

## Merger and Its Implications for Employee Motivation and Productivity at Bank Syariah Indonesia

Mohammad Zeylo Auriza<sup>1\*</sup>, Erwan Sastrawan Farid<sup>2</sup>, Mohammad Ega Nugraha<sup>3</sup>,  
Muhammad Riswandi Palawa<sup>4</sup>, Setiawan Mandala Putra<sup>5</sup>

<sup>1,2,3,4,5</sup>Universitas Tadulako, Indonesia

Corresponding Author Email: [erwansastrawanfeb@gmail.com](mailto:erwansastrawanfeb@gmail.com)

### Abstract

*The purpose of this study is to analyze merger and its implications for employee motivation and productivity at Bank Syariah Indonesia. The type of research used is explanatory research. The research is conducted at Bank Syariah Indonesia in Palu City Area, the respondents in this study are employees of Bank Syariah Indonesia in Palu City. The sampling technique used by the author is non-probability sampling. The type of non-probability sampling used in this study is saturated sampling or often called census. So, the sample in this study is the entire population taken, namely all employees of Bank Syariah Indonesia Palu Area, totaling 126 employees. Data analysis in this study uses structural equation modeling through path analysis. The results show that merger has a significant effect on employee motivation at Bank Syariah Indonesia. Merger has a significant effect on productivity at Bank Syariah Indonesia. Motivation has a significant effect on productivity at Bank Syariah Indonesia.*

### Keywords

merger; employee motivation;  
productivity



## I. Introduction

Islamic banks are often called islamic banks. Islamic banks are banks whose implementation is based on Islamic or sharia law, does not apply an interest system to their services. This bank is run based on islamic law. The application of interest is prohibited and does not occur in islamic banks. Because it is considered not in accordance with islamic law. islamic banks use a profit-sharing system and get a number of benefits from the system. This profit is then used by the bank (as the manager) to finance all banking operational activities carried out. Islamic banks are banks that follow the Islamic economic system. As for islamic economics according to Farida (2011), islamic economics according to its builders and supporters is built on or at least colored by religious principles, oriented to the world and the hereafter.

The initiative to establish Bank Islam Indonesia began in 1980 through discussions on the theme of islamic banks as pillars of the islamic economy. In 1990, the Indonesian Ulema Council formed a working group to establish an Islamic Bank in Indonesia. The pioneer of the establishment of islamic banking in Indonesia was Bank Muamalat in 1992. This bank was born by the Indonesian Ulema Council, the Association of Indonesian Muslim Intellectuals, Muslim Entrepreneurs, and the Government. Unfortunately, the bank is less popular and its performance is stagnant. It was only after the economic crisis and reformation that Bank Muamalat began to attract customers.

The presence of Bank Muamalat certainly gives fresh air to the people in Indonesia so that they have a choice of financial services that are in accordance with the principles of Islamic law. Besides that, the monetary crisis that occurred in 1998 proved that banks that had implemented the sharia system could still exist and be able to survive. Not only that, in the midst of the global financial crisis that hit the world at the end of 2008, Islamic financial institutions have again proven that they are resistant to crisis. Islamic financial institutions can remain stable and provide benefits, comfort and security for their shareholders, securities holders, financing customers and customers depositing funds in Islamic banks. This can be proven from the peak of Bank Muamalat Indonesia's success through the crisis that occurred around 1998.

The emergence of Bank Muamalat and its resilience with deteriorating global economic conditions in 1998 and 2008 triggered conventional banks in Indonesia, especially Bank State-Owned Enterprises to establish subsidiaries in the form of Sharia Commercial Banks and Sharia Business Units, including Bank Mandiri which established Bank Syariah Mandiri, then Bank BNI also established Bank BNI Syariah, followed by Bank BRI which established Bank BRI Syariah, besides that, there were also Islamic banks established by the private sector including Bank Mega Syariah and Bank Perkreditan Rakyat Syariah.

The presence of several Islamic banks in Indonesia, which are supported by the largest Muslim population in the world, does not necessarily make Islamic banks in Indonesia the largest Islamic banks in the world, it can be seen that Islamic banks in Indonesia are not included in the category of the largest Islamic banks in the world. In the world, on the other hand, Malaysia, which has a much smaller population than Indonesia, has Islamic banks in the ranks of the largest Islamic banks in the world. Citing the page of *The Asian Banker*, currently countries in the Middle East region still dominate the list of the largest Islamic banks in the world in 2020. Apart from the Arabian Peninsula, Malaysia and Indonesia are also the dominant countries contributing to the list, each with 16 and 14 Islamic banks (Kencana, 2021).

