



DRIVERS OF EMPLOYEE PERFORMANCE IN ACEH SHARIA BANKS: CULTURE, MOTIVATION, AND DISCIPLINE

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ABSTRACT

This study examines the influence of Organizational Culture, Work Motivation, and Work Discipline on Employee Performance in Islamic banks in Aceh, Indonesia, as a region with unique socio-religious characteristics. Using a quantitative approach, data were collected from 400 employees in three dominant Islamic banks, namely BSI, BTN Syariah, and BAS, using purposive sampling. PLS-SEM analysis using SmartPLS Version 3.0 revealed that: (1) Organizational Culture has a positive and significant effect on improving Employee Performance ($\beta_{OC \rightarrow EP} = 0.289$, $p = 0.046$), (2) Work Motivation is the strongest predictor of Employee Performance ($\beta_{WM \rightarrow EP} = 0.372$, $p = 0.017$), and (3) Work Discipline significantly improves Employee Performance ($\beta_{WD \rightarrow EP} = 0.297$, $p = 0.023$). The main findings reveal that the internalization of Sharia values in organizational culture and non-material motivation systems are crucial mechanisms. This study contributes theoretically through an organizational behavior framework in the context of regional Islamic banking, comprising: (a) Sharia-principle-based organizational culture design, (b) Holistic reward systems (material-non-material), and (c) Structured Islamic work ethics training.

Keywords: Organizational culture; Work motivation; Work discipline; Employee performance; Islamic banking

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INTRODUCTION

Employee performance is one of the crucial elements in the success of an organization, including banking institutions. In an era of increasingly fierce competition, Islamic banks in Indonesia, especially in Aceh, face challenges in maintaining service quality, improving operational efficiency, and meeting increasingly complex customer needs. In this context, understanding the factors that influence employee performance is very important for Islamic





banks to achieve their strategic objectives (Nurjaman et al., 2023). Aceh, as a region that applies Sharia principles in various aspects of life, including the banking system, has unique cultural characteristics. The work culture at Aceh Sharia Banks is influenced not only by modern professional values, but also by religious norms and local customs. This culture can be one of the determining factors in shaping employee work behavior, both in terms of work ethic and interpersonal interactions in the work environment. (Bayumi et al., 2024). In addition to culture, motivation is an important aspect that can encourage employees to perform at their best. Employee motivation can come from various sources, such as financial incentives, recognition of achievements, career development opportunities, and a conducive work environment. In the context of Islamic banks in Aceh, motivation can also be influenced by religious values that encourage employees to work with integrity and responsibility (Marini & Meschitti, 2025).

Work discipline is another factor that is equally important in influencing employee performance. Discipline reflects the extent to which employees are able to comply with the rules, procedures, and standards set by the organization. A high level of discipline is usually correlated with good work productivity, while a lack of discipline can hinder the achievement of organizational goals. In Islamic banks in Aceh, work discipline not only encompasses compliance with company rules but also adherence to the Islamic principles that form the operational foundation of the bank (Susminingsih et al., 2025). Although culture, motivation, and discipline have been widely discussed in human resource management literature, research specifically exploring the relationship between these three factors and employee performance in Islamic banks is still relatively limited. (Srairi, 2025). This is especially true in local contexts such as Aceh, where regional cultural influences and religious values are very dominant. Therefore, this study aims to fill this gap by analyzing how culture, motivation, and discipline affect employee performance in Islamic banks in Aceh. (Faizulayev, 2025).

Human resource management is a key element within organizations and management practices, playing a major role in driving a company's development and success (Nguyen & Thanh, 2025). To maintain competitiveness and ensure long-term viability, every organization whether operating in the goods or services sector, private or public requires a sound foundation for sustainability (Hartanto et al., 2024). Among the various factors that determine this sustainability, employee performance holds a crucial position, especially in the Islamic banking industry. Employee performance is a critical determinant of both competitiveness and organizational sustainability in Indonesia's Islamic banking sector. A range of empirical studies has confirmed the significant impact of organizational culture on employee performance (Sivakami & Samitha, 2018).

Moreover, work motivation has consistently been shown to enhance individual performance outcomes (Afif et al., 2023), while work discipline plays a fundamental role in driving productivity, both in isolation and in combination with other factors (Prasetyo et al., 2021). A holistic understanding of these three determinant variables is therefore essential particularly in the context of Islamic bank operations in Aceh Province, which features unique socio-cultural characteristics.

