



## AN ANALYSIS OF SOME FACTORS AFFECTING EMPLOYEE PERFORMANCE AT BANK NTB SYARIAH PRAYA BRANCH



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### Abstract

This study aims to analyze the factors that affect the performance of employees at Bank NTB Syariah Praya Branch. This research is a quantitative study using primary data obtained from distributing questionnaires. The research sample consisted of 30 respondents consisting of NTB Syariah bank employees at the Praya branch. Methods of data analysis in this study using multiple linear regression with the help of SPSS software. The results showed that partially and simultaneously the variables of organizational culture, motivation and compensation have a significant positive effect on the employee performance of Bank NTB Syariah Praya Branch. Then the coefficient of determination was 81.1%. This means that the independent variable is able to explain the dependent variable by 81.1%.

### Abstrak

Penelitian ini bertujuan untuk menganalisis faktor yang mempengaruhi kinerja karyawan pada Bank NTB Syariah Cabang Praya. Penelitian ini termasuk penelitian kuantitatif yang menggunakan data primer yang diperoleh dari penyebaran kuesioner. Sampel penelitian sebanyak 30 responden yang terdiri dari karyawan bank NTB Syariah cabang praya. Metode analisis data dalam penelitian ini menggunakan regresi linier berganda dengan bantuan software SPSS. Hasil penelitian menunjukkan bahwa secara parsial dan simultan variabel budaya organisasi, motivasi dan kompensasi berpengaruh positif signifikan terhadap kinerja karyawan Bank NTB Syariah Cabang Praya. Kemudian nilai koefisien determinasi sebesar 81,1%. Hal ini berarti bahwa variabel bebas mampu menjelaskan variabel terikat sebesar 81,1%.

## INTRODUCTION

Human resources have an important role in achieving organisational goals. All companies realize that human resources are the initial capital in the development process of a company, so the quality of human resources must always be developed and given support, direction, and appreciation in order to achieve the goals owned and set by the company (Henry, 2004). Human resources are the backbone of the organisation in carrying out its activities and are very influential on the performance and progress of the organisation. The progress of an organisation is strongly tied to the performance of all employees working for that organization (Siregar, 2019).

A company will be said to take good care of its employees seen from the performance of its employee. (Andilo, 2019) Basically, company leaders expect good performance from each employee in carrying out the assigned tasks. If employee performance is good, the company is successful in employee management; on the other side, poor employee performance indicates that the company failed in employee management (Mira, H, 2021).



Bank NTB is a state – owned company engaged in the financial sector. Bank NTB was established on July 5, 1994, and began operating based on Provincial Regulation of West Nusa Tenggara (PDP NTB) No. 06 of 1963 concerning the Establishment of the Regional Development Bank of West Nusa Tenggara Province (BPD NTB). Then, on June 13, 2016, NTB Bank was converted into Bank NTB Syariah with the hope of being able to strengthen the economy of the existing community.

Based on the Decree of Member of the Board of Commissioners of the Financial Services Authority No. Kep – 145 / D.03 / 2018, Bank NTB officially carries out its operational activities in accordance with sharia principles and continues to grow. Now, it has 43 service offices consisting of 1 head office, 11 branch offices, 22 sub – branch offices, 4 cash offices, and 5 payment points. In addition, there are 155 ATMs spread throughout the regency and city throughout NTB.

The current condition of Bank NTB Syariah is improving which can be seen in the operational and financial indicators of Bank NTB Syariah, the Bank's assets were recorded at Rp8,640 billion, or a growth of 22.76% from 2020. Third – party funds (DPK) collected reached IDR 6,816 billion or grew 38.50% from 2020. Financing reached IDR 5,582 billion, or grew 14.64% from 2020, and Profit reached IDR 163 billion (audit) or grew 7.47% from 2020.