On February 1, 2021, which coincided with 19 Jumadil Akhir 1442 H, it marked the history of the merging of Bank Syariah Mandiri, BNI Syariah, and BRI Syariah into one entity, namely Bank Syariah Indonesia. This merger will unite the advantages of the three Islamic banks so as to provide a more complete service, wider reach, and have a better capital capacity. Supported by synergies with parent companies (Bank Mandiri, Bank BNI, Bank BRI) and the government's commitment through the Ministry of State-Owned Enterprises, Bank Syariah Indonesia is encouraged to compete at the global level.

Bank mergers are regulated in Government Regulation Number 28 of 1999, Company Law Number 40 of 2007, and Sharia Banking Law Number 21 of 2008. Mergers or other corporate actions aim to increase shareholder value. The merger of Bank Syariah Mandiri, Bank BNI Syariah, and Bank BRI Syariah must also be able to increase value for other stakeholders such as the Islamic banking industry, the business world, education, Hajj fund management, and for the development of the sharia economic ecosystem in a broad sense (Ulfa, 2021).

Motivation is a factor that can have an impact on the psychology and behavior of an employee, because with the motivation, an employee will feel confident, excited and get encouragement to achieve a goal. Motivation are drives that initiate a person's behaviour to act in a certain way. For someone to act either positively or negatively depend on incentives that is available (Takwate, 2021). Purwanto in Khairani (2020) which states that "motivation is a conscious effort to influence a person's behavior so that he moves his heart to

act to do something so as to achieve certain results or goals". According to Mc Donald in motivation (Kompri in Irhamna, 2020) is a change in energy in a person's personality which is marked by the emergence of affective (feelings) and reactions to achieve goals, so that the emergence of motivation in individuals can be realized or not. Motivation can arise from oneself or others, and basically an agency not only expects employees to be willing and able to work diligently, but how to have high motivation including salary or wages, achievement, affiliation, power or career. In theory, motivation can help companies get benefits as seen from human capital (Oktiani et al., 2019).

Productivity is an important aspect for the company because if the workforce in the company has a high level of work, the company will benefit and the company's life will be guaranteed. To increase work productivity, it is necessary to have a workforce who has work skills and expertise, because if the workforce does not have the expertise and skills it will result in decreased productivity and harm the company (Tatasari, 2018). Productivity is influenced by several factors, both related to the workforce itself and other factors such as education, skills, work discipline, attitudes, ethics, management, work motivation, technology, facilities, production, job opportunities and achievement opportunities as well as a supportive work environment (Alim, 2007).

The merger of the three sharia banks is an effort to create a sharia bank that is the pride of the people, which is expected to become a new energy for national economic development and contribute to the welfare of the wider community. The existence of Bank Syariah Indonesia is also a reflection of the face of Islamic banking in Indonesia which is modern, universal, and provides goodness for all nature (rahmatan lil 'aalamiin), but this goal must also be supported by all employees so that changes occur. The status of both ranks and positions that occur in several employees due to mergers and changes in corporate governance will of course have an impact on employees, one of the consequences of which is a change in employee motivation and work productivity.

The purpose of this study is to analyze merger and its implications for employee motivation and productivity at Bank Syariah Indonesia. The type of research used is explanatory research.

## **II. Research Method**

The type of research used is explanatory research. Explanatory research is to explain the position of the variables studied and the relationship between one variable and another (Octiva et al., 2018; Pandiangan, 2018). Explanatory research, apart from being research that highlights the relationship between research variables, also tests the hypotheses that have been formulated previously, so that this type of research can be called hypothesis testing research.

The research is conducted at Bank Syariah Indonesia in Palu City Area, the respondents in this study are employees of Bank Syariah Indonesia in Palu City Area.