Operational challenges have become more pronounced following the consolidation of the Islamic banking industry into the single entity of PT Bank Syariah Indonesia (BSI). This consolidation has intensified regional competition in Aceh and increased the complexity of employee performance demands. In such a landscape, policymakers and management require precise empirical evidence about the relative dominance of each performance determinant in order to formulate effective strategic interventions.

In light of this urgency, the present study is designed to analyze both the partial and simultaneous effects of organizational culture, work motivation, and work discipline on



employee performance within Islamic banks in Aceh Province. It also aims to examine the post-implementation conditions of Islamic financial institutions (LKS) in Aceh. The empirical findings are expected to form the basis for managerial policy recommendations to optimize human resource performance in this specific context.

LITERATURE REVIEW

Employee Performance

Organizational effectiveness is a fundamental issue in management, given its significant impact on competitiveness, sustainable growth, and organizational survival (Tan & Olaore, 2021; Asamani et al., 2025). The achievement of organizational objectives critically depends on employee performance, which serves as the principal indicator of individual effectiveness and efficiency in meeting institutional targets. Conceptually, performance encompasses both the quantity and quality dimensions of output (Lestari et al., 2024). Numerous studies have identified key determinants of performance, including work motivation (Tran & Hoang, 2024; Lasisi et al., 2024), organizational culture (Udin et al., 2025), and work discipline (Lestari et al., 2024). A holistic approach that integrates these three aspects is believed to be a prerequisite for achieving optimal performance and maintaining an organization's competitive sustainability.

Organizational Culture

Organizational culture is the collective value system that shapes patterns of work interaction. Schein (1985) defines it as the set of basic assumptions developed by a group to address external adaptation and internal integration. In banking contexts, culture manifests through teamwork, cohesion, and collaborative capabilities (Kim et al., 2017; Harb et al., 2025), evolving via social processes that include traditions, symbols, reward systems, and leadership influences (Quinn et al., 2024). Beyond embodying values, organizational culture functions as a normative framework that governs employees' expected contributions within the work environment.

Empirical evidence consistently demonstrates a significant correlation between organizational culture and performance. Cultures that promote empowerment, open communication, and ethical leadership are positively associated with enhanced motivation, job satisfaction, and productivity (Alboroto et al., 2025; Kamil et al., 2025). Conversely, hierarchical-restrictive cultures or those marked by organizational deafness (ignoring input) and incivility correlate with emotional burnout and performance declines (Creese et al., 2024; Tarab, 2023). Based on these findings, the proposed hypothesis is stated as follows.

H₁: Organizational culture has a positive and significant effect on the performance of Islamic bank employees in Aceh.

Work Motivation

From a human resource management perspective, work motivation is a dynamic psychological process involving intrinsic and extrinsic forces that drive the optimal allocation of effort toward organizational and personal goals (Ay, 2025; Santos et al., 2022). This concept acts as a





motivational mechanism influencing attitudes, behaviors, and the allocation of employees' cognitive and physical energy (Idris et al., 2024).

Empirical findings on motivational effects show contextual variation. Studies at Bank BTN Medan (Pangabea et al., 2022) and in the service sector (Rahmawati et al., 2021) confirm significant positive impacts. However, research at Bank Mandiri Palembang reported non-significant results (Idris et al., 2024), indicating the need to consider institutional and cultural specificities. Given the predominance of positive evidence and the unique characteristics of Aceh's Islamic banking sector, the following hypothesis is proposed:

H₂: Work motivation has a positive and significant effect on the performance of Islamic bank employees in Aceh.

Work Discipline

As a behavioral control mechanism, work discipline is fundamental to achieving institutional objectives. Alhempri *et al.* (2024) assert that discipline is a critical prerequisite for the effective functioning of human resources; without structured discipline, optimal performance cannot be attained. Conceptually, work discipline is defined as the degree to which employees conform to regulatory systems, policies, and operational standards (Puspitasari & Wulandari, 2022).

Empirical evidence affirms a positive relationship between work discipline and employee performance. Lestari *et al.* (2024) reveal that increases in work discipline, when integrated with self-efficacy, contribute significantly to individual performance improvement. Similar findings by Titisari *et al.* (2021) highlight discipline's role in enhancing internal communication and loyalty, which in turn boosts institutional performance. Given the consistency of empirical evidence and the operational emphasis on Sharia compliance in Islamic banking, the following hypothesis is proposed:

H₃: Work discipline has a positive and significant effect on the performance of Islamic bank employees in Aceh.