With this development, it certainly attracts the attention of researchers to make it the object of research. Theoretically, Simamora revealed that the growth of a company is supported by the quality of its human resources. (Henry, 2004) Employees of Bank NTB Syariah, as human resources, have to work optimally to boost a company's success. Performance is a potential that must be possessed by every employee to carry out every task and responsibility given by the company to employees. With good performance, every employee can solve all the company's expenses effectively and efficiently, so problems that happen to the company can be resolved properly.

With good performance, each employee may effectively and efficiently address all of the company's expenses, allowing problems to be resolved properly. Performance is the result of work that can be achieved by a person or group of people in an organisation in accordance with their respective authorities and responsibilities in order to achieve the goals of the organisation concerned legally, without violating the law, and in accordance with morals and ethics. (Ridwan Tantowi dan Hesti Widi Astuti, 2016) Performance efficiency provides benefits in increasing the success of the company in accordance with company goals; performance is one of the supporting factors for employee success in completing the tasks given to employees of the company, accompanied by the responsibility of the leader in motivating employees to work better so that the problems faced by the company can be resolved (Fami Irham, 2015).

Broadly speaking, organisational culture, motivation, and compensation are considered determining factors for improving employee performance and the success of a company. First, organizational culture factors, Robins stated that the formation of a good organizational culture will have an impact on achieving higher performance and beneficial to the organization (Stephen, 2022), among other things become the glue that unites the organization (Susilo & Nugroho, 2019). The progress of the company depends on the performance of individuals and groups, and the performance of individuals and groups can contribute to the company by forming a solid organisational culture so that the company increases (Brahmasari & Suprayetno, 2008). Satyawati and Suarti (Satyawati & Suartana, 2014) mentioned that organisational culture can improve employee performance. In addition, Chavid's research stated that organisational culture has positive and significant economic value for the company (Jaladri, 2016).

Second, motivational factors can also affect the success of a company. Motivation is a condition that can provide encouragement for the workforce to continue to work well in order to achieve company goals. Motivation is also something that needs to be considered by the company because, if reviewed further, there is a tendency for employees who have high motivation to be able to achieve high work performance, while those who have low motivation are less able to meet the targets applied by the company.

Employees will perform well if their requirements for achievement, power, and affiliation are addressed. (Prabowo, 2018) If these requirements are addressed in an employee, they will become inspired to work and willing to carry out work activities with high performance. A highly driven individual is one who makes every effort to achieve his or her goals. A person who is unmotivated puts up the bare minimum of effort in their work. If a group of employees and their supervisors perform well, it will have an effect on the company's performance as well.

As a result, every organisation must give strong motivation for each employee in order to stimulate the improvement of employee working quality (Prabu, 2013). This opinion is proven directly by researchers, namely Walsa & Ratnasari, Tindow *et al.* , who say that motivation has an influence on employee performance.

Third, compensation factors must also be considered by every company because they also have an impact on improving employee work. Compensation by the company is one of the factors that improve employee performance when working for a company (Edy, 2009), because the size of compensation is a measure of employee performance. If the compensation system provided by the company is fair enough for employees, it will encourage them to be better at doing their jobs and be more responsible for each task given by the company.

Thus, the enthusiasm of employees at work depends on compensation by the company. If compensation is in accordance with employee performance, it indirectly has an impact on improving employee performance. This is proven directly by research conducted by Leonardo and Andreani (Leonardo & Andreani, 2015) which reveals that financial and non-financial compensation is closely related to employee performance. Nathania, Nurcahyani, and Adnyani (Nurcahyani & Adnyani, 2016) state that compensation has a positive effect on employee performance.

In general, research on factors that affect employee performance has been carried out by previous researchers such as Heri Prabowo, Edy and Wahyu, and Nurcahyani. These three studies have not been able to reveal variables such as organisational culture, motivation, and compensation as variables that can affect employee performance. Thus, it is an opportunity for current researchers to further examine how these three variables can simultaneously affect employee performance.