The sample is part of the number and characteristics possessed by the population in determining the number of samples to be processed from the total population, in determining the number of samples to be processed from the total population, it must be done with the right sampling technique (Asyraini et al., 2022; Octiva, 2018; Pandiangan, 2015). Sampling techniques can basically be grouped into two, namely probability sampling and non-probability sampling. The sampling technique used by the author is non-probability sampling. Non-probability sampling is a sampling technique that does not provide equal opportunities for each element or member of the population to be selected as a sample (Octiva et al., 2021; Pandiangan et al., 2021; Pandia et al., 2018). The type of non-probability sampling used in this study is saturated sampling or often called census. Saturated sampling is a sampling

technique when all members of the population are sampled, this is done because the study wants to make generalizations with very small errors. Another term for saturated sample is census, where all the population is sampled (Jibril et al., 2022; Pandiangan et al., 2018; Pandiangan, 2022). So, the sample in this study is the entire population taken, namely all employees of Bank Syariah Indonesia Palu Area, totaling 126 employees.

Data analysis in this study uses structural equation modeling through path analysis. Structural equation modeling, allows to test several dependent variables at once with several independent variables (Pandiangan et al., 2022; Tobing et al., 2018). The advantage of this model in management research is its ability to inform the variables or factors of the concept through indicators that theoretically exist. To develop a structural equation modeling recommends the following stages:

1. Developing a model based on theory, namely developing a model (framework of thought processes) based on relevant studies and theories. This is intended so that the relationships between variables built in the model get support and are rooted in rationality/theory, so that the truth of the results of the analysis can be justified.
2. Develop a flow chart which is a conceptual framework for research, specifically examining a series of causal relationships between variables.
3. Turn flowcharts into a set of structural models and measurement models.

Structural equation modeling is the most common statistical modeling technique, and has been widely used in behavioral science. Structural equation modeling can be demonstrated as a combination of factor analysis, regression analysis, and path analysis. Path analysis is an effective means of communication to convey conceptual ideas from the structural equation modeling model.

### **III. Discussion**

#### **3.1 General Description**

Indonesia as a country with the largest muslim population in the world, has the potential to be at the forefront of the islamic finance industry. Increased public awareness of halal matter and strong stakeholder support are important factors in the development of the halal industry ecosystem in Indonesia. This includes islamic banks.

Islamic banks play an important role as a facilitator in all economic activities in the halal industry ecosystem. The existence of the islamic banking industry in Indonesia itself has experienced a significant increase and development in the past three decades. Product innovation, service improvement, and network development show a positive trend from year to year. In fact, the spirit to accelerate is also reflected in the number of islamic banks taking corporate actions. This is no exception for Islamic banks owned by State-Owned Enterprises, namely Bank Syariah Mandiri, BNI Syariah, and BRI Syariah.

On February 1, 2021, which coincided with 19 Jumadil Akhir 1442 H, it marked the history of the merging of Bank Syariah Mandiri, BNI Syariah, and BRI Syariah into one entity, namely Bank Syariah Indonesia. This merger will unite the advantages of the three Islamic banks so as to provide a more complete service, wider reach, and have a better capital capacity. Supported by synergies with parent companies (Bank Mandiri, Bank BNI, Bank BRI) and the government's commitment through the Ministry of State-Owned Enterprises, Bank Syariah Indonesia is encouraged to compete at the global level.

The merger of the three sharia banks is an effort to create a sharia bank that is the pride of the people, which is expected to become a new energy for national economic development and contribute to the welfare of the wider community. The existence of Bank Syariah Indonesia is also a reflection of the face of islamic banking in Indonesia which is modern, universal, and provides goodness for all nature (rahmatan lil 'aalamiin).

### 3.2 Path Analysis Results

Table 1. Path Analysis Results

Path	Regression Weight	Critical Ratio	Probability (p)	Information
Merger → Employee Motivation	0.773	4.462	0.000	Significant
Merger → Productivity	0.207	2.475	0.040	Significant
Employee Motivation → Productivity	0.556	2.918	0.004	Significant

The results show that merger has a significant effect on employee motivation at Bank Syariah Indonesia. Merger has a significant effect on productivity at Bank Syariah Indonesia. Motivation has a significant effect on productivity at Bank Syariah Indonesia.

### IV. Conclusion

The results show that merger has a significant effect on employee motivation at Bank Syariah Indonesia. Merger has a significant effect on productivity at Bank Syariah Indonesia. Motivation has a significant effect on productivity at Bank Syariah Indonesia.