Conceptual Model

This study is built upon the conceptual model illustrated in Figure 1, incorporating four hypotheses based on relevant paradigms and literature regarding the enhancement of employee performance. For a detailed depiction of the interrelationships among the variables, please refer to Figure 1.



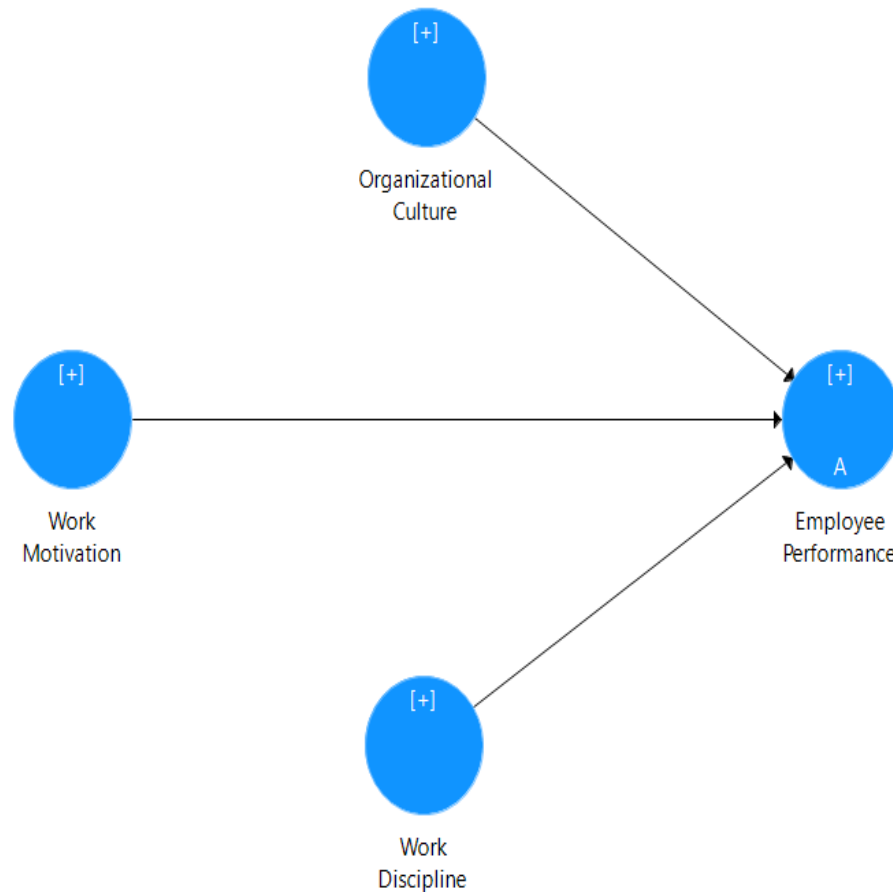


Figure 1: Conceptual research model

METHODOLOGY

Data Collection and Participants

This questionnaire was developed based on a review of relevant literature and input from experts, managed using purposive sampling methods. The questionnaire includes sociodemographic items such as gender, age, and job position and uses a five-point Likert scale (ranging from 1 = “Strongly Disagree” to 5 = “Strongly Agree”) to capture the perceptions of employees at three Islamic banks in Aceh, namely Bank Syariah Indonesia (BSI), Bank Tabungan Negara Syariah (BTN Syariah), and Bank Syariah Aceh (BAS) on each item relevant to the structural model as proposed in Figure 1. The data in this study is limited to these three banks due to data collection efficiency.

The data was collected through an online survey distributed via Google Forms during April 2025. A total of 430 questionnaires were distributed. To ensure attention, the study included an attention check statement among several questions, where respondents were asked to select options based on a predefined Likert scale. On the other hand, we also reviewed all questionnaires for completeness, particularly on subjective questions. After the verification process, we found that out of the 430 questionnaires distributed, only 400 employee responses were deemed valid and reliable and could proceed to the next analysis stage.





Analysis Method

We employed Partial Least Squares–Structural Equation Modeling (PLS-SEM) to test the proposed hypotheses. PLS-SEM is particularly well-suited for identifying key determinants within targeted constructs (Hair et al., 2022) and is recommended for exploratory research and theory development (Sarstedt et al., 2022).

RESULTS AND DISCUSSION

Participant Profile

The sample for quantitative analysis consisted of 400 valid and reliable responses collected exclusively from three Islamic banks in Aceh, namely Bank Syariah Indonesia (BSI), Bank Tabungan Negara Syariah (BTN Syariah), and Bank Aceh Syariah (BAS). Although there are other Islamic banks in Aceh, focusing on these three main institutions ensures the relevance of the findings while maintaining data collection efficiency without compromising the representativeness of the Islamic banking sector workforce in Aceh.