## METHOD

This research uses quantitative research methods that draw conclusions based on data processed through quantitative calculation methods and use data in the form of definite numbers. In addition, this type of research includes correlational research, which is a study that seeks to determine the presence or absence of a relationship and the nature of positive or negative research (A, 2016). The type of data used is primary data in the form of questionnaires containing questions that are then filled in by research respondents. The sample for this study used non-probability sampling. The sample of this study was 32 respondents, namely employees of Bank NTB Syariah Praya Branch. The data analysis techniques are used with the help of the SPSS programme,

which includes data validity tests, classification assumption tests, and multiple linear regression tests.

The validity test of the data carried out consists of validity and reliability tests. The validity test is carried out to find out whether all question items are declared valid or not by referring to the comparison between the  $r$  count and the  $r$  table. The assumption is that if the count  $r$  is higher or greater than the table  $r$ , then the item can be declared valid. Reliability tests are performed to measure the extent to which research instruments (question items) are trustworthy or reliable. The assumption used in reliability testing is that the Crombach Alpha value is above 0.60.(A, 2016) Furthermore, the classical assumption test carried out in this study consists of a normality test, a multicollinearity test, and a heteroscedasticity test. A normality test is performed to determine whether the data is normally distributed. The assumption used in this test is that if the data is distributed normally, further testing can be carried out. A multicollinearity test is done to find out whether there is a correlation between variables or not. The assumption used to measure the test is to see a VIF value of less than  $<10$ . The heteroscedasticity test is performed with the aim of looking at the spreading points in the Standardised Regression image. The assumption used is that if the points spread above and below the number 0 on the Y axis, heteroscedasticity does not occur. (A, 2016)

Then the last test is a multiple linear regression test consisting of an F test, a determination coefficient test, and a statistical  $t$ -test. The F test is performed to prove whether all independent (simultaneous) variables have an effect on the dependent variable. Furthermore, the coefficient determination test is carried out to prove how much influence and contribution the dependent variable has on the independent variable. Then a statistical  $t$ -test is carried out to find out whether each dependent variable has a positive or negative effect on the independent variable.(A, 2016)

The regression equation in this study is as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

Information:

Y = Employee Performance

$\alpha$  = constant

$\beta_1 - \beta_3$  = Variable Regression Coefficient

X1 = Organizational Culture

X2 = Motivation

X3 = Compensation

Employee performance is a task given by the company's manager to employees, which must then be carried out by employees to fulfill their duties and responsibilities as employees (Prabu, 2013). In Simamora's opinion, performance refers to tasks in the form of a job carried out by a workforce or employee (Henry, 2004). Performance is the result or level of overall success of a person during a certain period in carrying out a task compared to various possibilities, such as comparable work results, targets, objectives, or criteria that have been determined in advance and have been mutually agreed upon.

According to Sinaga, employee performance is the result or level of success of a person as a whole in completing a task or job with a certain degree of willingness and level of ability and with a clear understanding of what will be done and how to do it during a certain period in carrying out the task compared to various possibilities as a

standard of work results, targets, means, or criteria that have been determined in advance, and mutual agreement (Andilo, 2019).

The performance of an employee is individual because each employee has different abilities in completing his work. Then management can assess the results of an employee's performance.

### **Organizational Culture**

Organizational culture is a set of values, assumptions, beliefs and norms that apply, then used as a behavioral guideline that is agreed and followed by all members of the organization and as a norm of behavior in solving organizational problems. Another opinion says that organizational culture is a long – standing routine that is used as a habitual activity at work as a trigger to improve the quality of work for employees and company leaders (Fami Irham, 2015). Organisational culture is a set of assumptions that are implied and accepted by a group and determine how the group feels, thinks, and reacts to its diverse environment. Organisational culture refers to the system of shared meanings shared by members that distinguishes that organisation from other organisations (Prabu, 2013).

Organizational culture is a factor that must be considered because it can have a meaningful influence on employee attitudes and behaviors that affect their performance. According to several existing theories, organizational culture has an important role in encouraging employee performance (Prabu, 2013). The indicators for measuring organizational culture are as follow: First, value mapping. Map out the 10 most selected values to determine the focus and areas of organizational development. Second, employee expectations. Analyse the employee expectations implied by the gap between perceived values in the organization's current culture and those considered important in the future. Third, the value of implementation. Analyze the implementation of values proclaimed as core values in the organization in the current culture. Fourth, comfort level Identify the alignment of personal values with current cultural values.