Based on these conclusions, several suggestions that are considered relevant and are expected to provide input to Bank Syariah Indonesia are as follows:

1. Employee motivation can be further enhanced for employees, especially in giving awards in the form of promotions to employees who excel with ideal proportions for Ex Bank Syariah Mandiri, Ex BNI Syariah, and Ex BRI Syariah employees.
2. Productivity of Bank Syariah Indonesia employees needs to be increased by providing education and training so that every employee, both Ex Bank Syariah Mandiri, Ex BNI Syariah, and Ex BRI Syariah has the competencies expected by the company so that it can increase productivity.

### References

- Alif Ulfa. (2021). Dampak Penggabungan Tiga Bank Syariah di Indonesia. *Jurnal Ilmiah Ekonomi Islam*, 7 (2), 1101–1106. <https://doi.org/http://dx.doi.org/10.29040/jiei.v7i2.2680>.
- Alim, M. N., T. Hapsari., L. P. (2007). Pengaruh Kompetensi dan Independent terhadap kualitas Audit dengan Etika Auditor sebagai Variabel Moderasi. *Simposium Nasional Akuntansi X*.
- Asyraini, Siti, Fristy, Poppy, Octiva, Cut Susan, Nasution, M. Hafiz Akbar, & Nursidin, M. (2022). Peningkatan Kesadaran Protokol Kesehatan di Masa Pandemi Bagi Warga di Desa Selamat Kecamatan Biru-biru. *Jurnal Pengabdian Kontribusi (Japsi)*, 2(1), 33-36.
- Farida. (2011). *Sistem Ekonomi Indonesia*. Pustaka Setia.
- Irhamna, Amry, Z., and Syahputra, H. (2020). Contribution of Mathematical Anxiety, Learning Motivation and Self-Confidence to Student's Mathematical Problem Solving. *Budapest International Research and Critics in Linguistics and Education (BirLE) Journal* Vol 3 (4): 1759-1772.
- Jibril, Ahmad, Cakranegara, Pandu Adi, Putri, Raudya Setya Wismoko, & Octiva, Cut Susan. (2022). Analisis Efisiensi Kerja Kompresor pada Mesin Refrigerasi di PT. XYZ. *Jurnal Mesin Nusantara*, 5(1), 86-95.