Based on the data collected in Figure 2, the respondent profile shows a dominance of women (52.5%) compared to men (47.7%), with the majority aged 25–35 years (49.5%). The 36–45 age group contributed 30.25%, while the 46–55 age group accounted for 20.25%. In terms of job positions, Teller (22.5%) and Marketing (22.25%) are the most represented, followed by Customer Service (15.0%), Bosm (13.0%), Bank Office (9.5%), Cleaning Service (9.0%), Driver (6.25%), and Kacap (2.5%). This distribution reflects the typical employee structure of Islamic banks in Aceh, with the largest proportion in frontline roles and marketing.

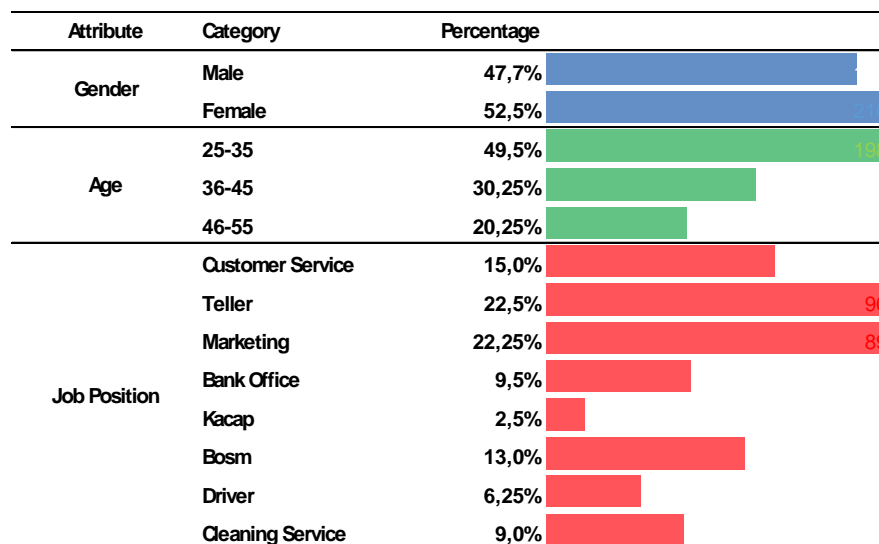


Figure 2: Descriptive statistics of respondents

PLS-SEM Results

Referring to the hypothesized model shown in Figure 1, this study includes four latent constructs measured by a total of 30 observed indicators. Table 1 presents the measurement items for each latent construct in the structural model. We then estimated the final model using a bootstrapping procedure in SmartPLS 3.0 and obtained a satisfactory model fit for the proposed framework.





Measurement and Structural Model Evaluation

Although PLS-SEM does not require normally distributed data, extreme non-normality can yield misleading significance estimates (Vaithilingam et al., 2024). Therefore, it is advisable to assess normality via skewness and kurtosis (Hair et al., 2022). Following PLS-SEM guidelines (Hair et al., 2022), we evaluated both the measurement model and the structural model. Measurement-model assessment typically comprises tests of reliability and validity. We employed Cronbach's α and Composite Reliability (CR) to assess construct reliability and internal consistency. Cronbach's α values greater than 0.60 (for exploratory research) and CR values exceeding 0.70 indicate satisfactory construct reliability (Hair et al., 2022). In our analysis, both Cronbach's α and CR surpassed these critical thresholds (see Table 1 and Table 2). To establish validity, we examined both convergent and discriminant validity. Convergent validity was assessed using the Average Variance Extracted (AVE). All constructs achieved AVE values above 0.50, demonstrating satisfactory convergent validity (Hair et al., 2022), as shown in Table 1 and Table 2.

