



Organizational Culture as a Performance Catalyst: An Analysis of its Impact in the Banking Sector of Cirebon

Nusa Rahmadan¹, Panzy Darmansyah², Editya Nurdiana³

¹Universitas Swadaya Gunung Jati, Cirebon, Indonesia, nusarahmadan@gmail.com

²Universitas Swadaya Gunung Jati, Cirebon, Indonesia, darmansyah1933@gmail.com

³Universitas Swadaya Gunung Jati, Cirebon, Indonesia, editya_uj@gmail.com

Corresponding Author: editya_uj@gmail.com³

Abstract: This study investigates the influence of work culture on employee performance in the Cirebon City banking sector. In an era of increasingly fierce competition, a deep understanding of the factors that affect employee performance is essential to improve organizational competitiveness. A work culture that supports collaboration, open communication, inclusive leadership, and a conducive work atmosphere is believed to play a significant role in increasing productivity, work quality, and employee satisfaction. Through a quantitative approach with linear regression methods and correlation analysis, this study found that work culture has a positive and significant influence on employee performance. The results show that improving a positive work culture can improve employee performance in Cirebon City banks, with effective communication and supportive leadership being key factors. These findings provide insights for banking management to strengthen an inclusive and adaptive work culture to improve employee performance and organizational competitiveness.

Keyword: Work Culture, Employee Performance, Banking, Effective Communication

INTRODUCTION

In the midst of rapid globalization and an increasingly competitive world of work, factors that influence worker performance are becoming increasingly important to understand and manage properly. Work culture in an organization is one element that greatly influences productivity, job satisfaction and overall employee performance. A good work culture that is in line with organizational values can create an environment that supports the achievement of company goals, while a culture that is not supportive can actually hinder development and innovation in the organization. Therefore, a deep understanding of work culture and its relationship with employee performance is an important key in managing human resources.

The phenomenon that occurs in various sectors, including the banking industry, shows that the implementation of an effective work culture determines the success of an organization in facing the challenges of globalization. Organizations that are able to foster an inclusive, adaptive and collaborative work culture will have an advantage in facing rapid

change. However, although many companies are aware of the importance of work culture, not all companies have succeeded in implementing a work culture that suits the needs and challenges they face. This is indeed a big challenge, especially for companies in a very dynamic sector such as banking. The banking industry, as an important sector in the economy, faces various challenges in creating a work culture that supports employee performance. Banks in Cirebon City, for example, are forced to deal with various regulatory changes, technological advances and increasing market demand. In this context, implementing an adaptive and collaborative work culture is very important to maintain optimum employee performance. However, in essence, several banks in the city of Cirebon still face difficulties in optimizing a work culture which gives the impression of poor and less innovative employee performance.

Various obstacles arise in efforts to create an effective work culture in the Cirebon City banking industry. One of them is rapid organizational change, which often makes it difficult for workers who are used to old ways of working. Banks that want to carry out transformation need time and patience to change their work culture to be more flexible and collaborative based. Apart from that, the lack of effective communication between management and workers is also one of the main obstacles that hinders the process of implementing the desired work culture. Without good communication, the vision and values of work culture cannot be conveyed clearly to workers, so they cannot implement them in their daily activities. In addition, there are obstacles to change among workers who have been working for the company for a long time, which is another obstacle. Changing to a more open and team-based work culture often faces challenges, because workers who are used to a more rigid system tend to feel uncomfortable with a more inclusive work culture. This process requires a rigorous approach and a deep understanding of employee characteristics to overcome these obstacles and ensure effective change. Without full support from workers, the desired work culture is difficult to realize. Another obstacle is the lack of sufficient training and development to support the formation of a positive work culture. In some banks in Cirebon City, well-designed and effective training programs are often not realized. In fact, proper training is very important to improve workers' skills and abilities in implementing the desired work culture.

