,367
- Awareness of attitudes to satisfy external and internal customers within the company environment. = 5,012

From the description of the influence of Islamic work culture variable on the employee's performance, it is known that the awareness attitude indicator to satisfy the external and internal customer in the company environment has the greatest influence with the value= 5,012 and the indicator of Response with the opportunity, by thinking and doing for to generate added value in His job is the smallest indicator that affect employee performance that is = 2,367. significant effect on employee performance.

Organizational culture has a significant impact on corporate economic performance in the long term. The results of Harvard Business School (Kotler, n.d.) show that corporate culture has a stronger and greater impact on organizational performance. The dissertation at Delaware University mentions that the existing literature is sufficient to support the assumption that strong culture leads to higher performance, so more important is to conduct further study. Joseph C. Wilson is a chief executive of Xerox Corp. (Weiss and Miller, 1988) in Leading the company, where he is an aggressive and entrepreneurial soul, the company is progressing greatly with the base of the 914 type of copier, as one of the successful products in the USA. Under his leadership Xerox has a business environment that has an informal, friendly, innovative, and daring culture to bear the risk (Moeljono, 2005; Febrianty et al., 2020). And this research also supports that work culture affect employee performance. The working culture in this study focuses more on the Islamic work culture which adopts Islamic values especially in the values of siddiq, istiqomah, fathonah, amanah, and tablig, which then merges into the values in 7 work culture of employees of BRI Syariah Banyuwangi Branch listed in the word "PASTI OK" is:

- Professional
- Enthusiastic

- Quality Human Resources
- Tawakal
- Integrity
- Business Oriented, and
- Customer satisfaction

From the research results found that: indicators perform tasks in accordance with technical standards and ethics that have been specified to give effect on the performance of = 3.088. Then on the indicator of the spirit to play an active and profound on each activity work gives the effect of = 2.408. In Good behaviour indicators as individuals with mutual trust, open, fair, and appreciate, namely placing and valuing employees as the main capital of the company gives effect of = 3.183. While the indicator Tawakal/believe with a serious effort on the results achieved affects of = 2.671. In a consistent indicator that can be trusted and always uphold the ethics of the profession and business even in difficult circumstances to do it gives the effect of = 3.864. In the indicator of responsiveness with the opportunity, with thinking, and do for to generate added value in his work gives the effect of = 2.367. And it turns out Awareness attitude to satisfy the external and internal customers in the environment of the company gives the biggest influence by contributing as = 5,012. This means that employees who are in the BRI Syariah Banyuwangi branch is very understanding of his job as a banking officer who must be ready to serve customers any time. And on the indicator Response with the opportunity, by thinking, and do for to generate added value in the work is the smallest indicator that affects employee performance is = 2.367. This means that employees of BRI Syariah Banyuwangi branch is less creative to generate added value in their work.

## 5. Conclusions

The result of research shows that the existing Islamic work culture in BRI Syariah Banyuwangi branch affects the employee performance. Where in the Islamic work culture in points about awareness of attitude to satisfy the external and internal customers give the greatest contribution that is 5,012. The interpretation of Islamic values has been merged on: Siddiq's character, transplanted in Integrity culture. While the nature of istiqomah in fused in a professional work culture. Fathanah, means on Business oriented culture. While the nature of Amanah, means having responsibility in carrying out every task and obligation. d. The nature of this mandate is more on deepening the responsibility on the service will Customer Satisfaction, and e. The nature of Tabligh is reflected in the work culture of qualified human resources.

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