

# The Influence of Organizational Culture Change, Integrity, and Transformational Leadership on Performance through Commitment as a Mediating Variable at the Functional Office of Bank Aceh Syariah in Banda Aceh City

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## Abstract

This research aims to examine the influence of organizational culture change, integrity, and transformational leadership on performance through commitment as a mediating variable at the functional office of BAS in banda aceh city. The population in this study comprises all employees of the Bank Aceh Syariah (BAS) functional offices in Banda Aceh City. The research sample consisted of 230 respondents. The analysis method employed was PLS. The results indicate that organizational culture change have a positive effect on commitment, integrity has a positive effect on commitment, and transformational leadership has a positive effect on commitment. Furthermore, organizational culture change, integrity, and transformational leadership each have a positive effect on employee performance, and commitment also has a positive effect on employee performance. The mediation test results show that commitment partially mediates the effects of organizational culture change, integrity, and transformational leadership on employee performance at the functional offices of BAS in Banda Aceh City.

**Keywords:** Employee Performance, Commitment, Organizational Culture Change, Transformational Leadership Integrity

## 1. Introduction

Banks serve as essential financial institutions in the economy by collecting funds from the public and channeling them in the form of credit to support investment financing. In Banda Aceh, several Islamic banks operate, including BAS, which offers products such as Giro Wadiah, Mudharabah Deposits, and various types of Islamic savings. As a bank owned by the Aceh Provincial Government, BAS continuously strives to innovate by introducing new products and services to attract customers and remain competitive with other Islamic banks, with the ultimate goal of enhancing performance and contributing to regional economic growth.

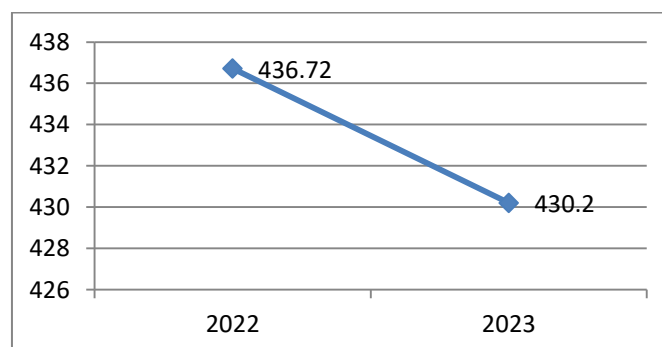


Figure 1.1 Performance of BAS

Source: BAS, 2024

BAS's performance in 2023 experienced a slight decline compared to the previous year. Net profit was recorded at IDR 430.2 billion, down 1.49% from IDR 436.72 billion in 2022. This decrease was primarily attributed to higher impairment losses on financial assets, which reached IDR 62.43 billion. Nevertheless, several indicators showed positive growth. Income from fund distribution increased by 2% to IDR 2.24 trillion, while sharia financing grew by 7.82% to IDR 18.68 trillion. Total assets also increased by 5.92% to IDR 30.47 trillion. However, the Operating Expense to Operating Income (BOPO) ratio inched up from 76.66% to 77.00%, and the net non-performing financing (NPF) ratio rate from 0.04% to 0.24%.

The performance of Islamic banking, including BAS, is strongly influenced by the performance of its employees, as in the Islamic financial services industry, the services provided by employees are key elements that shape customer perception, trust, and loyalty. Optimal employee performance reflects professionalism, adherence to Islamic principles, and a commitment to quality service all of which are essential for maintaining the reputation and enhancing the competitiveness of Islamic banks amidst growing competition in the financial industry. Furthermore, since the Islamic banking system prioritizes the principles of fairness, transparency, and cooperation, employee performance that embodies these values is crucial for sustaining customer trust and ensuring the continuity of bank operations.

Based on the results of a pre-survey involving 30 respondents on the performance variable, the average score was 3.82. Since the average score is greater than 3.41, this indicates good performance. However, some indicators still showed low average values, such as the inability of respondents to finish tasks on time, with 13 respondents stating that they disagreed.