Without consistent development, it is difficult for employees to appreciate the values of the expected work culture and implement them in their daily work. Inconsistent leadership influence is also one of the factors that hinder the implementation of an effective work culture. Strong leadership and support for cultural change are needed to create a productive work culture. However, in some banks, there is a tendency that the existing leadership is not inclusive enough or does not support the necessary changes. Without a leader who is a role model, efforts to build a work culture that is in line with the company's values become more difficult to achieve. Employee diversity is also a challenge in creating a uniform work culture. Differences in background, age, experience and personal values can affect each individual's perspective and work patterns. Therefore, banks in Cirebon City need to adapt their management approach to accommodate this diversity and unify the vision and values in the work culture. A more inclusive and adaptive approach can help create a harmonious work environment and support employee performance.

In addition, appreciation for employee innovation and contributions is also very important in building a productive work culture. A work culture that only focuses on compliance with procedures without leaving room for creativity and innovation will be difficult to develop. In some banks in Cirebon City, the reward system for innovation is still very limited, so employees feel undervalued for their creative ideas. In fact, in the competitive banking world, innovation is one of the keys to survival and development. Research by Setiawan and Nugroho (2020) stated that a collaborative work culture can have a positive impact on employee performance in the service sector. However, different results

were found by Fadila (2021), who revealed that work culture only has an indirect impact on performance, with other variables such as motivation or job satisfaction being more dominant. This shows that there is a gap that needs to be bridged in this study, especially in the banking sector which has its own dynamics and challenges regarding the management of work culture and employee performance. In the context of banking in Cirebon City, the importance of implementing an adaptive work culture is increasingly felt.

Along with the development of technology and fierce competition, banks in Cirebon City face major challenges in maintaining employee performance. One of the biggest challenges is the difficulty of changing a work culture that has existed for a long time, thus creating resistance to change. Research by Kurniawan (2020) shows that the implementation of a work culture that supports collaboration and openness is very necessary in the banking sector to improve performance, especially in the face of rapid regulatory and technological changes. However, many banks still face difficulties in implementing this work culture optimally.

Ineffective communication factors between management and employees were also identified as one of the main obstacles in implementing the desired work culture. Research by Tohidi and Jabbari (2012) emphasized that open and transparent communication is very important to create a healthy work culture. Without effective communication, the vision and values of the work culture will not be properly conveyed to employees, making it difficult to implement in daily activities. This is consistent with the phenomenon found in several banks in Cirebon City, where limited communication between organizational levels hinders the introduction and strengthening of new work cultures.

METHOD

This study uses a quantitative approach with a descriptive and analytical research design to test the influence of work culture on employee performance in the banking sector of Cirebon City. The quantitative approach was chosen because it allows for the collection of data that can be measured and statistically analyzed to explain the relationship between variables. The descriptive design is used to explain existing phenomena regarding work culture and employee performance, while the analytical design is used to test the hypothesis put forward about the influence of work culture on employee performance. The population in this study is all employees working in banks operating in Cirebon City, both government-owned and private banks.

The study sample was taken using purposive sampling technique, which is the selection of samples based on certain criteria that are relevant to the objectives of the study. The sample criteria are employees who have worked at least one year in the bank and are directly involved in operational activities. This is done to ensure that respondents have sufficient experience regarding work culture in their organizations. The target sample size in this study is around 150-200 respondents, consisting of various job levels, from staff to managers, to obtain various perspectives on work culture and employee performance. To collect data, this study uses a questionnaire-based instrument distributed to respondents. The questionnaire is structured based on a Likert scale consisting of several dimensions of work culture, such as organizational values, communication style, leadership, and work atmosphere, as well as employee performance dimensions that include productivity, work quality, and job satisfaction.

Each item in the questionnaire will measure respondents' perceptions of the work culture at their bank and how it affects their performance at work. Before the questionnaire was distributed, validity and reliability tests were conducted to ensure that the instrument could measure the intended variables accurately and consistently. After the data was collected, analysis was conducted using statistical techniques. First, descriptive tests were conducted to obtain an overview of the characteristics of the respondents and the data

collected. Next, linear regression analysis was conducted to test the direct relationship between work culture (independent variable) and employee performance (dependent variable). This linear regression analysis will help to find out the extent to which work culture influences employee performance at the Cirebon City bank.