### **Motivation**

Motivation comes from the Latin word *movere*, which means drive, driving force, or force that causes a delay or deed. The word *movere* in English is often equated with motivation, which means giving motives, imitating motives, or things that cause encouragement. According to Robbins, in an article written by Dahrul Siregar, motivation is the willingness of individuals to expend all efforts toward achieving organisational goals. Motivation is something essential that becomes a person's drive to work.

Motivation is an indicator that usually encourages someone to carry out certain activities (Stephen, 2022). In contrast to Hasibuan's opinion, motivation questions how to increase employee enthusiasm so that employees can work hard by releasing all abilities and skills as much as possible in order to realise the success of the company (Hasibuan Malayu, 2008). Motivation will give a lot of meaning to a person's effort to try or work hard to achieve his needs. Conversely, a person with low motivation will never achieve results beyond the strength of their motivation (Jody, 2016).

### **Compensation**

Compensation is the provision of wages or salaries by the company to employees for employee performance services, both physical and mental, with the aim of developing the company.(Sastrohadiwiryo, 2005) Meanwhile, according to Martoyo, compensation is the provision of wages or remuneration in the form of money or goods. In addition, Hasibuan mentioned that compensation is income in the form of money or goods, either directly or indirectly received by employees as wages or remuneration



provided by the company. Compensation includes all forms of pay that are given to employees and arise from their employment relationship. Compensation can increase or decrease employee performance. Compensation for employees needs more attention from the company.

Compensation must have a strong, correct, and fair basis. If compensation is based unfairly, it will cause disappointment to employees, so good employees will leave the company. Employee compensation has two main components: direct financial payments (wages, salaries, incentives, commissions, and bonuses) and indirect financial payments (financial benefits such as insurance and vacation paid by the employer) (Dessler, 2015).

## **Hypothesis Development**

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

Employees are expected to create good habits so that their work results are in line with expectations. This is because habits at work will have an impact on employee performance. (Widhaswara, 2017) A strong organizational culture can improve competence, build consistency and employee commitment. This statement can be reinforced by research conducted by Maria, stating that organizational culture has a significant partial effect on employee performance (Mira, H, 2021). Furthermore, Chavid's research states that organisational culture has positive and significant economic value for companies (Jaladri, 2016).

Based on the statement above, the hypotheses that can be proposed in this study is the following:

Ha1: Organisational culture positively affects employee performance.

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

According to Kusmawardhani, the main benefit of motivation is to create work passion, so that work productivity increases. Meanwhile, the benefit of working with motivated people is that the work can be completed appropriately (Kusumawardhani, L, 2017). This means that work is completed according to the right standards and within a predetermined time, and people are happy to do their work. The greater a person's motivation, the more they will try to work hard. Previous research conducted by Sasongko stated that work motivation affects employee performance (Sasongko, 2019).

Based on the statement above, the hypotheses that can be proposed in this study is as follows:

Ha2: Motivation has a positive effect on employee performance.

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

Compensation is one way that companies can provide rewards to employees. Compensation can increase or decrease employee performance. Compensation for employees needs more attention from the company. Providing compensation in return for employee work can encourage employees to do a good job. Based on the results of research conducted by Adhi, it shows that compensation affects employee performance (Adhi, 2017). Based on the arguments above, the hypotheses that can be proposed in this study is:

Ha3: Compensation has a positive effect on employee performance.

## **RESULTS AND DISCUSSION**

The findings of this study will describe and explain the results of data analysis using SPSS software, including data validity tests consisting of validity and reliability tests. Furthermore, the classical assumption test consists of a normality test, a multicollinearity test, and a heteroscedasticity test. Finally, the hypothesis test, consisting of a statistical F-test, a determination coefficient test, and a statistical t-test.