One of the factors that effect employee performance is organizational commitment. The study by (Eliyana et al., 2019) found that organizational commitment has a significant effect on performance. Based on the results of a pre-survey with 30 respondents on the organizational commitment variable, the average score was 3.58. Since the average score is greater than 3.41, this indicates that the level of commitment is good. However, some indicators still showed relatively low average scores, such as respondents' willingness to deliver work results that meet organizational expectations, with 11 respondents stating that they somewhat disagreed.

Factors that influence performance are Organizational Culture Changes. Organizational culture changes that promote adaptability, innovation, and creativity can make employees more flexible in facing new challenges. A culture that supports innovation motivates employees to think creatively and find new solutions, thereby contributing to improved performance. Employees who feel supported in experimenting and taking initiative are more likely to be enthusiastic about their work and to make greater contributions.

Organizational culture change can have a significant impact on employee performance. If done well and tailored to employee needs, cultural change can improve performance by encouraging employee adaptability, collaboration, motivation, and commitment. Conversely, changes that are not prepared for or not well understood by employees can decrease performance. Therefore, in implementing cultural change, it is important for organizations to involve employees, provide adequate support, and ensure that new values are aligned with shared goals. Research by (Rifani & Pohan, 2019) found that changes in organizational culture affect employee performance.

Based on the initial survey results, it is known that the Organizational Culture Change as a whole is good with an average value of 3.76 ( $3.76 > 3.41$ ). However, there are still indicators that lack respondents who feel they do not see changes in the way coworkers behave in the workplace as a whole, as many as 13 respondents answered that they disagree.

The next factor that influences performance is Integrity. Integrity is one of the important qualities in the workplace, which includes honesty, consistency, ethics, and responsibility. In the context of an organization, integrity has a major influence on employee performance. Employees who have integrity tend to be trustworthy, consistent in their actions, and have a strong commitment to organizational goals. Employees who have high integrity tend to demonstrate reliability in carrying out their duties. They respect deadlines, work honestly, and always maintain the quality of their work results. This increases the trust of coworkers and managers, and ensures that tasks are completed to a high standard, which ultimately contributes to improved individual and team performance.

By building trust, increasing accountability, and encouraging a strong work ethic, integrity helps create a healthy and productive work environment. Employees with high integrity tend to work with more focus, efficiency, and commitment to organizational goals. For organizations, it is important to develop a culture that supports integrity, so that employees feel motivated to give their best performance in an honest

and ethical manner. Research by (Yolanda & Syamsir, 2020) found that integrity affects employee performance.

Based on the initial survey results, overall integrity is deemed good, with an average score of 3.67 ( $3.67 > 3.41$ ). However, certain indicators remain weak, as some employees are less willing to openly disclose actual occurrences, with 16 respondents indicating disagreement.

Another factor influencing performance is transformational leadership. Leaders who adopt this style can create a clear and compelling vision that motivates employees to actively contribute toward achieving organizational goals. Furthermore, transformational leaders build strong, trust-based relationships with team members, which enhances performance. By providing support, constructive feedback, and opportunities for self-development, transformational leadership not only fosters innovation and creativity in the workplace but also plays a crucial role in improving employee productivity and overall performance. Findings from (Rosi & Suparman, 2020) and (Handoyo, 2015) indicate that transformational leadership significantly influences employee performance.

Based on the results of a pre-survey with 30 respondents on the transformational leadership variable, the average score was 3.73. Since this score is greater than 3.41, it indicates that the overall leadership performance is good. However, certain indicators remain weak, such as the leader's lack of appeal in inspiring others to support the vision and promoting it with enthusiasm.

Many previous studies have examined the influence of organizational culture, integrity, and leadership on employee performance; however, most were conducted in the private sector or government agencies, with few focusing specifically on the context of Islamic banks, particularly BAS. For instance, research by (Pandanningrum & Nugraheni, 2021) found that transformational leadership has a significant effect on performance through organizational commitment, but the study was limited to the education sector. This highlights a gap in the literature to test a similar model within Islamic financial institutions, which possess distinct cultural characteristics and work values.