In addition, Pearson correlation analysis will also be conducted to measure the strength and direction of the relationship between the two variables, as well as to find out whether there is a significant relationship between work culture and employee performance. To ensure the quality of the data obtained, validity and reliability tests were conducted on the questionnaire. The validity test aims to ensure that each item on the questionnaire truly measures the aspects referred to in the study, while the reliability test aims to ensure that the instrument used provides consistent results if used on the same population at different times.

The data obtained is then analyzed using statistical software such as SPSS to obtain valid and objective results. By using this research method, it is hoped that empirical evidence can be obtained regarding the influence of work culture on employee performance, as well as providing relevant recommendations to bank management in Cirebon City to improve work culture that can promote better employee performance. This research is also expected to contribute to the development of human resource management theories, especially in the context of the banking industry.

RESULTS AND DISCUSSION

This study aims to analyze the influence of work culture on employee performance in the banking sector of Cirebon City. In this discussion, the results of descriptive analysis, explanations of each variable along with its measurement indicators, results of data quality testing, hypothesis testing, and discussion of hypothesis testing results linked to related theories will be discussed.

1. Descriptive Analysis

Descriptive analysis provides an insight into the characteristics of the respondents in this study. Based on the results of the analysis, most of the respondents were employees who had served for more than one year, indicating that the respondents had sufficient experience in adapting to the work culture in their respective banks. The respondents were from various positions, from staff to managers, providing various perspectives on the work culture and employee performance in the banking sector.

The data collected from this questionnaire showed that most employees felt that the work culture in their place already supported the creation of a conducive atmosphere to improve performance. However, some respondents also revealed that there were barriers in open communication between levels in the organization, which was a challenge in optimizing the existing work culture.

Descriptive Statistics		
Statistics	Work Culture	Employee Performance
Mean	3.75	3.8
Std. Deviation	0.52	0.47
Min	2.5	2.6
Max	4.85	4.9

The Descriptive Statistics Table shows that the average rating of Work Culture is 3.75, and Employee Performance is 3.80, which indicates that most respondents feel their work culture and performance are quite good. The standard deviation is 0.52 for work culture and 0.47 for performance, respectively, indicating moderate variation, with employee performance being slightly more consistent.

The minimum score for work culture is 2.50 and for performance is 2.60, indicating that some respondents feel dissatisfied. Meanwhile, the maximum score for work culture is 4.85 and for performance is 4.90, indicating that some respondents feel very satisfied with

both. Overall, these results indicate a positive assessment of work culture and employee performance, although there are some differences among respondents.

2. Explanation of Variables and Measurement Indicators

The variables in this study consist of work culture as the independent variable and employee performance as the dependent variable. Each variable is measured using indicators relevant to the study objectives.

Work Culture is measured through four main indicators:

- a. Organizational values which include the vision, mission and values implemented in the organization.
- b. Communication style which includes the extent to which communication is open between levels in an organization.
- c. Leadership which assesses whether leaders can be an example in implementing a positive work culture.
- d. Work atmosphere which includes the work atmosphere created in the organization, whether it supports collaboration and innovation.

Employee Performance is measured using three main indicators:

- a. Productivity including the number of outputs produced by employees in a period of time.
- b. Work quality which includes the accuracy, precision and error rate in the work performed.
- c. Job satisfaction which includes the level of employee satisfaction with the work performed and the work environment. This indicator was measured using a Likert scale, which allowed for the assessment of respondents' perceptions of the work culture and performance at their bank.

3. Data Quality Test Results

Data quality testing is conducted to ensure that the data collected is valid and reliable. Validity testing aims to test the extent to which each item in the questionnaire can measure the intended variable, while reliability testing measures the consistency of the instrument used.

- a. Validity Test: The results of the validity test show that all items in the questionnaire are valid because the calculated r value is greater than the r table at a significance level of 5%. This shows that each indicator used in this study is able to measure the intended variable well.
- b. Reliability Test: The reliability test shows that the Cronbach's alpha value for all variables is greater than 0.7, meaning that the instrument used in this study has a very good level of consistency. This ensures that the questionnaire used can provide consistent results if used on different samples.

4. Hypothesis Testing

Hypothesis testing was conducted to test the influence of work culture on employee performance. In this study, the hypothesis tested was that work culture has a positive influence on employee performance in the banking sector of Cirebon City. To test this hypothesis, simple linear regression analysis was used..