Table 1: Measurement model results

Latent Variables	Notation	Loading	t-value	Cronbach's α	CR	AVE
Organizational Culture	BO1	0.732	5.713	0.916	0.930	0.627
	BO2	0.829	18.850			
	BO3	0.774	7.792			
	BO4	0.866	17.000			
	BO5	0.673	4.865			
	BO6	0.791	8.536			
	BO7	0.883	16.187			
	BO8	0.769	9.123			
Work Motivation	MK1	0.778	7.739	0.927	0.939	0.632
	MK2	0.763	7.749			
	MK3	0.756	7.246			
	MK4	0.803	9.706			
	MK5	0.829	9.084			
	MK6	0.824	10.211			
	MK7	0.734	6.592			
	MK8	0.844	10.828			
	MK9	0.815	11.158			
Work Discipline	DK1	0.806	8.081	0.887	0.909	0.557
	DK2	0.690	5.511			
	DK3	0.772	7.502			
	DK4	0.782	8.083			
	DK5	0.646	4.269			
	DK6	0.836	10.606			
	DK7	0.695	6.208			
	DK8	0.722	5.779			
Employee Performance	KK1	0.710	7.401	0.814	0.871	0.575
	KK2	0.825	15.535			
	KK3	0.774	9.062			
	KK4	0.770	9.203			
	KK5	0.705	6.997			

*Note: BO = Organizational Culture, MK = Work Motivation, DK = Work Discipline, KK = Employee Performance





Table 2: Measurement model evaluation criteria and obtained values

Index		Threshold	Obtained Value
Internal Consistency	Cronbach α	> 0.60	0.814 – 0.927
	CR	> 0.70	0.871 – 0.939
Indicator Reliability	Outer Loading	> 0.50	0.646 – 0.883
Convergent Validity	AVE	> 0.50	0.557 – 0.632
Discriminant Validity	Fornell-Larcker	Fornell-Larcker criterion: $\sqrt{\text{AVE}}$ of each construct > its correlations with all other constructs	Met for all constructs (see Tabel 3)
	Cross-loading	Cross-loadings: each indicator loading higher on its own constructs than on others	Met for all indicators

Discriminant validity assesses the distinctiveness of constructs using the Fornell–Larcker criterion, whereby the square root of the AVE for each construct must exceed its correlations with all other constructs (Fornell & Larcker, 1981). Accordingly, as shown in Table 3, all constructs demonstrated adequate discriminant validity. Moreover, every indicator’s cross-loading in our study exceeded 0.60 and was higher on its own construct than on any other, further supporting discriminant validity across all constructs. Detailed cross-loading results are provided in Appendix 1. Given that the majority of measurement-model criteria meet the thresholds recommended by Hair et al. (2022), we conclude that the measurement model exhibits satisfactory quality, as shown in Table 3.

Table 3: Fornell-Larcker Criteria (FCL) for discriminant validity

Construct	Organizational Culture	Work Discipline	Employee Performance	Work Motivation
Organizational Culture	0.792			
Work Discipline	0.253	0.746		
Employee Performance	0.524	0.522	0.758	
Work Motivation	0.431	0.410	0.618	0.795

*Note: The bold value in yellow table is the square root of AVE

Structural Model Assessment (Inner Model)

The structural model specifies relationships between exogenous and endogenous latent variables, as well as relationships among endogenous constructs. To evaluate the structural model, we assessed both in-sample model fit and out-of-sample predictive capability. The R^2 values indicate the proportion of variance in each endogenous construct explained by its predictors. For employee performance (KK), the partial R^2 values were 0.289 for organizational culture (BO→KK), 0.230 for work motivation (MK→KK), and 0.155 for work discipline (DK→KK). The adjusted R^2 for the performance construct was 0.546, indicating that 54.6% of the variance in employee performance is explained by BO, MK, and DK, while the remaining 45.4% is attributable to other factors not included in the model. In addition, we employed Stone–Geisser’s Q^2_{predict} to assess the model’s predictive relevance for new data. A $Q^2_{\text{predict}} > 0$ indicates good predictive relevance, meaning the construct can accurately predict out-of-sample observations. Detailed results are presented in Table 4.





Table 4. Results of structural model test (Inner Model)

Relationship	β		R^2 Partial	R^2
BO→KK	0.289		0.151	0.536
MK→KK	0.372		0.230	
DK→KK	0.297		0.155	
Q^2_{predict}				
Endogenous Variable	SSO	SSE	Q^2	Decision
			(=1-SSE/SSO)	
KK	200,000	146,372	0.268	Relevance

*Note: The Q^2_{Predict} value for endogenous variables > 0 , then it can be concluded that the model has predictive relevance

Test Results That Support the Main Hypothesis

We employed a resampling procedure involving 5,000 bootstrap iterations via SmartPLS 3.0 to estimate the path coefficients (β) and assess the significance of the relationships depicted in Figure 3. In the final model, Employee Performance is predicted by Organizational Culture, Work Discipline, and Work Motivation. Organizational Culture has a significant direct relationship with Employee Performance ($\beta_{OC \rightarrow EP} = 0.289$). Work Motivation significantly influences Employee Performance ($\beta_{WM \rightarrow EP} = 0.372$). Work Discipline significantly affects Employee Performance ($\beta_{WD \rightarrow EP} = 0.297$). Simultaneously, Organizational Culture, Work Motivation, and Work Discipline exert a significant combined effect on Employee Performance, with an F-statistic of 18.863 exceeding the critical F-table value of 2.243. Table 5 presents these findings in detail.