Moreover, several studies on organizational culture change and integrity have focused primarily on short-term outcomes, often without considering the role of mediating variables such as organizational commitment. For example, (Siregar & Prabowo, 2021) examined the relationship between organizational culture and performance but did not include commitment as an intervening variable that could strengthen the link between the two. In reality, employee commitment plays a pivotal role in bridging cultural values and integrity toward improved performance particularly in value-based institutions such as Islamic banks, which emphasize ethics, trustworthiness, and social responsibility.

Therefore, this study is essential as it integrates key variables into a comprehensive framework, addressing gaps in previous research by focusing on regional Islamic banks that play a strategic role in supporting the local economy. It also contributes theoretically through the mediation approach of organizational commitment, and practically by offering strategies to enhance employee performance grounded in Islamic values, transformational leadership, and integrity.

## **2. Literature**

### **2.1. Employee Performance**

According to (Susanto, 2019), employee performance is defined as an individual's level of achievement. It refers to the degree of effectiveness and efficiency demonstrated in carrying out assigned tasks and responsibilities within an organization. Performance encompasses various aspects, including quality of work, quantity of output, the ability to meet deadlines, and the capacity to collaborate with colleagues. Employee performance is often evaluated through assessments that consider target achievement, attitudes, and contributions to the organization's overall goals.

Furthermore, employee performance is influenced by multiple factors, including motivation, training, and the work environment. When employees feel motivated and have access to adequate resources, they are more likely to achieve optimal results. Therefore, organizational management should establish supportive conditions, such as providing constructive feedback, offering development opportunities, and recognizing achievements, to encourage employees to reach their full potential.

### **2.2. Organizational Commitment**

Organizational commitment is a topic frequently discussed in organizational management and among researchers interested in human behavior, as noted by (Yusuf & Sarif, 2018). (Mardiyana et al., 2019) define

organizational commitment as a condition in which an employee feels attached to a particular organization, desires to remain a part of it, and is dedicated to achieving shared goals. Similarly, (Robbins & Coulter, 2018) describes organizational commitment as an employee's loyalty to the organization's objectives and determination to remain in a specific role or position. A high level of commitment reflects a readiness to support the organization and to encourage others to join.

### 2.3. Organizational Culture Change

(Robbins & Judge, 2017) define organizational culture as a set of values, principles, traditions, and work practices collectively accepted and implemented by members of an organization, which in turn influence their behavior. Similarly, (Schein, 1996) describes organizational culture as a shared pattern of assumptions developed by a group to address challenges related to both external adaptation and internal integration. These assumptions, having been proven effective, are subsequently accepted as truth within the group.

### 2.4 Integrity

(Anitaria, 2011) stated that integrity is one of the key elements in shaping an individual's professionalism. An attitude of integrity fosters public trust and serves as a role model for others in expressing opinions. Similarly, (Wetik et al., 2018) emphasized that integrity requires individuals to be honest, courageous, wise, and responsible in carrying out their duties. High integrity positively influences the quality of one's performance, as it reflects accountability for actions and outcomes in accordance with proper norms and principles, while demonstrating a firm stance free from external pressure.

### 2.5. Transformational Leadership

(Kartono, 2019) describes a leadership style that emphasizes inspiration, motivation, and positive change within both the organization and its members. Leaders adopting this approach not only provide direction but also cultivate a strong vision, encourage innovation, and foster team members' commitment and loyalty. By instilling shared values and promoting both personal and professional growth, transformational leadership creates a dynamic and adaptive environment for change. This leadership model has proven effective in enhancing organizational performance, as it stimulates subordinates' enthusiasm and creativity, thereby motivating them to achieve common goals more optimally.

## 3. Research Methods

This research was conducted at the Functional Office of Bank Aceh Syariah in Banda Aceh, with the research object focusing on the influence of organizational culture change, integrity, transformational leadership, and organizational commitment on employee performance at the Functional Office of Bank Aceh Syariah in Banda Aceh. According to (Ferdinand, 2019), a population refers to the entire subject of a study. When all elements within the research area are examined, the study is considered a population study. In this research, the population consists of all employees of Bank Syariah Aceh in Banda Aceh City, totaling 415 individuals. The sample in this study comprises 230 employees. This sample size meets the requirements for SEM-PLS analysis, which follows the rule of ten times the number of indicator variables. With 23 indicators used in this study, the required sample size is 230, as suggested by (Latan & Ghazali, 2012).