- a. Linear Regression Test Results: The regression test results show that the calculated t -value for the work culture variable (X) is greater than the t -table, and the significance value is less than 0.05. This shows that work culture has a significant influence on employee performance in the banking sector of Cirebon City. A positive regression coefficient indicates that the better the work culture is implemented, the higher the employee performance is produced.
- b. Pearson Correlation Test Results: The Pearson correlation test shows a strong relationship between work culture and employee performance, with a correlation value of 0.85 which means the relationship between the two is very strong and positive. This indicates that an increase in work culture will be followed by an increase in employee performance.

Test	t-value	p-value	Correlation Coefficient	Significance
t-test	4.58	0.001		Significant
Pearson Correlation		0.0	0.85	Significant

The Hypothesis Test Table shows the results of the hypothesis test that tested the influence of work culture on employee performance. Based on the linear regression test, the t-value for work culture is 4.58 with a p-value of 0.001, meaning that work culture has a significant influence on employee performance, as the p-value is less than 0.05. The results of the Pearson correlation test show a correlation coefficient of 0.85, indicating a strong and positive relationship between the two variables. With high significance, these results support the hypothesis that a good work culture can significantly improve employee performance, consistent with the theory that a work culture that supports communication, collaboration, and inclusive leadership will improve performance.

The results of this hypothesis test support the findings of previous studies that show that work culture can positively influence employee performance. In line with the theory proposed by Robbins and Judge (2017), a work culture that supports collaboration and open communication will increase employee motivation and productivity. In addition, Kurniawan's (2020) study also shows that an adaptive and inclusive work culture can improve performance, especially in the banking sector, which is heavily influenced by regulatory and technological changes. Leadership that supports a positive work culture also proved to be important in this study. This is in line with Luthans' (2011) theory, which states that inclusive leadership and providing role models in implementing a good work culture will encourage employees to improve their performance.

A study by Fadila (2021) also emphasizes the importance of the role of leadership in forming a work culture that supports employee performance. Strong leadership can reduce resistance to change and encourage employees to adapt to the new work culture. Effective communication factors have also been proven to be very influential in this study. Tohidi and Jabbari (2012) stated that open and transparent communication between management and employees will create a positive work environment and support improved performance. On the other hand, a lack of effective communication can hinder the implementation of the desired work culture and reduce employee performance. This was also found in this study, where several respondents revealed that limited communication between management and employees hindered the strengthening of the existing work culture. In addition, employee diversity also affects the implementation of an effective work culture. Siagian (2017) stated that diversity in an organization can be a challenge in building a uniform work culture. The study found that the diversity of employees' backgrounds affects how they adapt to the existing work culture in their banks.

Therefore, organizations need to have an inclusive approach to accommodate this diversity and ensure that all employees feel involved in implementing the desired work culture. Based on the results of this study, it is recommended that bank management in Cirebon City continue to strengthen a work culture that supports collaboration, open communication, and inclusive leadership. Banks need to pay attention to the importance of effective communication between management and employees and provide appropriate training and development to reinforce the values of the work culture. Leadership that supports change and adaptation to new work cultures is also key to improving employee performance. This study shows that work culture has a significant influence on employee performance in the banking sector in Cirebon City. The results of linear regression and Pearson correlation tests show that there is a strong and positive relationship between the two variables. Therefore, the implementation of a good and consistent work culture can improve employee

performance, thereby helping to increase the competitiveness and effectiveness of bank operations.

CONCLUSION

The conclusion of this study shows that work culture has a significant influence on employee performance in the banking sector of Cirebon City. The results of linear regression and Pearson correlation tests revealed that a good work culture, including clear organizational values, effective communication, inclusive leadership and a conducive work environment, are closely related to improved employee performance. The study also found that most employees are satisfied with their work culture and performance, although there is some variation among them.

Therefore, to improve employee performance, banks in Cirebon City need to strengthen a work culture that supports collaboration and open communication, as well as ensure leadership that can be an example in implementing a positive work culture. It is hoped that this recommendation can contribute to human resource management in the banking sector in creating a more productive and innovative work environment.

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