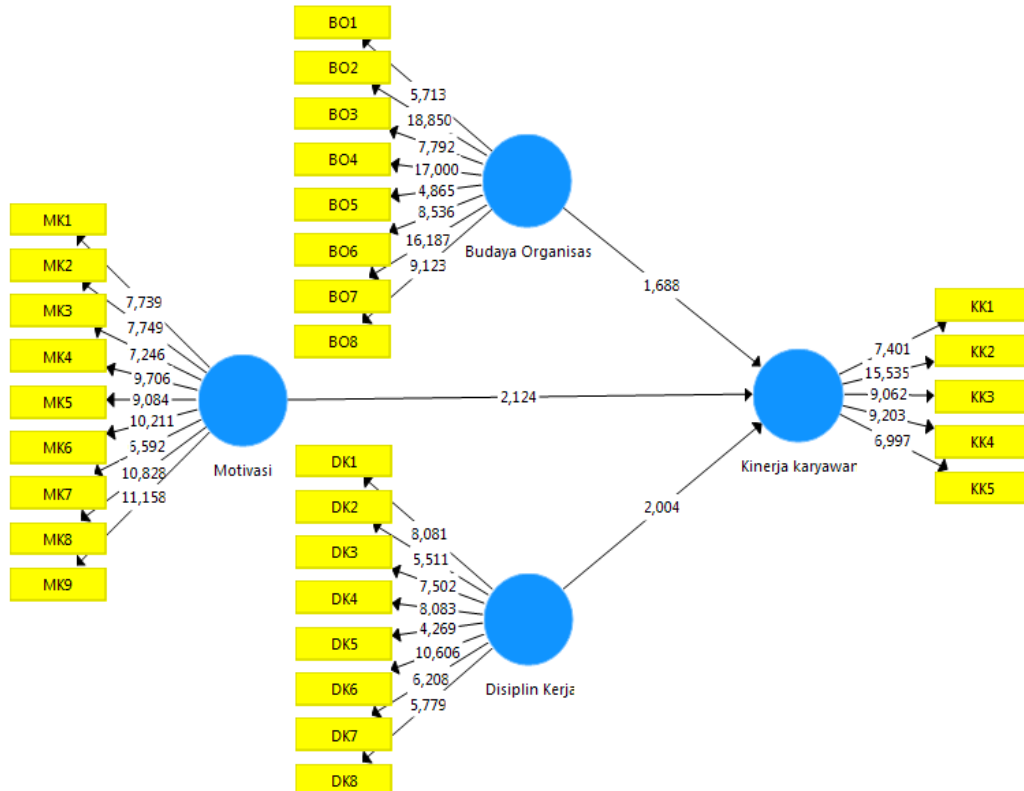


Figure 3. Full model structural (Bootstrapping)





Table 5. Summary of main hypothesis results

Relationship	Hypothesis	β	t-statistic	p-value	Decision
BO→KK	H ₁	0.289	1.688	0.046	Supported
MK→KK	H ₂	0.372	2.124	0.017	Supported
DK→KK	H ₃	0.297	2.004	0.023	Supported
BO, MK, DK→KK	H ₄	F count = 13.863			Supported
		F table = 2.243			

*Note: BO = Organizational Culture, MK = Work Motivation, DK = Work Discipline, KK = Employee Performance

DISCUSSION

This study identifies the antecedents of Islamic bank employee performance in Aceh. The results reveal that Organizational Culture, Work Motivation, and Work Discipline each contribute significantly to employee performance. Therefore, it can be concluded that Organizational Culture, Work Motivation, and Work Discipline positively influence employee performance.

Our findings indicate that Work Motivation is the primary driver of enhanced employee performance, exhibiting a positive and significant effect. This suggests that the higher an employee's Work Motivation, the better their performance. These results align with previous studies (Pangabea et al., 2022; Rahmawati et al., 2021), which reported Work Motivation as a key factor in improving employee performance. In other words, when employees are motivated both intrinsically and extrinsically, they tend to perform at a higher level, thereby positively impacting the bank's competitiveness and operational efficiency.