- Kencana, M. R. (2021). Daftar 10 Bank Syariah Terbesar Dunia. Liputan 6. <https://www.liputan6.com/bisnis/read/4472869/daftar-10-bank-syariah-terbesar-duni>.
- Khairani, S., Suyanti, R.D., and Saragi, D. (2020). The Influence of Problem Based Learning (PBL) Model Collaborative and Learning Motivation Based on Students' Critical Thinking Ability Science Subjects in Class V State Elementary School 105390 Island Image. *Budapest International Research and Critics in Linguistics and Education (BirLE) Journal* Vol 3 (3): 1581-1590.
- Octiva, Cut Susan. (2018). Pengaruh Pengadukan pada Campuran Limbah Cair Pabrik Kelapa Sawit dan Tandan Kosong Kelapa Sawit terhadap Produksi Biogas. Tesis. Medan: Fakultas Teknik, Program Studi Teknik Kimia, Universitas Sumatera Utara. <https://repositori.usu.ac.id/bitstream/handle/123456789/12180/157022002.pdf?sequence=1&isAllowed=y>.
- Octiva, C. S., Irvan, Sarah, M., Trisakti, B., & Daimon, H. (2018). Production of Biogas from Co-digestion of Empty Fruit Bunches (EFB) with Palm Oil Mill Effluent (POME): Effect of Mixing Ratio. *Rasayan J. Chem.*, 11(2), 791-797.
- Octiva, Cut Susan, Indriyani, & Santoso, Ari Beni. (2021). Effect of Stirring Co-digestion of Palm Oil and Fruith for Biogas Production to Increase Economy Benefit. *Budapest International Research and Critics Institute-Journal*, 4(4), 14152-14160. DOI: <https://doi.org/10.33258/birci.v4i4.3521>.
- Oktiani, N., Sabariah, E., Saridawati, S., & Caroline, P. (2019). Implementasi Penerapan Motivasi Kerja dan Kinerja Karyawan Terhadap Peningkatan Produktifitas Kerja. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 3(2). <https://doi.org/10.31294/widyacipta.v3i2.6472>.
- Pandia, S., Tanata, S., Rachel, M., Octiva, C., & Sialagan, N. (2018). Effect of Fermentation Time of Mixture of Solid and Liquid Wastes from Tapioca Industry to Percentage Reduction of TSS (Total Suspended Solids). *IOP Conference Series: Materials Science and Engineering*, 309, 012086. DOI: 10.1088/1757-899X/309/1/012086.
- Pandiangan, Saut Maruli Tua. (2015). Analisis Lama Mencari Kerja Bagi Tenaga Kerja Terdidik di Kota Medan. Skripsi. Medan: Fakultas Ekonomi dan Bisnis, Program Studi Ekonomi Pembangunan, Universitas Sumatera Utara. [https://www.academia.edu/52494724/Analisis\\_Lama\\_Mencari\\_Kerja\\_Bagi\\_Tenaga\\_Kerja\\_Terdidik\\_di\\_Kota\\_Medan](https://www.academia.edu/52494724/Analisis_Lama_Mencari_Kerja_Bagi_Tenaga_Kerja_Terdidik_di_Kota_Medan).
- Pandiangan, Saut Maruli Tua. (2018). Analisis Faktor-faktor yang Mempengaruhi Penawaran Tenaga Kerja Lanjut Usia di Kota Medan. Tesis. Medan: Fakultas Ekonomi dan Bisnis, Program Studi Ilmu Ekonomi, Universitas Sumatera Utara. <http://repositori.usu.ac.id/bitstream/handle/123456789/10033/167018013.pdf?sequence=1&isAllowed=y>.
- Pandiangan, Saut Maruli Tua, Rujiman, Rahmanta, Tanjung, Indra I., Darus, Muhammad Dhio, & Ismawan, Agus. (2018). An Analysis on the Factors which Influence Offering the Elderly as Workers in Medan. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 23(10), 76-79. DOI: 10.9790/0837-2310087679. <http://www.iosrjournals.org/iosr-jhss/papers/Vol.%2023%20Issue10/Version-8/K2310087679.pdf>.
- Pandiangan, Saut Maruli Tua, Resmawa, Ira Ningrum, Simanjuntak, Owen De Pinto, Sitompul, Pretty Naomi, & Jefri, Riny. (2021). Effect of E-Satisfaction on Repurchase Intention in Shopee User Students. *Budapest International Research and Critics Institute-Journal*, 4(4), 7785-7791. DOI: <https://doi.org/10.33258/birci.v4i4.2697>.
- Pandiangan, Saut Maruli Tua, Oktafiani, Fida, Panjaitan, Santi Rohdearni, Shifa, Mutiara, & Jefri, Riny. (2022). Analysis of Public Ownership and Management Ownership on the Implementation of the Triple Bottom Line in the Plantation Sector Listed on the

- Indonesia Stock Exchange. Budapest International Research and Critics Institute-Journal, 5(1), 3489-3497. DOI: <https://doi.org/10.33258/birci.v5i1.4016>.
- Pandiangan, Saut Maruli Tua. (2022). Effect of Packaging Design on Repurchase Intention to the Politeknik IT&B Medan Using E-Commerce Applications. *Journal of Production, Operations Management and Economics (JPOME)*, 2(1), 15–21. <http://journal.hmjournals.com/index.php/JPOME/article/view/442>.
- Pradini, G., Latif, B. S., Digidowiseiso, K., & Miranti, M. O. (2022). The Influence of Products and Promotional Mix on Tourists' Decision: (Case Study of Pramuka Bee Park, Cibubur, East Jakarta). *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 1756-1764.
- Takwate, K.T. (2021). Psychosocial Effect of Motivational Incentives on Senior Secondary Schools Teachers' Work Effectiveness in Adamawa State, Nigeria. *Britain International of Linguistics, Arts and Education (BIO LAE) Journal* Vol. 4 (3): 165-174.
- Tatasari, T. (2018). Pengaruh Pelatihan dan Pemberian Bonus Terhadap Motivasi Kerja dan Produktivitas Kerja Karyawan di PT. Lamongan Integrated Shorebase (LIS). *Jurnal Akuntansi*, 3(1). <https://doi.org/10.30736/jpensi.v3i1.134>.
- Tobing, Murniati, Afifuddin, Sya'ad, Rahmanta, Huber, Sandra Rouli, Pandiangan, Saut Maruli Tua, & Muda, Iskandar. (2018). An Analysis on the Factors Which Influence the Earnings of Micro and Small Business: Case at Blacksmith Metal Industry. *Academic Journal of Economic Studies*, 5(1), 17-23. <https://www.ceeol.com/search/article-detail?id=754945>.