## 4. Research Results and Discussion

The results of PLS processing are as shown in Table 1 below.

**Table 1. Path Coefficient**

Variables	Original Sample	Sample Mean	Standard Deviation	T- statistics	P-values
X1→Y	0.310	0.321	0.082	3,780	0.000
X2→Y	0.413	0.406	0.090	4.575	0.000
X3→Y	0.200	0.190	0.091	2.199	0.028
X1→Z	0.168	0.173	0.068	2,462	0.014
X2→Z	0.214	0.212	0.088	2,429	0.015
X3→Z	0.268	0.271	0.090	2,987	0.003
Y→Z	0.322	0.308	0.080	4.003	0.000

Source: Processed Primary Data, (2025)

The test results show that several factors have a significant influence on employee commitment and performance. Changes in organizational culture are proven to contribute positively to commitment with an estimated value of 0.310 and significance below 5%. Integrity also plays a positive role in increasing commitment, with an estimated value of 0.413. In addition, transformational leadership has a positive influence on commitment, with an estimate of 0.200. In terms of employee performance, changes in organizational culture have a positive effect with an estimate of 0.168, while integrity has a positive impact with an estimate of 0.214. Transformational leadership also contributes to employee performance with an estimate of 0.368. Finally, commitment is proven to have a positive effect on employee performance with an estimate of 0.322, with all of these influences showing significance below 5%

Testing the mediating effect of the Organizational Culture Change variable on Employee Performance can be explained as follows:

**Table 2. Bootstrapping Test Results**

Variables	Original Sample	Sample Mean	Standard Deviation	T- statistics	P-values
X1→Y→Z	0.100	0.098	0.035	2,880	0.004
X2→Y→Z	0.133	0.126	0.047	2,824	0.005
X3→Y→Z	0.064	0.058	0.031	2,046	0.041

The results of the Bootstrapping calculation show that commitment acts as a mediating variable between Organizational Culture Change, Integrity, and Transformational Leadership with Employee Performance. For Organizational Culture Change, a value of 2.880 ( $\alpha = 0.004$ ) indicates that commitment partially mediates the relationship with employee performance. The same applies to Integrity, with a result of 2.824 ( $\alpha = 0.005$ ) which also shows partial mediation between Integrity and Employee Performance. Likewise for Transformational Leadership, which produces a value of 2.046 ( $\alpha = 0.041$ ), indicating that commitment partially mediates the relationship between leadership and employee performance.

## 5. Conclusion

### 5.1 Conclusion

1. Organizational Culture Change, Integrity, Commitment, and Employee Performance are good.
2. There is an influence of Organizational Culture Change on Commitment at the Functional Office of BAS in Banda Aceh City.
3. There is an influence of Integrity on Commitment at the Functional Office of BAS in Banda Aceh City.
4. There is an influence of Transformational Leadership on Commitment at the Functional Office of BAS in Banda Aceh City.
5. There is an influence of Organizational Culture Change on Employee Performance at the Functional Office of BAS in Banda Aceh City.
6. There is an influence of Integrity on Employee Performance at the Functional Office of BAS in Banda Aceh City.
7. There is an influence of Transformational Leadership on Employee Performance at the Functional Office of BAS in Banda Aceh City.
8. There is an influence of Commitment on Employee Performance at the Functional Office of BAS in Banda Aceh City.
9. There is an influence of Organizational Culture Change on Employee Performance through Commitment at the Functional Office of BAS in Banda Aceh City.
10. There is an influence of Integrity on Employee Performance through Commitment at the Functional Office of BAS in Banda Aceh City.
11. There is an influence of Transformational Leadership on Employee Performance through Commitment at the Functional Office of BAS in Banda Aceh City.