### **Data Validity Test Validity Test**

Instrument validity test aims to measure the validity of an instrument. The question item is said to be valid if the value of the coefficient is more than  $r$  of the table. In this study the number of samples ( $n$ ) was 32, then  $df = 32 - 2 = 30$ . By obtaining  $df = 30$  and using  $\alpha = 5\%$ , until obtained  $r$  table of  $= 0.3494$ . Here are the validity test results in table 1. below:

**Tabel 1.** Validity Test Results

Variable	Item Question	r Calculate	Description
Employee Performance	Y1	0.543	Valid
	Y.2	0.552	Valid
	Y.3	0.672	Valid
	Y4	0.581	Valid
	Y5	0.544	Valid
	Y6	0.632	Valid
Organizational Culture	XI.1	0.487	Valid
	XI.2	0.421	Valid
	XI.3	0.435	Valid
	XI.4	0.653	Valid
	XI.5	0.632	Valid
	XI.6	0.504	Valid
Motivation	X2.1	0.761	Valid
	X2.2	0.405	Valid
	X2.3	0.432	Valid
	X2.4	0.567	Valid
	X2.5	0.676	Valid
	X2.6	0.655	Valid
Compensation	X3.1	0.723	Valid
	X3.2	0.578	Valid
	X3.3	0.446	Valid
	X3.4	0.578	Valid
	X3.5	0.765	Valid
	X3.6	0.563	Valid

**Source:** Data processed 2022

Based on the table of validity test results above, it is known that all questions are declared valid with a Pearson correlation value more than the value of the table  $r$  distribution, namely with a value (0.349).

### **Reliability Test**

Reliability testing aims to find out how consistent the instrument has been tested repeatedly. The reliability value was measured using Crombach's Alpha  $> 0.60$ . (Ghozali, 2011) The results of the reliability test can be seen in table 2. below:

**Table 2.** Reliability Test Results

Variabel	Alpha Crombach	Description
Employee Performance	0.736	Reliabel
Organizational Culture	0.631	Reliabel
Motivation	0.761	Reliabel
Compensation	0.654	Reliabel

**Source:** Data processed 2022

In Table I.2 above, the results of the reliability test showed that each variable has an Alpha Crombath value > 0.60. So, it can be concluded that each variable is said to be reliable.

### **Classical Assumption Test**

#### **Normality Test**

The normality test aims to find out whether the data is normally distributed or not. Because this study uses the help of SPSS software, the normality value will be seen from the value of Kolmogrov Smirnov. The following are the results of the Normality test in table 3 below:

**Table 3.** Normality test results  
One – Sample Kolmogrof – Smirnov Test

	Unstandardized Residual
N	32
Normal Parameters	.0000000
Mean	1.40699797E2
	.088
Std. Deviation	.088
Most Extreme Differences	-.066
Absolute	.499
	.964
Positive	
Negative	
Kolmogorov – Smirnov Z	
Asymo. Sig. (2.tailed)	

**Source:** Data processed

Based on the output of the normality test results above, it can be seen that the value of Asymp.Sig (2. Tailend) is 0.964, where the value is greater than 0.05. Hence, it can be concluded that the data is normally distributed.

#### **Multicollinearity Test**

The multicollinearity test aims to test whether the regression model has a correlation between variables or not. The values used to indicate the presence or absence of multicollinearity are tolerance values >0.10 and Variance Inflation Factor (VIF) <10.(Ghozali, 2011) The following table 4. represents the results of the Multicollinearity test.