Beyond Work Motivation, Work Discipline also emerges as a crucial factor in boosting employee performance. Our PLS-SEM analysis shows that Work Discipline has a positive and significant effect on employee performance. This indicates that the higher the level of Work Discipline, the better the employee's performance. These findings are consistent with the literature (Arda, 2017; Astria, 2018), which describes discipline as adherence to rules, procedures, and norms not only curbing deviant behavior but also promoting operational efficiency and accuracy in task execution, ultimately contributing positively to employee performance.

Furthermore, our results demonstrate that Organizational Culture significantly influences employee performance, albeit to a lesser extent than Work Motivation and Work Discipline. That is, the stronger the Organizational Culture, the better the employee performance. This finding corroborates earlier research (Hasan, 2023; Noermijati et al., 2021; Mardhotillah et al., 2024; Qonita & Sholahuddin, 2024; Sanda & Kuada, 2016; Wicaksana & Kasmir, 2023; Abodunde et al., 2021).

IMPLICATION

This study offers significant implications for the advancement of the variables under investigation. First, organizational culture emerges as a key factor influencing employee performance. In the context of Islamic banks in Aceh, an organizational culture grounded in Islamic values such as honesty, *amanah* (trustworthiness), and teamwork plays a crucial role in shaping employees' behaviors and attitudes. Theoretically, our findings reinforce the notion that an organizational culture aligned with local and religious values can enhance work





effectiveness. This insight is consistent with Hofstede's cultural-dimensions theory, which emphasizes the importance of cultural adaptation within organizations.

Furthermore, this research can serve as a reference for developing an organizational-culture model tailored specifically to Islamic financial institutions. By integrating Sharia values such as accountability and transparency, such a model would elucidate how organizational culture can act as a principal driver in achieving institutional objectives.

Development of Work Motivation Theory

Work motivation is a central variable in this study. Motivation theories such as Maslow's hierarchy of needs or Herzberg's two-factor theory are often applied in general contexts. However, within the Islamic banking environment in Aceh, employee work motivation is also influenced by intrinsic factors such as faith and spiritual purpose. The theoretical implication of this research is the need to advance motivation theory by incorporating a spirituality dimension as a primary driving factor, especially in organizations grounded in religious values. This study also enriches the motivation literature by demonstrating how external factors such as rewards and a supportive work environment interact with internal factors like religious conviction to enhance employee performance.

Contribution to Work Discipline Theory

Work discipline is often associated with adherence to rules and procedures. In the context of Islamic banks in Aceh, work discipline not only includes formal aspects such as attendance and compliance with schedules but also moral dimensions such as integrity in performing duties in accordance with Sharia principles. This study offers a theoretical contribution by demonstrating that work discipline grounded in religious values can have a greater impact on employee performance than discipline based solely on formal rules. This implication encourages the development of a new theoretical framework that incorporates Islamic ethical values in understanding work discipline, particularly in organizations operating in regions where culture and religion exert strong influence, such as Aceh.

Practical Implications for Islamic Bank Management

Practically, the findings of this study can serve as a guideline for Islamic bank management in Aceh to enhance employee performance through the strengthening of organizational culture. Management can design training and development programs that emphasize Islamic values, such as trustworthiness (*amanah*) and responsibility, to create a supportive work environment. Additionally, it is important to foster an inclusive organizational culture in which employees feel valued and develop a sense of belonging to the organization.

Management can also utilize the study's findings to design effective reward systems aimed at increasing work motivation. These rewards should not be limited to material incentives, but should also include recognition of employees' contributions in upholding Sharia principles. Consequently, employees will feel more motivated to deliver their best performance.

Practical Implications for Strengthening Work Discipline

High work discipline is one of the key factors in organizational success. In the context of Islamic banking, management can implement policies that integrate Sharia values into workplace regulations, such as emphasizing the importance of honesty in transactions and





accountability toward customers. This study shows that work discipline grounded in religious awareness tends to be more sustainable compared to discipline based solely on punishment or sanctions. Management can also conduct regular training on Islamic work ethics to ensure that employees understand and apply Sharia principles in their daily tasks. This not only enhances discipline but also strengthens the image of Islamic banks as institutions that are consistent with Islamic values.

Practical Implications for Improving Employee Performance

Employee performance is the ultimate outcome of the interaction between organizational culture, work motivation, and work discipline. Therefore, Islamic bank management in Aceh can utilize the findings of this study to design integrated strategies for improving performance. For example, creating a supportive work environment with adequate facilities, providing fair rewards, and ensuring that work rules are applied consistently. Additionally, it is important to involve employees in decision-making processes so that they feel they have a meaningful role in the organization. This can enhance their sense of responsibility and motivation to perform better.