### 5.2 Suggestions

1. The lowest average value on the indicator of changes in the symbolic system in the organizational culture change variable indicates that Bank Syariah Aceh may not have optimally updated or utilized



organizational symbols such as logos, slogans, uniforms, or work rituals that represent the organization's new values and vision. In fact, these symbols have an important role in forming identity and strengthening employee understanding and attachment to the desired organizational culture. Therefore, it is recommended that Bank Syariah Aceh management strategically revitalize the symbolic elements of the organization and communicate them consistently to all employees. For example, introducing a new slogan that reflects the spirit of professional and innovative sharia service, or holding routine work culture activities that strengthen the company's core values.

2. The lowest average value of the honesty indicator in the integrity variable indicates that there are still challenges in instilling honesty values comprehensively in the Bank Syariah Aceh work environment. Honesty is the main foundation in the Islamic banking system which is based on the principles of trust and transparency. Therefore, management is advised to strengthen the culture of honesty through an approach to internalizing Islamic values, work ethics training, and implementing a fair and transparent reward and punishment system. In addition, building an open work environment, where employees feel safe to tell the truth without fear of negative consequences, is also important in fostering an honest attitude as part of the organizational culture.
3. The lowest average value on the intellectual stimulation indicator in the transformational leadership variable indicates that leaders at Bank Syariah Aceh have not maximally encouraged employees to think creatively, evaluate old ways of working, and propose innovative solutions. In fact, intellectual stimulation is very important to create a dynamic and adaptive work environment to change. Therefore, Bank Syariah Aceh is advised to encourage leaders to be more open to new ideas from employees, hold regular discussion forums, and provide a safe experimental space for work innovation. In addition, leadership training that emphasizes the importance of developing critical thinking and continuous learning can be a strategic step to improve the quality of intellectual stimulation at all managerial levels.
4. The lowest average value on the indicator of willingness to accept organizational values and goals in the organizational commitment variable indicates that some Bank Syariah Aceh employees are not fully aligned or feel involved with the institution's vision and mission. This can have an impact on decreasing loyalty and work enthusiasm. To overcome this, Bank Syariah Aceh needs to strengthen internal communication regarding the core values and strategic goals of the organization on an ongoing basis, either through organizational culture training, dialogue forums, or integration of these values into daily operational activities. In addition, employee involvement in the formulation or preparation of work programs that are in line with organizational values can also increase their sense of belonging and willingness to actively support the bank's long-term goals
5. The independence indicator that has the lowest average value in the employee performance variable indicates that BAS employees may still rely on superiors' directions in completing tasks or lack confidence in taking initiatives. To overcome this, BAS management is advised to develop training and capacity building programs that focus on independent decision-making, problem-solving, and gradually giving greater responsibility. In addition, creating a work culture that supports autonomy and provides space for employees to convey ideas and complete tasks without excessive intervention will encourage the growth of independence and ultimately improve overall performance.
6. BAS needs to focus more on strengthening the organizational culture that supports innovation and collaboration at every level. Effective training and communication about the organization's values and goals must be carried out routinely to ensure that the organizational culture remains relevant and motivates employees to achieve higher performance.
7. BAS should put more emphasis on building integrity at all levels of employees. More intensive ethics and code of ethics training programs and awards for employees who demonstrate high integrity can be effective strategies to improve performance. Transparent and accountable supervision also needs to be strengthened.
8. Leadership that can inspire and motivate employees is very important. Therefore, BAS needs to pay more attention to developing transformational leadership skills in their leaders, such as providing special training for managers so that they can lead in a more inspiring way and be able to create an environment that supports employee growth and development.
9. Employee commitment to the organization needs to be maintained and improved, because the results of the study showed a significant role of commitment in mediating the relationship between other

factors and employee performance. Therefore, it is important for management to create a work environment that increases employee engagement, by providing appropriate incentives and clarifying career paths in the organization.

10. Although factors such as organizational culture change, integrity, and transformational leadership have had a positive impact on employee performance, it is important for BAS to continue to monitor and evaluate employee performance regularly. This can be done through a more transparent and results-based performance appraisal system, as well as providing constructive feedback to improve employee quality and motivation in the future.

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