**Table 4.** Multicollinearity Test Results

Sig	Collinearity Statistic	
	Tolerance	VIF
.000		
.000	.390	2.567
.000	.295	3.391
.000	.481	2.079

**Source:** Data processed

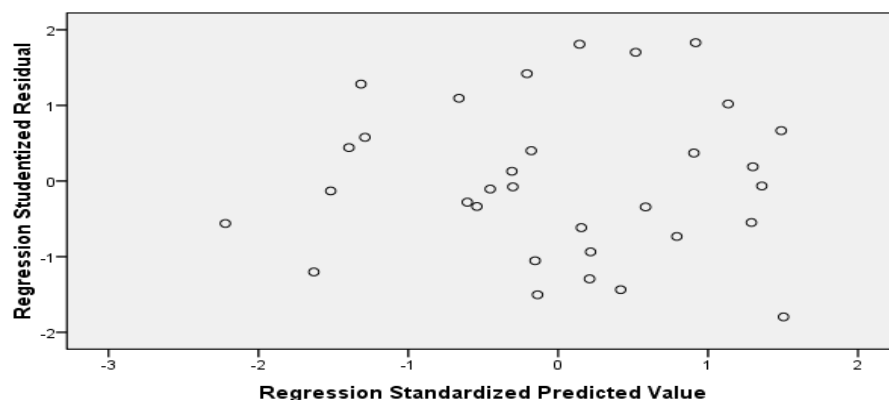
Based on the output of SPSS above, it is known that the tolerance value shows a value greater than 0.10 and the VIF value shows a value smaller than 10. Thus, it can be said that there is no multicollinearity.

### Heterokedasticity Test

This heteroscedasticity test has unclear pattern characteristics such as wavy, widened, and narrowed. In scatterplots, dots do not spread above and below the number 0 on the Y-axis (Ghozali, 2011).

**Image 1.** Heteroscedasticity Test

**Dependent Variable: KINERJA KARYAWAN**



**Source:** Data processed

Based on the results of the analysis above, it can be seen that the scatterplots graph scatterplots the dots spread out and do not help clear patterns. Thus, it can be concluded that heteroscedasticity does not occur.

### Hypothesis test

#### Statistical F Test

The F test aims to show whether all independent variables used in the regression model have a significant effect simultaneously on the dependent variable. The following results of Test F can be seen in Table 1.5 below:

**Table 5.** Hasil Analisis Uji F ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	2977830.427	3	992610.142	45.289	.000
Residual	613689.416	28	21917.479		
Total	3591519.843	31			

**Source:** Data Prosessed

Based on the results of the F test analysis above, it can be seen that the significance value is 0.000 or less than 0.05, while the F value is calculated at 45. 289. This means that organizational culture, motivation and compensation have a significant influence simultaneously on the performance of employees of Bank NTB Syariah Praya Branch.

## R2 Coefficient of Determination Test

The coefficient of determination (R2) test aims to measure the contribution of all independent variables to the dependent variable. The value of the Adjusted R Square lies between 0 and 1. The following are the results of the coefficient of determination test in Table 6 below:

**Table 6.** Results of Coefficient of Determination Analysis (R2)  
Model Summary

Model1	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911	.829	.811	148.04553

**Source:** Data processed

Based on the results of the R-Square test above, it is known that the value of the coefficient of determination (R2) in the table above is 0.811. This means that organisational culture, motivation, and compensation variables can explain employee performance variables by 81.1%. The remaining 18.9% was explained outside the model by other variables.

## Statistical t Test

T-test analysis aims to show the partial influence between the independent variable and the dependent variable. To find out whether there is an influence or not, it is seen at the results of t count and t table. If t is greater than t in the table then the regression model has an effect, and if the significance value < from 0.05, then the hypothesis is accepted, while if the significance value is > from 0.05 then the hypothesis is rejected. (A, 2016) The following table 1.7 is the result of the t test using SPSS

**Table 7.** Statistical t Test Results  
Coefficients

Mean	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	3415.210				
Organizational Culture	.161	415.133	.988	8.227	.000
Motivation	-.170	.036	-.687	-4.779	.000
Compensation	.86	.017	.571	5.071	.000

**Source:** Data processed

Based on the results of the analysis in table 1.7 above, it can be explained as follows:

## Organizational Culture

Based on the results of the analysis, it can be concluded that T is calculated for the Organisational Culture variable of 7,892 with a significance of 0.000 meaning sig0.05, and it can be concluded that H1 is accepted, which means Organisational Culture has a positive significant effect on the performance of employees of Bank NTB Syariah Praya Branch.