Practical Implications for Government and Regulators

This study also has implications for the government and regulators in Aceh, particularly in supporting the development of Islamic banking. The government can use these findings to design policies that strengthen human resource capacity in the Islamic banking sector, such as training programs based on Islamic values and the development of relevant educational curricula. Additionally, regulators can ensure that Islamic banks in Aceh implement high standards of work ethics through rigorous supervision. This is essential to maintain public trust in Islamic banking as an alternative aligned with Islamic principles.

Social Implications for Strengthening Islamic Values in Society

Aceh is known as a region that formally implements Islamic law. This study has social implications by showing that Islamic values can be integrated into the workplace, particularly in the Islamic banking sector. This can reinforce the identity of Acehnese society as one that applies Islamic principles not only in personal life but also in professional activities.

Enhancing Public Trust in Islamic Banks

Good employee performance in Islamic banks will directly impact the quality of service provided to customers. When organizational culture, work motivation, and discipline are well-managed, public trust in Islamic banks will increase. This is vital for supporting the growth of the Islamic economy in Aceh and expanding public access to financial services that adhere to Islamic principles.

CONCLUSION

This study on the influence of organizational culture, work motivation, and work discipline on employee performance in Islamic banks in Aceh provides significant theoretical and practical implications. Theoretically, this research enriches the literature on the interrelationships among these variables in the context of organizations based on Islamic values, particularly within the





unique socio-cultural environment of Aceh. It also highlights the importance of integrating Islamic principles into human resource management to enhance work effectiveness.

Practically, the findings serve as a strategic reference for Islamic bank management, local government, and regulatory bodies in designing policies and employee development programs. Islamic bank management in Aceh is encouraged to continuously strengthen an organizational culture rooted in Islamic values such as trustworthiness, honesty, and responsibility. Furthermore, an effective and fair reward system both material and non-material should be designed to boost employee motivation. In terms of discipline, consistent implementation of work rules grounded in spiritual awareness is expected to foster employees with greater integrity and productivity.

Meanwhile, the government and regulators in Aceh are expected to support the advancement of Islamic banking through affirmative policies and comprehensive supervision, including efforts to develop human resources based on Islamic values. These measures are essential to ensure that Islamic banks excel not only economically but also serve as exemplary institutions in implementing Islamic ethical principles in the workplace.

This study also opens up opportunities for further research, such as comparative analyses between Islamic banks in Aceh and those in other regions, or exploration of additional variables that may influence employee performance, such as leadership, job satisfaction, and work-life balance. By expanding the scope of research in this field, Islamic banking is expected to continue making meaningful contributions to sustainable economic development based on Islamic values.

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Appendix 1: Cross-Loading Test Results

Indicators	Organization Culture	Work Discipline	Employee Performance	Work Motivation
BO1	0,732	0,193	0,280	0,238
BO2	0,829	0,220	0,573	0,460
BO3	0,774	0,170	0,406	0,353
BO4	0,866	0,172	0,450	0,329
BO5	0,673	0,219	0,321	0,264
BO6	0,791	0,247	0,345	0,257
BO7	0,883	0,187	0,434	0,395
BO8	0,769	0,211	0,395	0,342
DK1	0,084	0,806	0,316	0,288
DK2	0,321	0,690	0,340	0,118
DK3	0,113	0,772	0,511	0,387
DK4	0,251	0,782	0,408	0,317
DK5	0,125	0,646	0,175	0,132
DK6	0,169	0,836	0,381	0,367
DK7	0,172	0,695	0,435	0,462
DK8	0,264	0,722	0,386	0,226
KK1	0,379	0,262	0,710	0,447
KK2	0,522	0,456	0,825	0,418
KK3	0,406	0,404	0,774	0,391
KK4	0,402	0,496	0,770	0,422
KK5	0,270	0,340	0,705	0,656
MK1	0,350	0,210	0,345	0,778
MK2	0,324	0,439	0,518	0,763
MK3	0,147	0,385	0,508	0,756
MK4	0,296	0,334	0,466	0,803
MK5	0,333	0,378	0,568	0,829
MK6	0,465	0,272	0,498	0,824
MK7	0,326	0,331	0,514	0,734
MK8	0,476	0,260	0,440	0,844
MK9	0,382	0,263	0,494	0,815