The results of the study are supported by Robins' theory, which states that the formation of a good organizational culture will have an impact on achieving higher

performance carried out by employee.(Stephen, 2022) In addition, Brahmasari argues that the progress of the company depends on the performance of individuals and groups, where the performance of individuals and groups can contribute to the company by forming a solid work organizational culture so that the company increases.(Brahmasari & Suprayetno, 2008)

The disclosure of the results of this research is also supported by several organizational culture management initiatives implemented by Bank NTB Syariah Praya Branch, such as instilling honesty and sincerity, being polite and friendly, being competent and responsible, being disciplined and consistent, being creative and innovative, having tolerance, realizing equality in the workplace, creating effective communication, and creating a pleasant work environment. The results of this study are also in line with research by Taurisa and Ratnawati (Taurisa & Ratnawati, 2012) shows that organisational culture has a positive and significant effect on employee performance. Then research by Satyawati and Suartana, (Satyawati & Suartana, 2014) states that organizational culture can improve employee performance.

### **Motivation**

Based on the results of the analysis, it can be seen that the T count is 4,779 with a significance of 0.000 meaning  $\text{sig} < 0.05$ , it can be concluded that H2 is accepted, which means Motivation has a significant positive effect on the performance of employees of Bank NTB Syariah Praya Branch.

The results of the study supported by the Mangkunegara theory state that motivation can provide encouragement for the workforce to continue to work well in order to achieve company goals (Prabu, 2013). Every company, of course, must provide high motivation for each employee because it can encourage the improvement of the quality of employee work.

The results of this study are also supported by motivational management applied by Bank NTB Syariah Praya Branch, one of which is to provide full motivation and support to all employees. In addition, Bank NTB Syariah Praya Branch always holds training and development programmes to improve human resources once a month, which must be followed by all employees. The results of this study are also in line with research conducted by Walsa and Ratnasari,(Walsa & Ratnasari, 2016), Tindow et al.,(Tindow et al., 2014), Tampi,(Tampi, 2014) and Riyadi,(Riyadi, 2011), which shows that work motivation has a positive effect on employee performance.

### **Compensation**

Based on the results of the analysis, it can be concluded that T is calculated for the Compensation variable of 5,072 with a significance of 0.000, meaning  $\text{sig} < 0.05$ , and that H3 is received, which means that Compensation has a significant positive effect on the performance of employees of Bank NTB Syariah Praya Branch.

The results of this study are in accordance with the theory put forward by Sutrisno, namely the provision of compensation by the company is one factor that can improve the quality of employee performance in working in a company. Thus, the enthusiasm of employees at work depends on compensation by the company. If the provision of compensation is in accordance with employee performance, it indirectly has an impact on improving employee performance.

The results of this study are also supported by good compensation management by Bank NTB Syariah Praya Branch. The regulations applied include providing compensation in accordance with a set schedule and providing rewards to employees who excel at work. In addition, the results of this study strengthen the research by Leonardo and Andreani.,(Leonardo & Andreani, 2015) which states that financial and non – financial compensation is closely related to employee performance. Later research

by Firmandari,(Firmandari, 2014), Nathania,(Nathania, 2016) dan Nurcahyani & Adnyani,(Nurcahyani & Adnyani, 2016) stated that compensation affects employee performance.

## CONCLUSION

Based on the results of the study, it can be concluded that simultaneously and partially, the variables of organisational culture, motivation, and compensation have a significant positive effect on employee performance at the Bank NTB Syariah Praya Branch. The results of the coefficient of determination (R<sup>2</sup>) test value are 0.811, which shows that 81.1% of the contribution of organisational culture variables, motivation, and compensation affect employee performance at Bank NTB Syariah Praya Branch. Other research findings are more specific and can be concluded that Bank NTB Syariah Praya Branch has good management, especially in managing organisational culture that applies honesty and sincerity, is polite and friendly, is competent and responsible, is disciplined and consistent, is creative and innovative, has the motivation and full support, and has training programmes to improve human resources.

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